

Process capabilities of core IT processes addressed to focus improvement efforts and achieve CMMISM

Problem

Two existing initiatives, achieving Capability Model Maturity Integration (CMMISM) accreditation Level 4 and deploying a **Six Sigma** program, appeared in conflict for a large information technology business unit of a global company. In addition, it was unclear where to focus business development efforts in the core business of application development. There was no process to streamline resources for product development and maintenance of their products.

Approach

An assessment of the company's core products and services was done by **process-centering** the organization. For example, each product-line had the following processes as part of the **life cycle** of the product:

- Project planning
- Project monitoring and quality assurance
- Design
- Coding
- Verification and validation (testing: unit, systems integration, user acceptance, network integration)
- Cross product integration
- Implementation
- Supplier relationship management
- Configuration management

Each process across all products and services was measured and stratified to compare. **Dashboards** and **scorecards** were prepared to rack and stack the performance and **life cycle** of current products and services. Then, efforts related to achieve **CMMISM** were streamlined and refocused based on established guidelines and criteria that justified the resource needs. **Six Sigma** tools were used to improve the performance of the existing processes.

Results

Based on the findings, a strategic plan was developed solely to reduce **complexity**. This planning process also created a community of best practices (**CoP**) and a measurement system for measuring synergy success. It also provided the business unit leaders with a **process management** system. These solutions reduced ambiguity and gave leaders a road map to make optimal decisions.