

Модель CMMI® V2.0
в картинах русских художников

включая области:
Core
Development
Services
Supplier Management

Выпуск первый

Copyrights

CMMI Institute owns all copyright, trademark, and all other intellectual property rights in CMMI models content. © 2018-2019 CMMI Institute LLC. All rights reserved.

Copyright 2019 by Kondakov Consulting.

Содержание

CAUSAL ANALYSIS AND RESOLUTION (CAR)	4
CONFIGURATION MANAGEMENT (CM)	5
CONTINUITY (CONT).....	6
DECISION ANALYSIS AND RESOLUTION (DAR)	7
ESTIMATING (EST)	8
GOVERNANCE (GOV).....	9
IMPLEMENTATION INFRASTRUCTURE (II).....	10
INCIDENT RESOLUTION AND PREVENTION (IRP).....	11
MANAGING PERFORMANCE AND MEASUREMENT (MPM).....	12
MONITOR AND CONTROL (MC)	13
ORGANIZATIONAL TRAINING (OT).....	14
PEER REVIEWS (PR).....	15
PLANNING (PLAN).....	16
PROCESS ASSET DEVELOPMENT (PAD)	17
PROCESS MANAGEMENT (PCM)	18
PRODUCT INTEGRATION (PI)	19
PROCESS QUALITY ASSURANCE (PQA).....	20
REQUIREMENTS DEVELOPMENT AND MANAGEMENT (RDM).....	21
RISK AND OPPORTUNITY MANAGEMENT (RSK).....	22
SERVICE DELIVERY MANAGEMENT (SDM).....	23
STRATEGIC SERVICE MANAGEMENT (STSM).....	24
SUPPLIER AGREEMENT MANAGEMENT (SAM)	25
SUPPLIER SOURCE SELECTION (SSS).....	26
TECHNICAL SOLUTION (TS)	27
VERIFICATION AND VALIDATION (VV)	28
POSTSCRIPTUM.....	29

CAUSAL ANALYSIS AND RESOLUTION (CAR)

Intent

Identify causes of selected outcomes and take action to either prevent recurrence of undesirable outcomes or ensure recurrence of positive outcomes.

Value

Addressing root cause issues eliminates rework and directly improves quality and productivity.



Н.Ге, «Пётр I допрашивает царевича Алексея Петровича в Петергофе», 1871

CONFIGURATION MANAGEMENT (CM)

Intent

Manage the integrity of work products using configuration identification, version control, change control, and audits.

Value

Reduces loss of work and increases the ability to deliver the correct version of the solution to the customer.



А.Коровин, «Рыбы, вино и фрукты», 1916

CONTINUITY (CONT)

Intent

Plan mitigation activities for significant disruptions to business operations so that work can continue or resume.

Value

Enables continued operation when serious disruptions or catastrophic events occur.



И. Айвазовский, «Корабль «Императрица Мария» во время шторма», 1892

DECISION ANALYSIS AND RESOLUTION (DAR)

Intent

Make and record decisions using a recorded process that analyzes alternatives.

Value

Increases the objectivity of decision making and the probability of selecting the optimal solution.



В.Васнецов, «Витязь на распутье», 1882

ESTIMATING (EST)

Intent

Estimate the size, effort, duration, and cost of the work and resources needed to develop, acquire, or deliver the solution.

Value

Estimation provides a basis for making commitments, planning, and reducing uncertainty, which allows for early corrective actions and increases the likelihood of meeting objectives.



В.Васнецов, «Преферанс», 1879

GOVERNANCE (GOV)

Intent

Provides guidance to senior management on their role in the sponsorship and governance of process activities.

Value

Minimizes the cost of process implementation, increases the likelihood of meeting objectives, and ensures that the implemented processes support and contribute to the success of the business.



А.Коцебу, «Подвиг Петра I во время бури», 1832

IMPLEMENTATION INFRASTRUCTURE (II)

Intent

Ensure that the processes important to an organization are persistently and habitually used and improved.

