

# CASESTUDY

## GLOBAL FINANCIAL SERVICES



## STREAMLINE & SUCCEED

### CHALLENGE

Capability Maturity Model Integration (CMMI) is a process model that helps organizations streamline process improvement by encouraging a productive, efficient culture while minimizing risks in software development. The CMMI models are a collection of global best practices that enable organizations to build and benchmark key capabilities that address the most common business challenges.

In October 2016, MIL's Global Financial Systems Support Directorate (GFSS)/ Global Financial Management System (GFMS) team achieved a CMMI Maturity Level II appraisal. To maintain this status, CGFS/GFMS is required to renew at CMMI Maturity Level II every three years.

CGFS/GFMS maintains more than two dozen financial management systems with multiple projects in various stages of their lifecycle. These projects involve work from multiple contract companies in three locations worldwide. Due to the size and scope of the organization, maintaining project compliancy was a difficult task. No two software-development projects are the same, therefore determining a 'one size fits all' process and procedure is a daunting task. MIL sought to find a solution in order to enforce CMMI compliance.

### SOLUTION

Product and Process Quality Assurance (PPQA), a target team, was assembled to objectively evaluate work products and project team adherence to the documented Global Financial Architecture Administration (GFAA) process. Its existence offered a means to objectively evaluate work products and project team adherence to the documented GFAA process; it is the 'eyes and ears' of the organization. Additionally, PPQA is responsible for recording and facilitating the resolution of all process non-compliance issues discovered during these evaluations. Its activities are designed to ensure all projects follow the defined process to maintain CMMI Maturity Level II compliance.

Further, in order to achieve full CGFS/GFMS compliance, PPQA enacted a multi-phased compliance improvement initiative that not only brought PPQA to the forefront, but also increased project team involvement. The compliance Improvement Initiative set a strong foundation for continued compliance.

### COMPLIANCE IMPROVEMENT INITIATIVE

- Internal Risk Assessment:** Determine current compliance status
- Tracking System:** Establish tailored workflows to monitor PPQA activities
- Training:** Provide target training based on trend analysis
- Correct Action:** Determine corrective actions with Senior Management
- Reset Baselines:** Establish clean slate for project teams
- Reporting:** Establish weekly compliance reporting and escalation path

### BENEFIT

In October of 2019, CGFS/GFMS achieved CMMI Maturity Level II. The assessment team identified zero weaknesses, which is very unusual and impressive. Based on this overwhelming positive feedback on the strides the organization has taken, CGFS/GFMS has set a target for upgrading to CMMI Maturity Level III in 2022.