

# An Overview of the SCAMPI Lead Appraiser<sup>SM</sup> Body of Knowledge (SLA BOK)

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# Purpose of this presentation

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Provide an overview of the SCAMPI Lead Appraiser Body of Knowledge

- Objectives
- Development Approach
- Planned Uses
- Architecture and Content



# Author Team and Advisory Board

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## SEI Author Team

- Sandi Behrens, Chief Architect
- Steve Masters, Project Manager
- Judah Mogilensky
- Charlie Ryan

## SLA BOK Advisory Board

- Bruce Boyd
- Paul Byrnes
- Rushby Craig
- Mike D'Ambrosa
- Rick Hefner
- Jacques Joubert
- Ron Lear
- Larry McCarthy
- Alice Parry
- Lynn Penn
- Henry Schneider
- Meenakshi Sundaresan



# Topics of this presentation

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What the SLA BOK is (and is not)

Development process

Uses of the SLA BOK

SLA BOK architecture

Next steps

Summary



# What the SLA BOK Is

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The SLA BOK is a multi-dimensional view of the competencies and skills needed to be an effective and successful SCAMPI A Lead Appraiser.

- Codifies what Lead Appraisers have been doing
- Intended to document explicitly much that has been implicit for many years



# What the SLA BOK is not

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The SLA BOK is **not**

- An articulation of detailed CMMI® practice requirements (it does not replace the CMMI model)
- A definition of the requirements for conducting a SCAMPI A appraisal (it does not replace the SCAMPI MDD)
- A detailed reference on the theory and concepts underlying High Maturity practices
- A definition of competencies required for process improvement consulting or organizational change management



# SLA BOK Development Process

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Kick-off event was a SLA BOK Workshop held in Pittsburgh during February 2007.

- Entire Lead Appraiser community was invited, approximately 60 came and participated.
- Six working groups met and drafted an initial set of competencies.

The SEI author team analyzed the inputs, produced a Developers Baseline, and sent it to all Workshop participants (and some others) to review.

Based on the comments received, the SEI author team produced a Stakeholders Baseline that was sent to all SCAMPI Lead Appraisers, Team Leaders, and candidates for review and comment.

Based on the comments received, the SEI author team produced the final Technical Report, CMU/SEI-2007-TR-019.



# Audience for the SLA BOK

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Two primary audiences exist:

- SCAMPI Lead Appraiser community
- SEI Appraisal Program development team

Other audiences include stakeholders in SCAMPI Appraisals:

- Sponsors
- Appraisal Team Members
- Other appraisal participants





# Uses by SEI Appraisal Program

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Serves as the foundation for Lead Appraiser certification process by

- selecting competencies that are suitable to measure through a written examination
- guiding the writing and validating of questions, and supporting the identification of test coverage requirements

In conjunction with the Competency Lifecycle Framework, serves as the basis for integrated Lead Appraiser curriculum and training development

Serves as the basis for updating the Lead Appraiser observation worksheet, along with guidelines and criteria for observations



# Uses by the SCAMPI Appraisers

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Current and prospective Lead Appraisers can use the SLA BOK to understand what is expected of them when they follow the path toward becoming certified SCAMPI Lead Appraisers.

Current Lead Appraisers can use the SLA BOK to conduct a competency gap analysis to find areas for professional development.

Current Lead Appraisers can also use the SLA BOK to understand knowledge gaps on appraisal teams.



# Uses by Stakeholders in SCAMPI Appraisals

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Appraisal sponsors can use the SLA BOK to identify requirements for appraiser selection and to evaluate appraiser competencies before, during, and after the appraisal.

Appraisal team members and other appraisal participants can use the SLA BOK to set expectations regarding the competencies that a SCAMPI Lead Appraiser should have.



# Relationship of SLA BOK to Predecessor Documents

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## Competency Lifecycle Framework (CLF)

- Competency Clusters are derived from the CLF document.
- Competencies in SLA BOK will be allocated to different stages in the Lifecycle (some are to be demonstrated as pre-requisites, others taught during training, or demonstrated/measured during training, etc.).

## SCAMPI A Method Definition Document (MDD)

- Knowledge Areas are derived from MDD activities.
- Only the MDD defines SCAMPI method requirements; nothing in the SLA BOK supersedes the MDD.

## CMMI-DEV Model

- Only the CMMI-DEV Model defines the model requirements and expectations; nothing in the SLA BOK supersedes the CMMI.



# Architecture of the SLA BOK

- Horizontal axis shows Nine Competency Clusters.
- Vertical axis shows Five Knowledge Areas (based on MDD activity phases).

Knowledge Area	Competency Cluster								
	Achieving and Managing Agreements	Decision Making and Problem Solving	Project Planning and Management	Interpersonal Communication and Facilitation	Integration, Articulation, and Expression of Information	Understanding and Adapting to Organization Context	Model Interpretation	SCAMPI Method Tailoring, Adaptation, and Application	Professionalism
Appraisal Planning									
Preparing Team and Participants									
Managing Objective Evidence									
Judging Processes									
Reporting Outcomes									

**Individual competencies (CMP)**

- Associated skills
- Related competencies
- Examples
- High Maturity Skills



# Competency Clusters Included

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CC1: Achieving and Managing Agreements

CC2: Decision Making and Problem Solving

CC3: Project Planning and Management

CC4: Interpersonal Communication and Facilitation

CC5: Integration, Articulation, and Expression of Information

CC6: Understanding and Adapting to Organizational Context

CC7: Model Interpretation

CC8: SCAMPI Method Tailoring, Adaptation, and Application

CC9: Professionalism



# Overview of Knowledge Areas

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## KA1: Appraisal Planning

- Includes MDD activities 1.1.1 – 1.1.5, 1.2.1 – 1.2.6

## KA2: Preparing Team and Participants

- Includes MDD activities 1.3.1 – 1.3.3, 1.5.1, 2.1.1

## KA3: Managing Objective Evidence

- Includes MDD activities 1.4.1 – 1.4.2, 1.5.1 – 1.5.3, 2.2.1, 2.2.2, 2.3.1 – 2.3.4, 2.4.1