Value

Sustains the ability to consistently achieve goals and objectives efficiently and effectively.



И.Репин, «Крестьянский дворик», 1879

INCIDENT RESOLUTION AND PREVENTION (IRP)

Intent

Resolve and prevent disruptions promptly to sustain service delivery levels.

Value

Minimize the impact of disruptions to meet objectives and customer commitments more effectively.



Л.Соловьёв, «Монахи. Не туда заехали», 1870-е

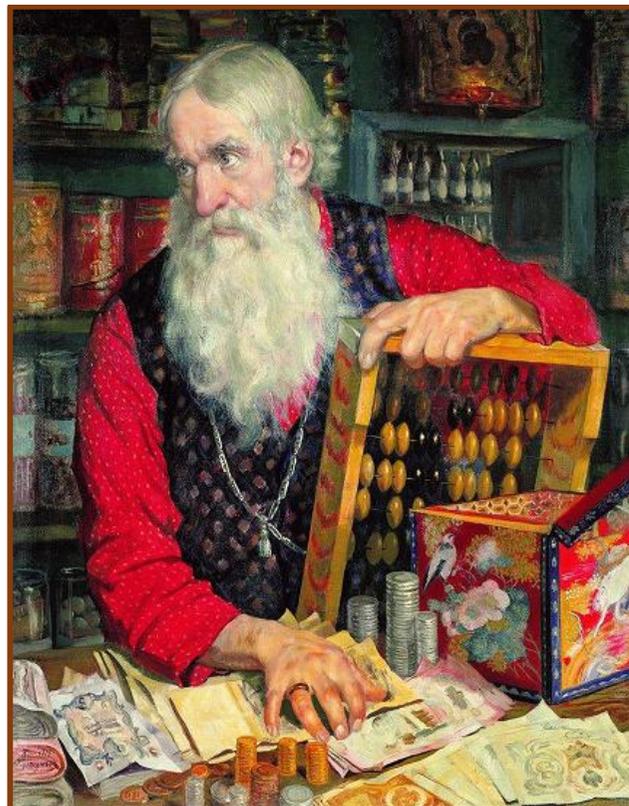
MANAGING PERFORMANCE AND MEASUREMENT (MPM)

Intent

Manage performance using measurement and analysis to achieve business objectives.

Value

Maximizes business return on investment by focusing management and improvement efforts on cost, schedule, and quality performance.



Б.Кустодиев, «Купец, считающий деньги», 1918

MONITOR AND CONTROL (MC)

Intent

Provide an understanding of the project progress so appropriate corrective actions can be taken when performance deviates significantly from plans.

Value

Increases the probability of meeting objectives by taking early actions to adjust for significant performance deviations.



В.Верещагин, «Наполеон на Бородинских высотах», 1897

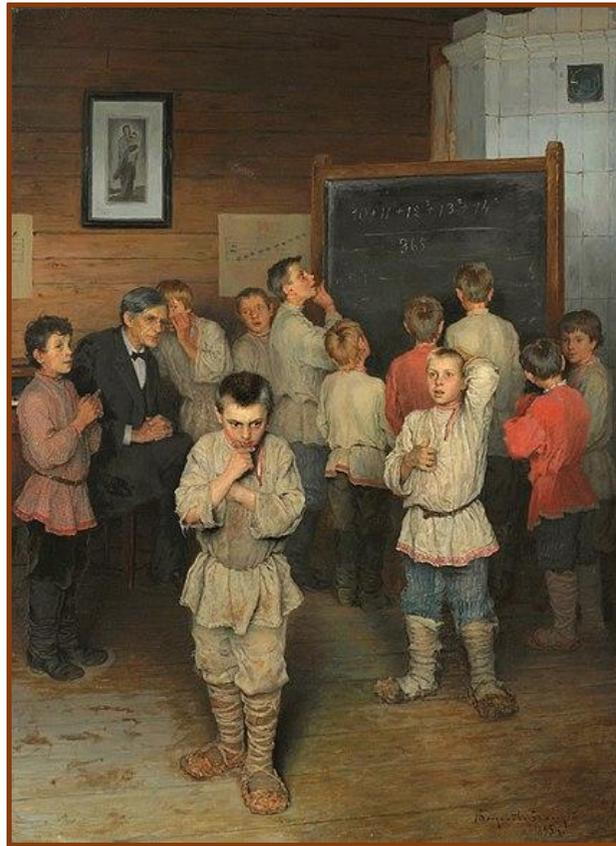
ORGANIZATIONAL TRAINING (OT)

