

Selecting and Implementing a Best Practices Framework

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Learning Outcomes

At the conclusion of this session,
attendees should be able to

- describe the quagmire of standards and models
- understand the different perspectives offered
- evaluate documented processes versus multi-model requirements

Common Models and Standards

Baldrige Award	ISO/IEC 15504
Six Sigma	Enterprise SPICE
Lean	ISO/IEC 12207
COBIT	ISO/IEC 15288
ISO 9001	ISO 27001
CMMI-DEV	ISO 14000
CMMI-SVC	ISO 20000, ITIL
CMMI-ACQ	People CMM
eSCM-SP	COPC
eSCM-CL	...

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Two Paradigms

Analytic

- based on measurement, principles
- Deming, Juran, Six Sigma, ...

Best Practice Frameworks

- practices that consistently demonstrate significant improvements to the bottom line
- ISO 9001, CMMI, eSCM-SP, ...

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Selecting a Framework

Customer requirement

Market expectation

Fits needs for improvement

Existing knowledge / convenience

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Defining Processes

Minimum essential information

Clear, graphics as well as text

- usable

Separation of concerns (definition vs understanding)

- training, glossaries, references, ...

Easy to revise / improve

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A Proper Order

Address business objectives

- prioritize customer-added value

Process first, then framework

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Reality of Framework Adoption

“Popularity” of the framework

Iterations between requirements
and actual value (we hope)

Low success rates

Frequent bureaucracy

- “no one expects the Spanish
Inquisition”

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Adoption Factors

Credibility of publisher, popularity

User groups, consultants, training

Conferences, publications

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Certification

Individuals

- Black Belts
- Lead Assessors
- Certified xxx Professional

Organization

- ISO certified?
- CMMI Level?

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The Multi-Model Environment

PRIME Workshop, May 2008

Cross-certification

Mapping strategies

- bilateral
- needs based
- reference model

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Accenture's Holistic Approach to Quality

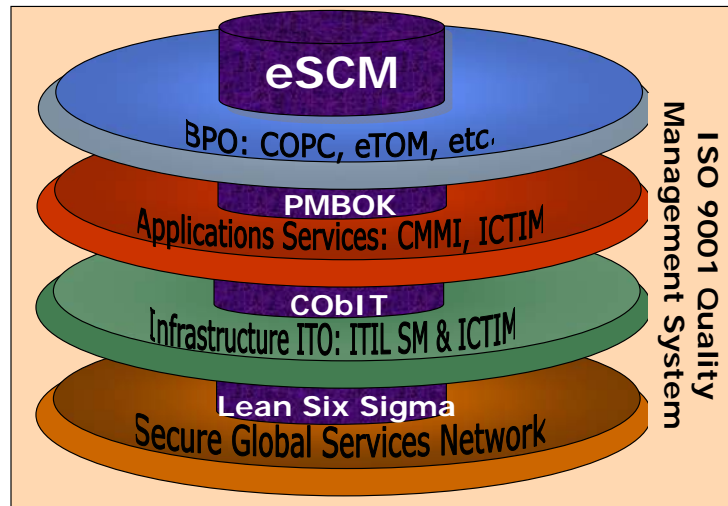
SIG Conference, 3 May 2006

Quality Management			
ISO 9001 – focus on process standards and process management			
Six Sigma – focus on data-driven decision making and improvement			
Systems Integration	Outsourcing		
CMMI – focus on systems development/ maintenance	eSCM-SP – focus on sourcing life cycle and best practices		
	AO	BPO	IO
	CMMI – systems dev./maint.	COPC – call centers	ITIL – IT service mgmt

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EDS's Perspective on IT Services

SIG Conference, 3 May 2006



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Questions and Answers

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