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Moving To CMMI Level 4 (SW/SE/IPPD)

CMMI User Conference
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Agenda

1. About Accenture

2. Moving to CMMI Level 4

3. Questions

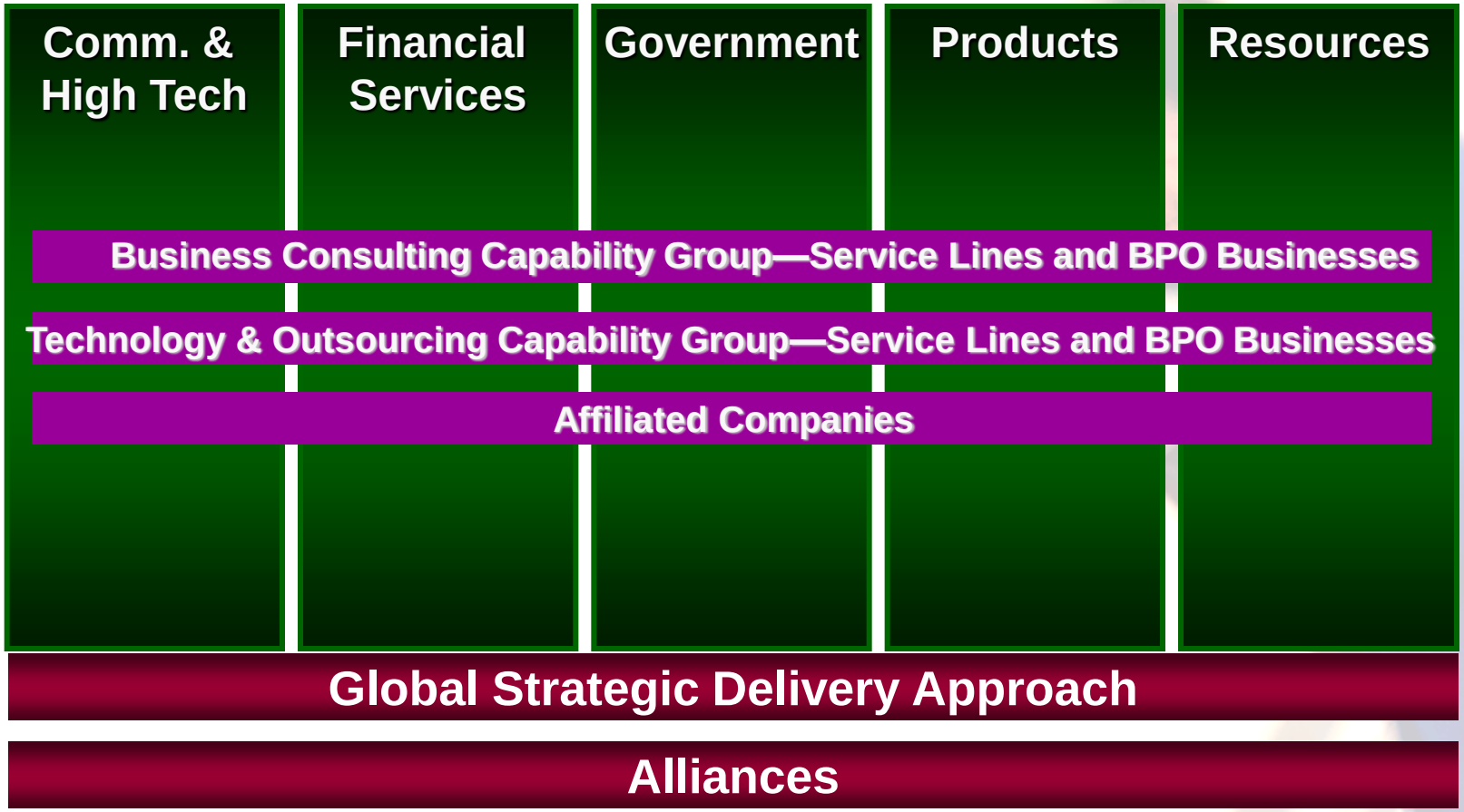
1. About Accenture

[redacted]