Intent

Develop the skills and knowledge of personnel so they perform their roles efficiently and effectively.

Value

Enhances individuals' skills and knowledge to improve organizational work performance.



Н. Богданов-Бельский, «Устный счет. В народной школе С.А.Рачинского», 1895

PEER REVIEWS (PR)

Intent

Identify and address work product issues through reviews by the producer's peers or Subject Matter Experts (SMEs).

Value

Reduce cost and rework by uncovering issues or defects early.



В.Перов, «Охотники на привале», 1871

PLANNING (PLAN)

Intent

Develop plans to describe what is needed to accomplish the work within the standards and constraints of the organization, including the: Budget; Schedule; Resource demand, capacity and availability; Quality; Functionality requirements; Risks and opportunities. Plans also describe: The work to be performed; Applicable organizational set of standard processes, assets, and tailoring guidelines; Dependencies; Who performs the work; Relationships with other plans; Stakeholders and their role.

Value

Optimizes cost, functionality, and quality to increase the likelihood of meeting objectives.



А.Кившенко, «Военный совет в Филях в 1812 году», 1880, 1882

PROCESS ASSET DEVELOPMENT (PAD)

Intent

Develop and keep updated the process assets necessary to perform the work.

Value

Provides a capability to understand and repeat successful performance.



Э.Гау, «Виды залов Зимнего дворца. Библиотека императора Александра II», 1866

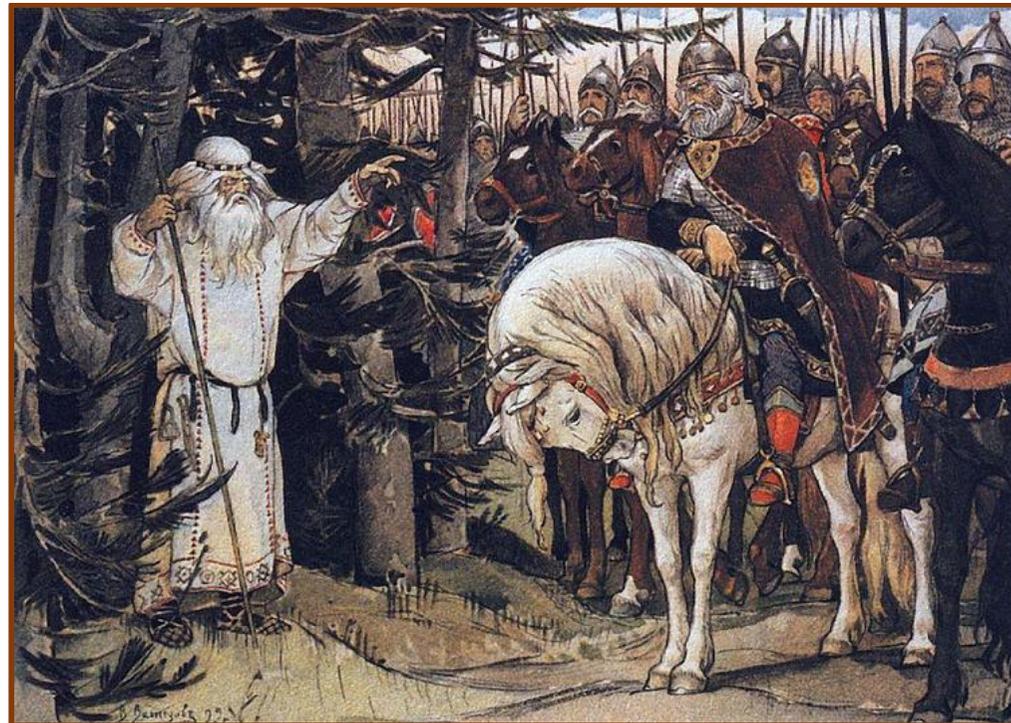
PROCESS MANAGEMENT (PCM)

