



**ATTEND TO YOUR PEOPLE FOR
SUCCESSFUL IMPROVEMENT**

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The Main Idea

The success of process
improvement initiative largely
depends on the people and on the
organizational culture.



We need to ATTEND our
people for successful
improvement



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Bilgi Group Ltd. (BG)

- ◆ A small consultancy company specialized in software/IT process improvement
 - CMMI, ITIL, ISO 9001, COBIT
 - Has worked with defence contractors, financial institutes, independent software companies
 - Most customers are small to medium size organizations
- ◆ We offer a wide range of trainings as well

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Meteksan System Inc.

- ◆ The leading IT company in Turkey, operating since 1969
- ◆ Basic facts:
 - Number of employees > 550
 - Revenue: ~145 Million \$ (2005)
 - Number of Offices: 32
 - National Facilities Security Certificate; NATO Clearance Certificate
 - ISO 9001:2000 Certificate
 - Software development team > 80; growing


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 **Meteksan System Inc.**


Scope of services offered


<ul style="list-style-type: none"><input checked="" type="checkbox"/> Systems Integration<input checked="" type="checkbox"/> Enterprise Solutions<input checked="" type="checkbox"/> Application development<input checked="" type="checkbox"/> ERP<input checked="" type="checkbox"/> Solutions<input checked="" type="checkbox"/> Simulation<input checked="" type="checkbox"/> CRM, SCM etc<input checked="" type="checkbox"/> Content and web services<input checked="" type="checkbox"/> Outsourcing<input checked="" type="checkbox"/> Business Applications<input checked="" type="checkbox"/> Network Services<input checked="" type="checkbox"/> Network analysis, design<input checked="" type="checkbox"/> Consultancy, integration<input checked="" type="checkbox"/> Network management	<ul style="list-style-type: none"><input checked="" type="checkbox"/> IT Consultancy Services<input checked="" type="checkbox"/> Project Management<input checked="" type="checkbox"/> Systems design, operation<input checked="" type="checkbox"/> Systems/ network management<input checked="" type="checkbox"/> Consultancy<input checked="" type="checkbox"/> Application consultancy<input checked="" type="checkbox"/> Process consultancy<input checked="" type="checkbox"/> Business continuity<input checked="" type="checkbox"/> Technical Support Services<input checked="" type="checkbox"/> Maintenance, warranty<input checked="" type="checkbox"/> Installation, integration<input checked="" type="checkbox"/> Transportation, renting<input checked="" type="checkbox"/> Training<input checked="" type="checkbox"/> Call center services
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 **SPI in Meteksan System Inc.**

- ◆ Started with ISO 9001 certification in 2003
- ◆ CMMI focus was defined late 2004
- ◆ SPI project targeting CMMI Level 3 initiated in January 2005
 - With the consultancy from BG
 - Coverage: the whole software development team with approximately 60 engineers; CMMI SW
 - Challenges: team working at customer site; strong deadline pressure, weak feedback to the proposal preparation; no customer requirements/expectations regarding to the processes
- ◆ Class C SCAMPI performed in May 2006
- ◆ Class A SCAMPI is planned for September 2006



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At The Beginning (Jan 2005)

- ◆ The first step was to assess the current processes and practices towards identifying the improvement opportunities
 - Major missing issues in
 - Requirements management
 - Measurement and analysis
 - Risk management
 - DAR
 - The results and list of “TO DO” items were presented to the whole group in mid-Feb
 - Feedback recieved
 - Awareness on the plans


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Decisions and Plans

- ◆ How are we going to work ?
 - The idea of process action teams ?
 - Who will join the process actions teams ?
 - How to utilize consultant’s time ?
 - How much can we do ?
- ◆ From where do we need to start ?
 - Which processes?
 - How about those outside the scope of CMMI ?
 - Business development
 - Program management
 - Service management


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Structure of the Work


- ◆ Project management team: manage the improvement work as a project: assignments, problem resolution, change agents
 - 3 people: 2 from MS and 1 from BG
- ◆ Process action teams: for each CMMI process area, based on the improvement opportunities identified close the gap between the current status and CMMI Level 3 requirements
 - For each team: BG assigns 1 person to lead the group and/or provide domain area expertise as well as expertise related to the improvement
 - Meteksan teams varied in number; in some cases the number of Meteksan participants reached to 5-6; but generally for each PAT 3-4 people assigned