Accenture (NYSE: ACN)

- Global management consulting and technology services company
- Collaborates with clients to help them realize their visions and create tangible value
- With more than 80,000 people in 47 countries, we can quickly mobilize the right people, skills, alliances, tools and technologies to deliver innovation
- Integrates consulting and outsourcing services to help clients:
  - Identify critical areas with potential for maximum business impact
  - Innovate and transform the processes in those areas
  - Deliver performance improvements and lower operating costs by assuming responsibility for certain business functions or areas
- We serve 89 of the *Fortune* Global 100 and more than two-thirds of the *Fortune* Global 500.
- More than 90 percent of our top 100 clients in fiscal year 2002 have been clients for the past five years, and more than 60 percent have been clients for at least 10 years.

Market-facing Structure



2. Moving to CMMI Level 4

- Process Improvement Journey
- CMMI Level 4 Approach
- CMMI Level 4 Key Activities
  - Getting Started
  - Implementation Activities
- CMMI Level 4 Transition Experiences

Process Improvement Journey

5 Emphasis on continuous improvement

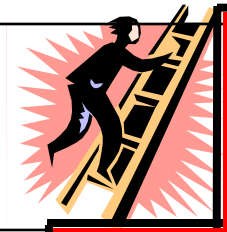
4 Process measured and statistically controlled

3 Process characterized for the organization

2 Process characterized for projects and is often reactive

1 Process unpredictable, poorly controlled and reactive

Optimizing



Quantitatively Managed

FY'04 Level 4 Appraisal

Defined

May 2002: Achieved CMMI Level 3 for USA Government OU (Federal, East, West, AGC)

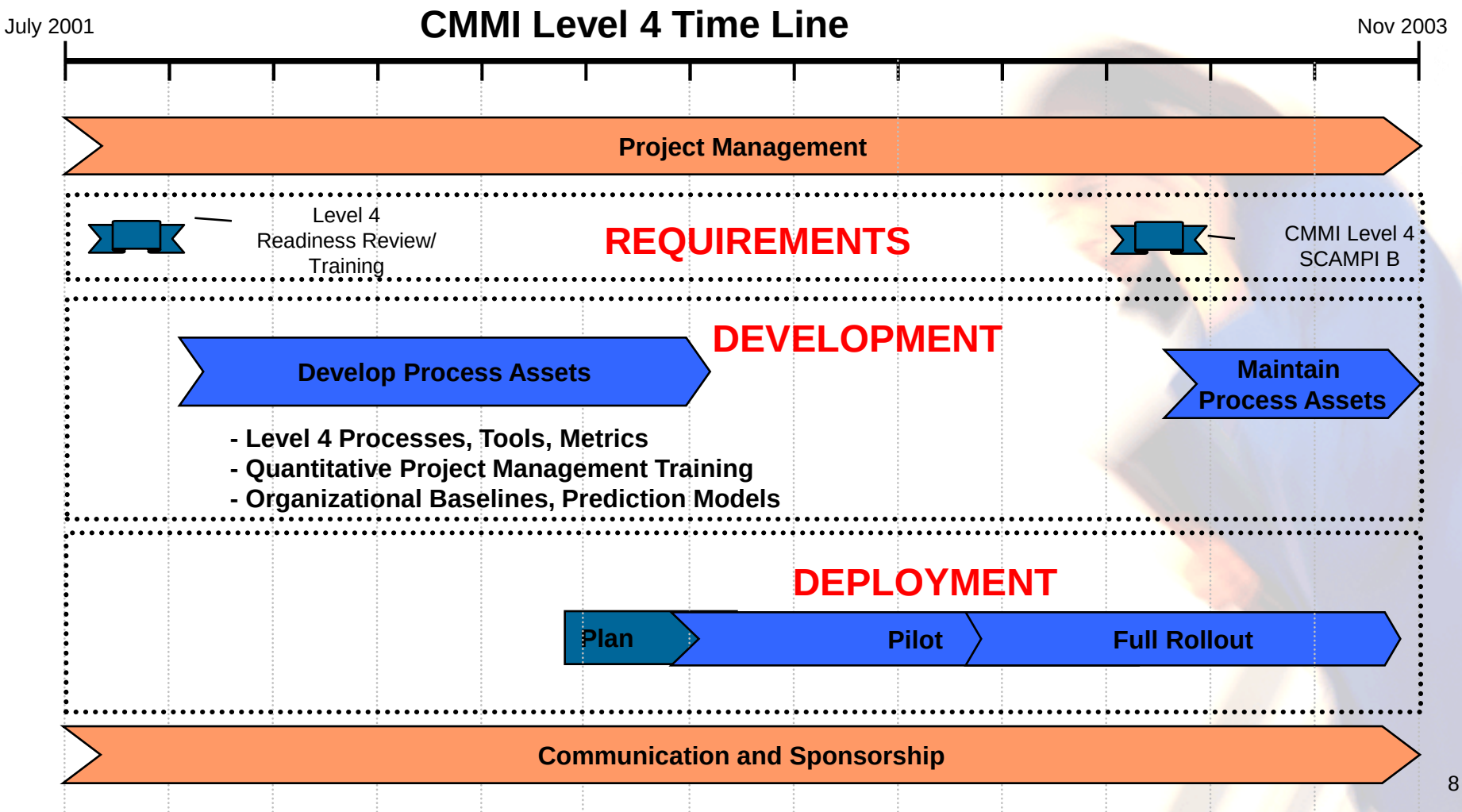
October 2000: Achieved Level 3 for Federal Client Group

