TIS Achieves CMM Level 5

The Ogden Air Logistics Center, Software Engineering Division (OO-ALC/TIS) at Hill Air Force Base, Utah was assessed July 13-23, 1998 and found to be a Level 5 maturity organization according to the Software Engineering Institute Capability Maturity Model (CMM).

The Software Engineering Division, which comprises over 500 employees, develops and maintains software for operational flight programs and automatic test equipment. TIS is the first government agency known to be rated at this maturity level. Only three other companies involved in software development are known to share this rating.

The development of numerous tools, such as time and accounting systems, defect tracking databases, and a technology change management database helped TIS automate many of the activities relating to the goals in the Level 4 and Level 5 key process areas.

As a final self-check, TIS prepared cross matrices between their documentation and the goals, commitments, abilities, and activities associated with each key process area. These matrices provided a road map through the hierarchy of documentation. The projects within TIS also organized examples by each key process area. The seminar "Surviving a Software Capability Evaluation," presented at the April 1998 Software Technology Conference in Salt Lake City, Utah, reinforced TIS's belief in the need for this detail of preparation. This final check was also a benefit to the assessment team; it helped shorten the long days experienced by the assessment team members.

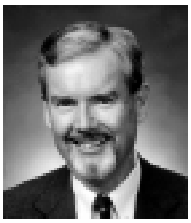
The assessment team consisted of nine members, six of which were either lead assessors or candidate lead assessors. The team consisted of Mark Paulk, Brian Larman, and Donna Dunaway from the Software Engineering Institute, Bonnie Bollinger and Millee Sapp from Robins Air Force Base, Ga., Mike Ballard from the Software Technology Support Center, and David Putman, Pat Cosgriff, and David Haakenson from the Software Engineering Division.

tion. Using the descriptions above of the four roles of sponsor, champion, coach, and change agent, and restricting your answers just to this initiative, can you answer:

- What personnel are the sponsors for that initiative? What positions do they have within your project or parent organization?
- What personnel are the champions for the initiative? What positions do they have within your project or parent organization?
- What personnel are the coaches for your initiative? What positions do they have within your project or parent organization?
- What personnel are the change agents for your initiative? What positions do they have within your project or parent organization?

Now ask yourself, if no one is filling one or more of these four roles, how will the activities associated with those roles be accomplished? Do you have one or more of the risks here in your initiative? Should you be tracking them in your risks matrix? ◆

About the Author



Lewis Gray, president of Abelia Corporation, has 30 years experience introducing new technology. He specializes in coaching and teaching CMM-based software process improvement. He was a leader in the development of IEEE/EIA 12207, MIL-STD-498, and J-STD-016 and is the only instructor outside the SEI authorized to present the Technology Transition Model for leading the adoption of new technology.

Prior to founding Abelia, Gray had key project management and technical positions at TRW, GTE, and INTELLIMAC. He received a bachelor's degree in mathematics and a doctorate in the philosophy of science (specializing in technology assessment) from Indiana University, where he also taught mathematics, technology assessment, and philosophy of science.

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