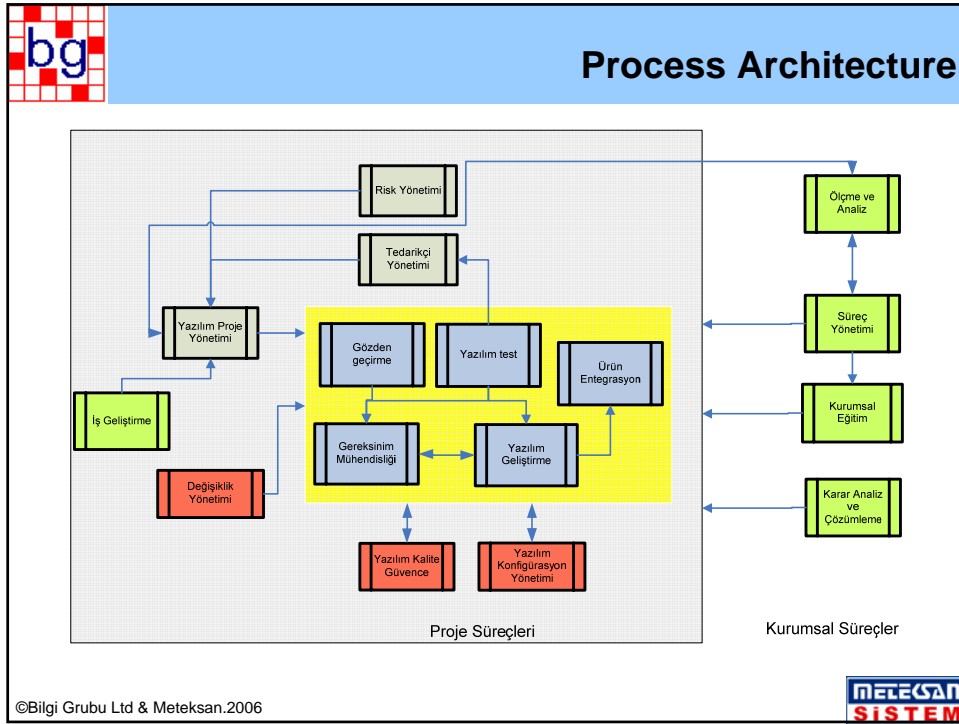
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Initial Considerations

- ◆ Goal for initial phases was to create a “willingness to change”
 - Understand and adapt CMMI requirements
 - Handle volunteer work in addition to heavy work loads
 - Create an interest
- ◆ Basic precautions
 - Kick-off meeting (BG/MS)
 - Talking to everyone during assessment (BG)
 - Meeting for sharing assessment results and plan (BG/MS)
 - CMMI Introduction training (in Turkish) to the whole team (BG)

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- bg** **How To Get People Involved**
- ◆ Large amount of marketing for PAT Membership (MS)
 - A chance to speak and design your future environment
 - A chance to learn
 - “we will help you”
 - ◆ Marketing for CMMI and the new image of MS
 - Social gatherings
 - Scheduled meetings with every off-site project team
 - ◆ We assigned responsibility of “process ownership” from the beginning
 - The leader of PAT
 - Change agent for the process
 - Responsible for explaining the process idea, steps and “how to do” to the whole team
- ©Bilgi Grubu Ltd & Meteksan.2006 **MELEKAN SYSTEM**




Outcomes Observed

- ◆ In addition to Level 3 compliant processes
 - A wide interest to the work being done
 - Support infrastructure for processes: tools; templates; guides etc.
 - Unexpected number of people volunteering for PAT work
 - We ended up creating PATS with around 10 people
 - We never said “no”; let them attend the meetings as they liked
 - We created “subteams”
- ◆ As a result of continuous and very strong management commitment
 - Resources allocated as needed: People; money; tools; rooms etc.
 - Number of “nay sayers” decreased over time
 - The improvement responsibility distributed to a large group

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Challenges of CMMI Based Improvement

- ◆ For experienced members of the team:
 - Not a direct requirement from the customer
 - A tradition of unrealistic deadlines as a result of competition and lack of historical data
 - Strong psychological objections to
 - Formal estimation methods such as function point
 - Details in the requirements definition process area
 - CMMI expectations regarding to alternative designs
- ◆ For inexperienced members of the team
 - The whole idea of process-based, discipline approach

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Towards the End ...

- ◆ While the process and infrastructure work were progressing towards completion
 - A large group of people reviewed the whole set of processes to ensure that they are consistent with each other
 - Creating the mental image of the work flow
 - Widening the knowledge
 - Internal trainings
 - Of the system in general
 - Specific processes depending on the roles of the attendees
 - Pilot projects
 - With feedback of the consultants

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What We Have Learned ...

- ◆ CMMI based improvement requires a lot of resources
 - For example: Getting the IBM Rational Analysis and Design Suite installed, aligned towards processes and ready to be used by the developers took nearly 4 person-month from Meteksan team; 15 person-days from IBM consultant and 6 person-days from BG
- ◆ Even with strong management commitment it is difficult not to get lost or depressed
 - An outsider can help
 - Have little breaks
 - Change the topic; there are lots of things to do anyway

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What We Have Learned ...

- ◆ Make sure everybody at least understands what is being done and why
 - Shortens the discussions and meetings
- ◆ Link the CMMI requirements to their daily work
 - IT infrastructure supporting the processes
 - Try to improve chronic problems even not included in the CMMI
 - Example: bid preparation process


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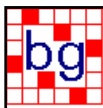


What We Have Learned ...

- ◆ Anything can happen
 - A large number of new projects started in the meantime
 - We lost some of our dedicated staff
 - Fortunately this was towards the end of our work
 - The project leader left the company
 - Hand-over was handled effectively
 - New senior manager hired
 - Increased the management commitment

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What We Have Learned ...

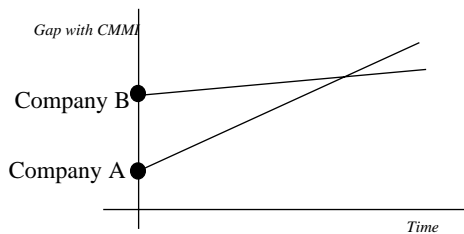
- ◆ Make sure the meaning of “defined process” is known by everyone including the management
 - Defined process:
 - documented
 - Training provided
 - Applied consistently

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Final Observation ...

- ◆ The important issue is
 - Not how small the gap is (the position you start)
 - How much you are willing to change, and how fast you can change



Instead of defining the BEST process, define a process that fits to culture so that it quickly gets accepted and then improve this process in the next cycle

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