Managed

May 2000: Achieved CMM Level 2 for Federal Client Group

Initial

CMMI Level 4 Approach



CMMI Level 4 Key Activities:
1. Getting Started

Accenture conducted a Readiness Review and Training activities to kickoff its CMMI level 4 activities.

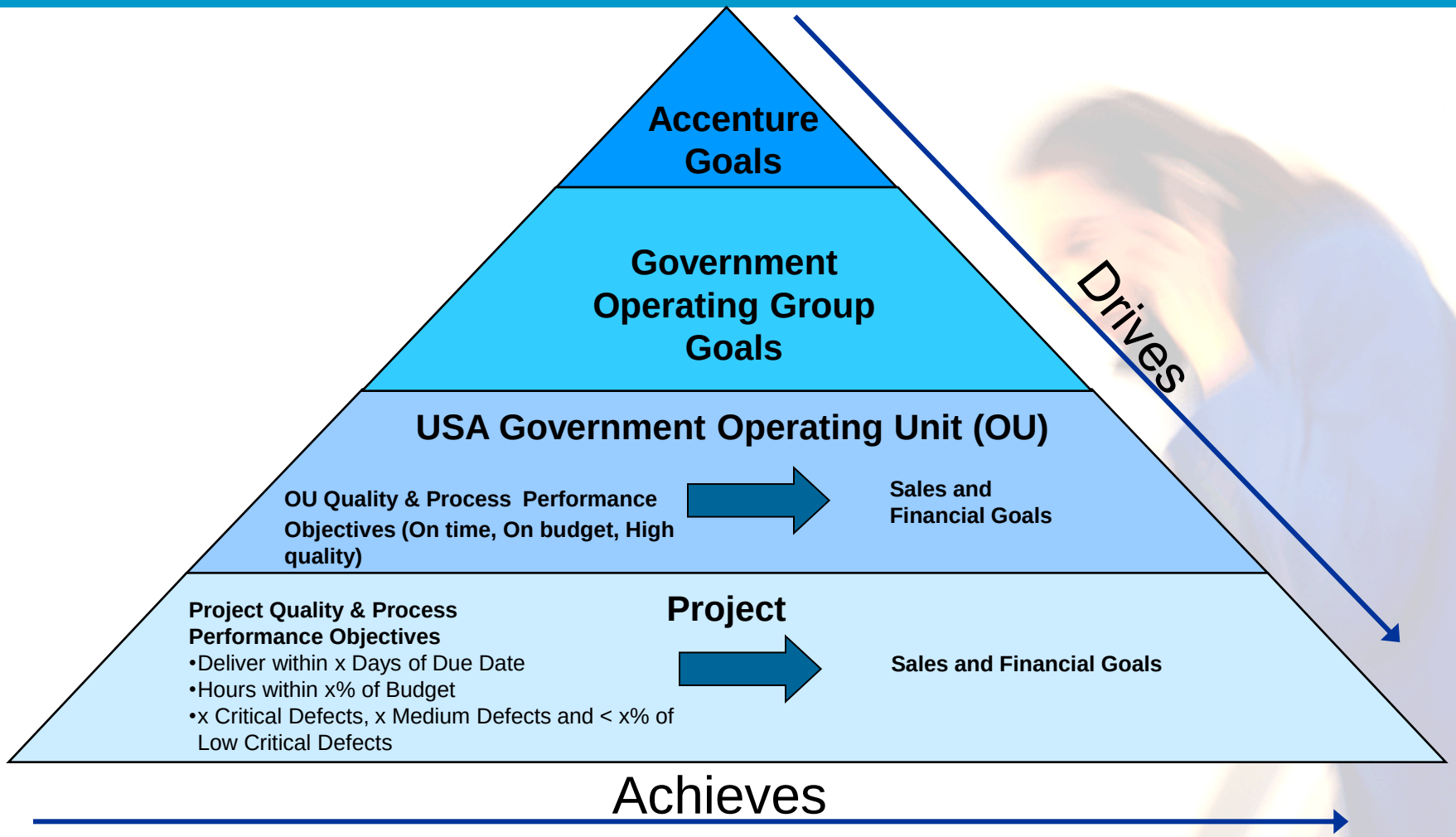
CMMI Level 4 Process Areas:

1. Organizational Process Performance (OPP)

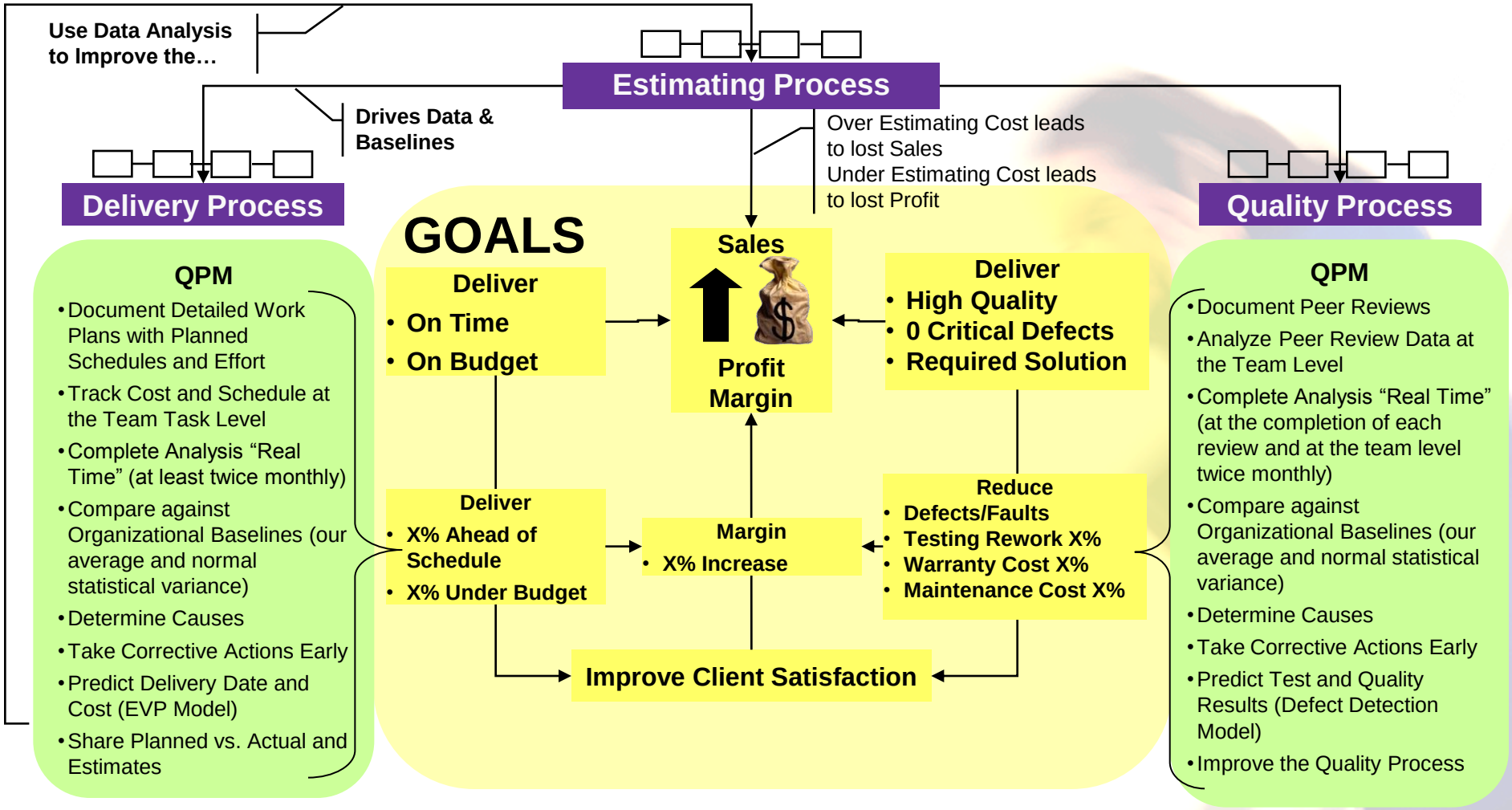
2. Quantitative Project Management (QPM)

