CMMI®
V2.0

MODEL

APPRAISAL METHOD

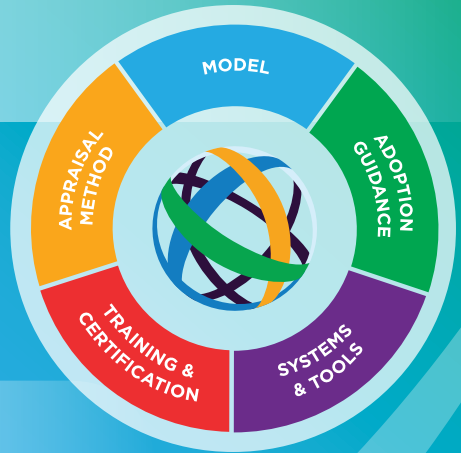ADOPTION GUIDANCE

TRAINING & CERTIFICATION
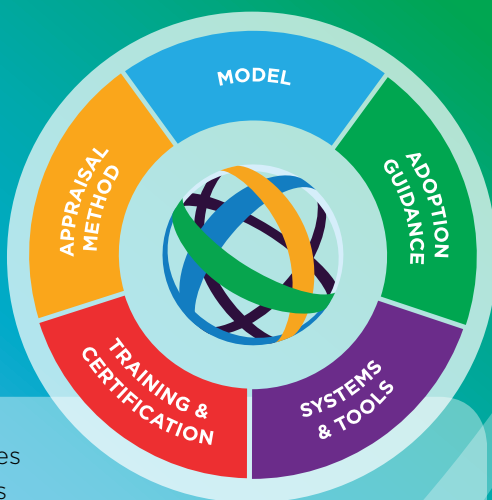
SYSTEMS & TOOLS

MODEL
AT-A-GLANCE

Including the following views:
- Development
- Services
- Supplier Management

CMMI Institute
AN ISACA ENTERPRISE

CMMI®

V2.0

An Integrated Product Suite

MODEL

APPRAISAL METHOD

ADOPTION GUIDANCE

TRAINING & CERTIFICATION

SYSTEMS & TOOLS

Designed to meet the challenges of the changing global business landscape, the CMMI model and integrated product suite help organizations drive business performance through building and benchmarking key capabilities.

MODEL
- Clear pathway to performance improvement
- Simplified for accelerated adoption

APPRAISAL METHOD
- New appraisal method to increase reliability and reduce cost

TRAINING & CERTIFICATION
Updated training includes:
- Modular training components
- A focus on learner objectives
- Virtual and in-person options

SYSTEMS & TOOLS
- Redesigned system to access online models and resources

ADOPTION GUIDANCE
- Guidance for new adopters to get started with CMMI
- Guidance for transition from CMMI V1.3 to CMMI V2.0

What is the CMMI V2.0 Model?

Proven effective globally in business and government over the last 25 years, the CMMI model is an integrated framework of best practices that can rapidly improve and sustain any organization's performance to elevate quality, profitability, and competitiveness.

The CMMI model is not prescriptive; it describes what to do to improve an organization's capabilities, not how to do it. This makes the model very flexible to adopt for the unique needs of any business.