Intent

Manages and implements the continuous improvement of processes and infrastructure to: Support accomplishing business objectives; Identify and implement the most beneficial process improvements; Make the results of process improvement visible, accessible, and sustainable.

Value

Ensures that processes, infrastructure, and their improvement contribute to successfully meeting business objectives.



В.Васнецов, «Встреча Олега с кудесником», 1899

PRODUCT INTEGRATION (PI)

Intent

Integrate and deliver the solution that addresses functionality and quality requirements.

Value

Increases customers' satisfaction by giving them a solution that meets or exceeds their functionality and quality requirements.



К.Малевич, «Супрематизм», 1916

PROCESS QUALITY ASSURANCE (PQA)

Intent

Verify and enable improvement of the quality of the performed processes and resulting work products.

Value

Increases the consistent use and improvement of the processes to maximize business benefit and customer satisfaction.



М.Ватутин, «Воспитатель», 1892

REQUIREMENTS DEVELOPMENT AND MANAGEMENT (RDM)

Intent

Elicit requirements, ensure common understanding by stakeholders, and align requirements, plans, and work products.

Value

Ensures that customers' needs and expectations are satisfied.



И.Репин, «Запорожцы», 1880-1890

RISK AND OPPORTUNITY MANAGEMENT (RSK)

Intent

Identify, record, analyze, and manage potential risks or opportunities.

Value

Mitigate adverse impacts or capitalize on positive impacts to increase the likelihood of meeting objectives.



Л.Соломаткин, «По канату», 1866

SERVICE DELIVERY MANAGEMENT (SDM)

Intent

Deliver services and manage the service delivery system.

Value

Increase customer satisfaction by delivering services that meet or exceed customer expectations.



Б.Кустодиев, «Извозчик», 1923

STRATEGIC SERVICE MANAGEMENT (STSM)

Intent

Develop and deploy standard services that are compatible with strategic business needs and plans.

Value

Increases likelihood of meeting business objectives by aligning standard services with customer needs.



И.Репин, «Торжественное заседание Государственного совета 7 мая 1901 года в день столетнего юбилея со дня его учреждения», 1903

SUPPLIER AGREEMENT MANAGEMENT (SAM)

Intent

Establish an agreement with selected suppliers, ensure that the supplier and the acquirer perform according to the terms over the course of the agreement, and evaluate the supplier's deliverables.

Value

Provides an explicit understanding between the acquirer and supplier to maximize the success of agreed-on efforts to deliver a supplier deliverable.



И.Неврев, «Торг. Сцена из крепостного быта», 1866

SUPPLIER SOURCE SELECTION (SSS)

Intent

Develop and keep updated a package of materials used to seek proposals from potential suppliers and select one or more suppliers to deliver the solution.

Value

Improves the ability to select the most qualified suppliers to deliver solutions.