Capability Maturity Model Integrated		
5	Optimizing	Emphasis on continuous improvement
4	Quantitatively Managed	Process measured and statistically controlled
3	Defined	Process characterized for the organization
2	Managed	Process characterized for projects and is often reactive
1	Initial	Process unpredictable, poorly controlled and reactive

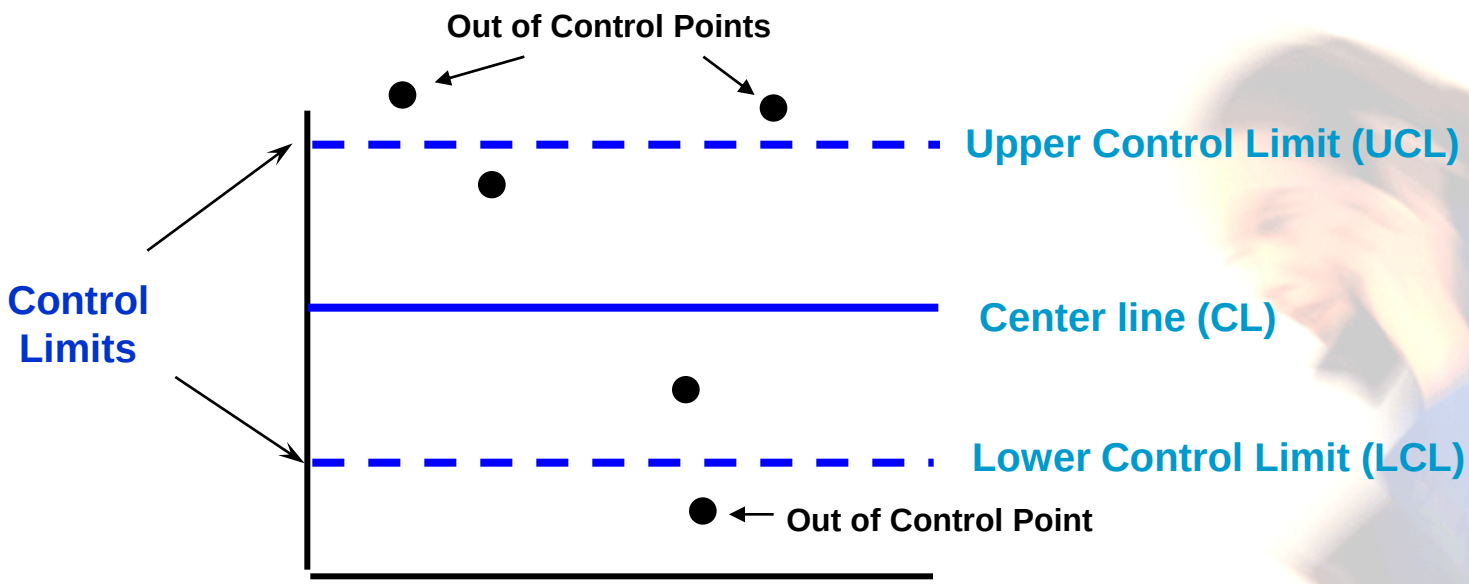
CMMI Level 4 Key Activities:
2. Develop and communicate the 'Value Story'