## KA4: Judging Processes

- Includes MDD activities 2.4.2, 2.5.1, 2.6.1 – 2.6.4

## KA5: Reporting Outcomes

- Includes MDD activities 3.1.1 – 3.1.3, 3.2.1 – 3.2.4



# Architectural Components of the SLA BOK

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## Competencies (CMP)

- One or more within each cell of SLA BOK matrix (except one)

## Associated Skills

- One or more under each Competency, to explain or illustrate what a Lead Appraiser is expected to be able to do

## High Maturity Skills

- Under some Competencies, skills specific to high maturity appraisals

## Examples

- Real-world contexts to help describe or clarify some Competencies

## Related Competencies

- Under many Competencies, pointers to associated Competencies

## Suggested Readings

- Under each Competency Cluster, a list of suggested references





# A Sample Competency (1 of 2)

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## **CMP 6.1.1 Establishing cascading sponsorship of the appraisal**

### **Associated Skills**

- Identifying the primary sponsor of the appraisal, and any co-sponsors
- Identifying the relevant sponsors and stakeholders to interview for planning purposes
- Understanding how roles and responsibilities are distributed in the OU and which roles belong to stakeholders in appraisal planning
- Understanding the management structure, style, and culture of the OU

### **Related Competencies**

- CMP 3.1.1, Managing stakeholder involvement
- CMP 5.1.1, Generating the appraisal planning documents



# A Sample Competency (2 of 2)

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## Examples

- An OU whose entire business consists of a single support contract for a specific government agency may require agency approval to make many, if not all, process improvements. In such a case, a government agency executive may properly be treated as a co-sponsor of the appraisal.



# Some Key SLA BOK Interpretation Guidelines

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The SLA BOK is not a source of SCAMPI method or CMMI-DEV model guidance; it does not supersede the MDD or the Model.

Circumstances of appraisals vary widely; therefore, not all competencies and skills will be exercised on every appraisal.

Every LA should be prepared to demonstrate every competency and skill, should the appropriate circumstances arise.



# SLA BOK Use Guidelines

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Key SCAMPI terms (*appraisal, team, participant, objective evidence, organizational unit (OU) etc.*) mean what they mean in the MDD.

Each competency appears in the SLA BOK under one specific Competency Cluster and Knowledge Area; each should be interpreted in the context of the relevant CC and KA.

Each associated skill appears in the SLA BOK under one specific Competency; each should be interpreted in the context of the Competency as well as the CC and KA under which it appears.



# SLA BOK Matrix Fold-Out

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The SLA BOK matrix, with all Competency Clusters, Knowledge Areas, and top-level Competencies, has been included as a one-sheet fold-out in appendix B of the Technical Report.

## Some statistics

- Of the 45 cells in the matrix, only 1 has no Competencies identified.
- 105 Competencies have been identified.
- Of these, 9 contain high maturity skills.



# The Evolution of High Maturity Skills

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With the exception of a few specific skills (mostly related to high maturity model understanding), there are no differences between the competencies needed for high maturity appraisals and the competencies needed for appraisals in general.

- At the SLA BOK workshop: Development began with a separate “Judging High Maturity Processes” Knowledge Area.
- Developer review baseline: Analysis led to combining the Judging Processes and Judging High Maturity Processes KAs, and resulted in a few stand-alone High Maturity Competencies and some scattered High Maturity Considerations within other Competencies.
- Stakeholder review baseline: It became clear that every instance of a High Maturity Competency has or should have an ML/CL 2/3 Competency equivalent.
- Final outcome: All Competencies are applicable; a few have High Maturity Skills.



# Competencies that contain HM Skills

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CMP 3.2.1	Selecting appraisal team members
CMP 5.5.2	Delivering appraisal results
CMP 6.1.2	Clarifying the OU's process improvement history
CMP 6.1.3	Understanding the OU's business context and drivers for process improvement
CMP 6.2.1	Identifying and managing language issues
CMP 6.4.4	Recognizing mature organizational behavior
CMP 7.2.1	Preparing appraisal team members for model interpretation
CMP 7.4.1	Evaluating implementations of CMMI practices
CMP 8.5.1	Completing the Appraisal Disclosure Statement (ADS)



# SLA BOK Next Steps

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Begin using SLA BOK as the basis for development of a Lead Appraiser Certification Examination.

Make specific determinations of which competencies are to be:

- addressed in pre-requisites (and how measured)
- taught by the SEI (and how measured in classes)
- measured in examinations
- measured in formal observations

Use these determinations to update SLA pre-requisites, training, and observation guidance.

Longer term, potentially expand scope of SLA BOK to cover SCAMPI B&C, CMMI-ACQ and CMMI-SVC, People CMM, and other related areas.





# Summary

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The SLA BOK is a multi-dimensional view of the competencies and skills needed to be an effective and successful SCAMPI A Lead Appraiser.

The SLA BOK was developed with extensive involvement from the SCAMPI Lead Appraiser community.

The SLA BOK is a driver for the SEI Appraisal Program's approach to ensure quality of SCAMPI appraisals.

The SLA BOK is not a definition of the requirements for conducting a SCAMPI A appraisal. The SLA BOK is also not an articulation of detailed CMMI practice requirements or a detailed reference on the theory and concepts underlying high maturity practices.

All of the 105 competencies in the SLA BOK are applicable independent of whether high maturity considerations are involved. 9 competencies contain high maturity skills.



# Contact Information

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