Г.Седов, «Выбор невесты царём Алексеем Михайловичем», 1882

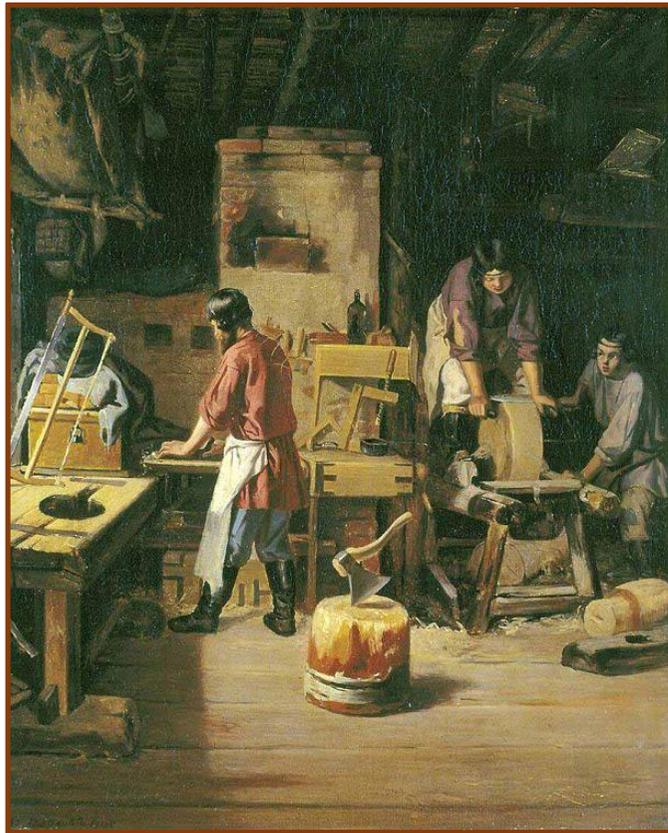
TECHNICAL SOLUTION (TS)

Intent

Design and build solutions that meet customer requirements.

Value

Provides a cost-effective design and solution that meets customer requirements and reduces rework.



Л.Плахов, «В столярной мастерской», 1845

VERIFICATION AND VALIDATION (VV)

Intent

Verification and validation includes activities that: Confirm selected solutions and components meet their requirements; Demonstrate selected solutions and components fulfill their intended use in their target environment.

Value

Verification and validation of selected solutions and components throughout the project increases the likelihood that the solution will satisfy the customer.



А. Беглов, «Спуск на воду броненосного корабля «Чесма» в Севастополе. 1886 г.», 1886

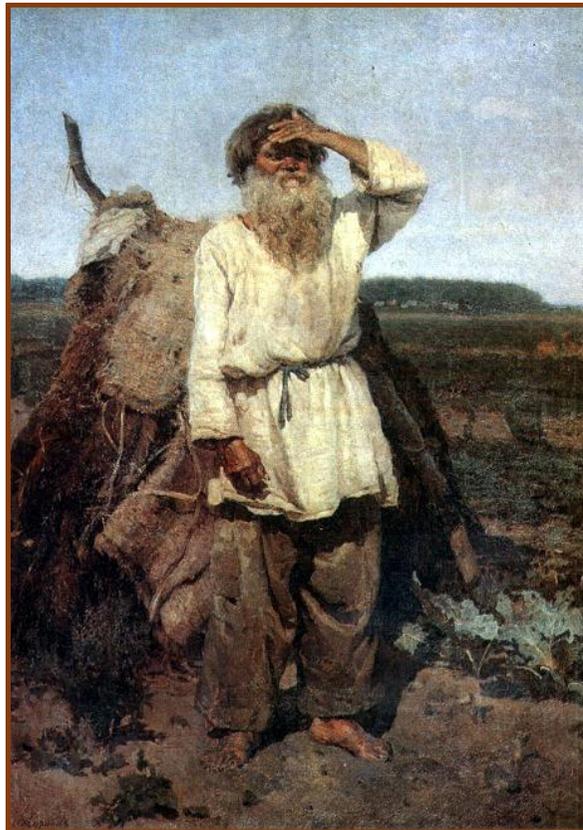
POSTSCRIPTUM

Вопрос

Почему в России модель СММИ® не популярна так же, как во многих других странах (в т.ч. в Китае, Мексике и других)?

Ответ

Среди прочего - свой взгляд у российского бизнеса на понятие «зрелость».



В.Суриков, «Старик-огородник», 1882

*Отзывы об альбоме можно присылать на электронную почту:
smmi@kondakov.ru*