CMMI Level 4 Key Activities:
3. Select processes that support goals



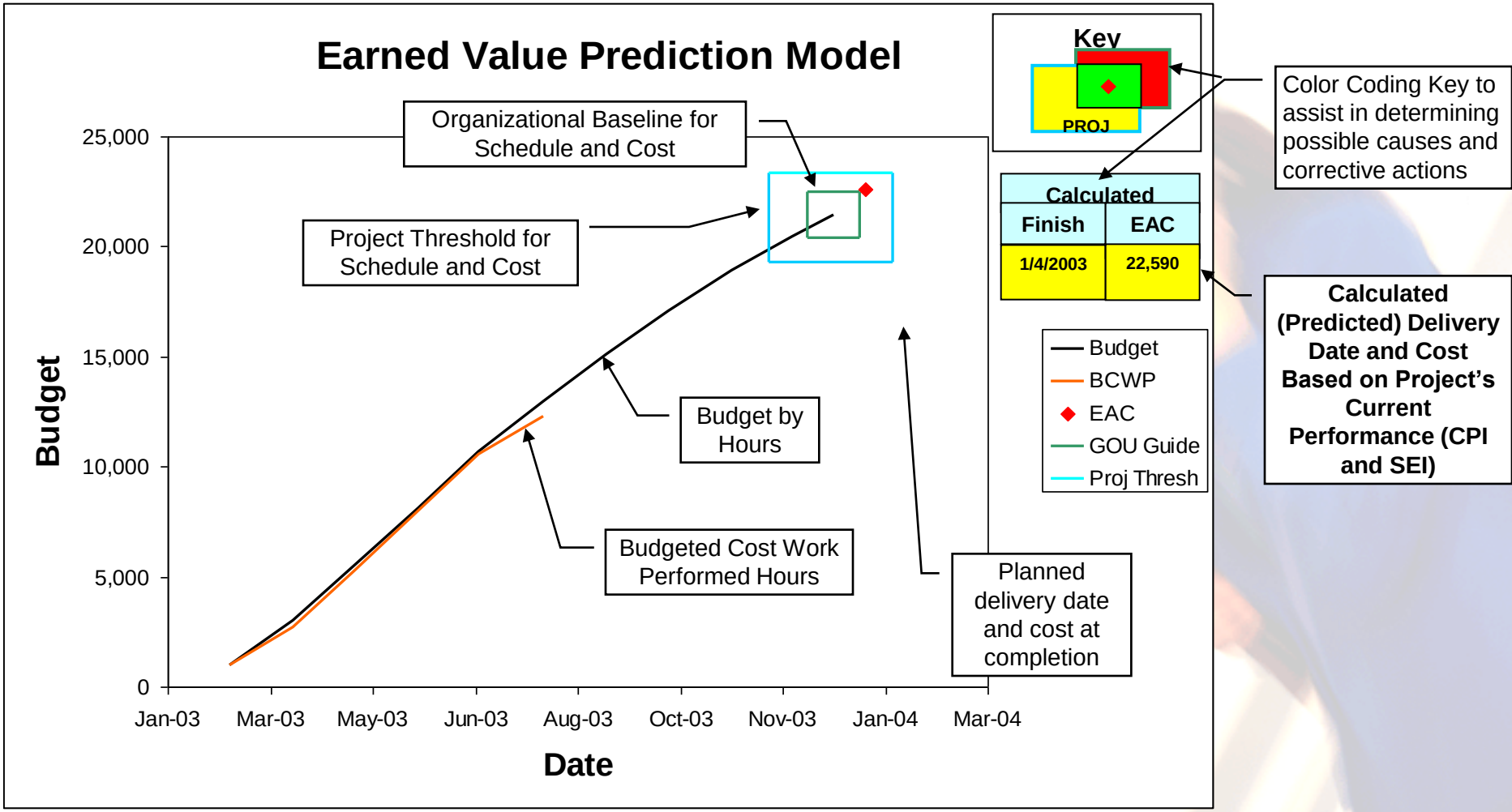
CMMI Level 4 Key Activities:
4. Develop Level 4 Infrastructure – Organizational Baselines



X axis: Event, Time or Sequence

Control Limits: Derived <u>quantitatively</u> based on historical measurement data

CMMI Level 4 Key Activities:
5. Develop Level 4 Infrastructure – Prediction Models

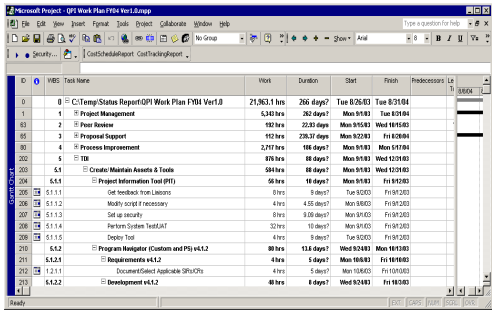


CMMI Level 4 Key Activities:
6. Develop Level 4 Infrastructure – QPM Training and Skill Development

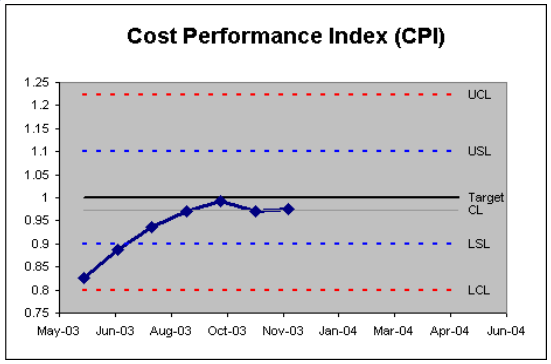
- Managing using Data
- Predicting Future Behavior based on History (Results) – Taking Corrective Actions to Mitigate Risks/Prevent Issues

Goal
- On Time
- On Budget

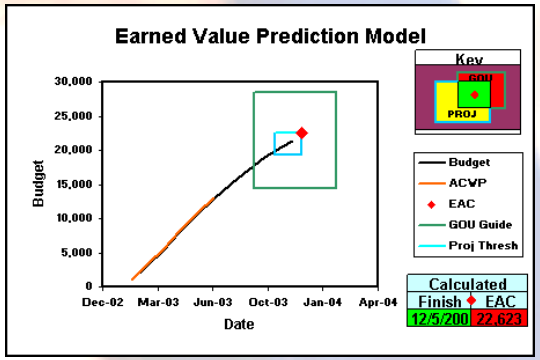
Measure



Analyze Results



Predict



Take Corrective Action
- Change Process – e.g.: more peer reviews
- Update Project Standards
- Modify Resources/Resource Mix
- Increase Mentoring and Training

CMMI Level 4 Key Activities:
7. Actively deploy to projects

- Relentless Communication
  - Leadership communications
  - Monthly newsletter features
  - Executive presentations
  - Town hall Q&A meetings

- On-site QPM Training Delivery
  - Data analysis
  - Use of enabling tools

- ‘Wave’ approach

Transition to CMMI Level 4 Experiences

- Get your ‘Value Story’ straight
- Get CMMI level 2 and 3 right
- Get expert assistance
- QPM stands for Quantitative PROJECT MANAGEMENT (ie. QPM is a project responsibility)

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