CMMI V2.0 Model At-A-Glance

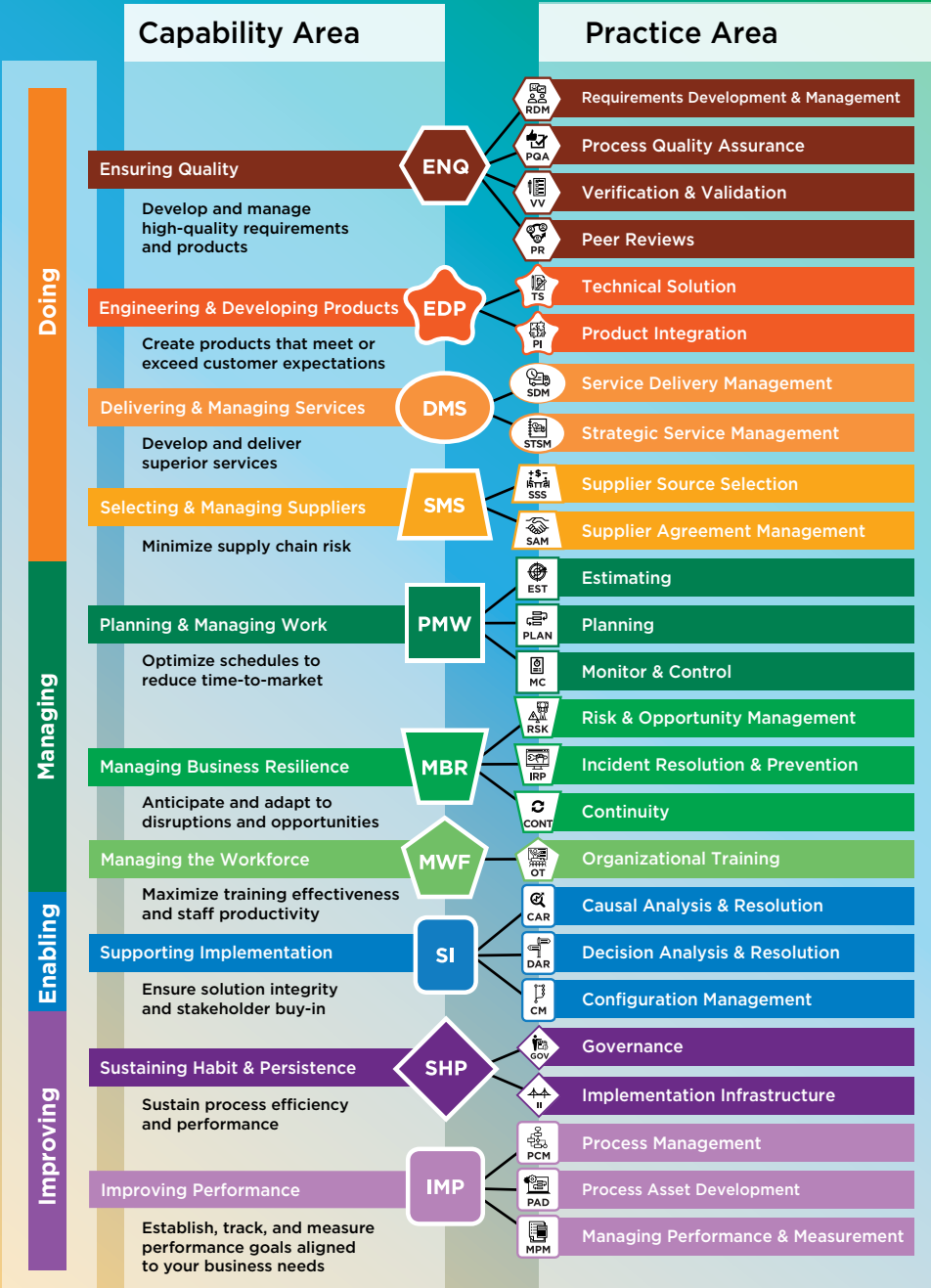The Model At-A-Glance booklet includes a summary of CMMI Capability Areas, Practice Areas, and practices.

This summary will provide a helpful overview of the model content areas, but users should read and refer to the complete model content to ensure full understanding and accurate interpretation of the model.

The CMMI model is available for purchase at:
https://cmmiinstitute.com/model-viewer

CMMI V2.0 ARCHITECTURE AND PRACTICE AREA ORGANIZATION

Capability Area

Practice Area

ENQ — Ensuring Quality
Develop and manage high-quality requirements and products
- RDM — Requirements Development & Management
- PQA — Process Quality Assurance
- VV — Verification & Validation
- PR — Peer Reviews

EDP — Engineering & Developing Products
Create products that meet or exceed customer expectations
- TS — Technical Solution
- PI — Product Integration

DMS — Delivering & Managing Services
Develop and deliver superior services
- SDM — Service Delivery Management
- STSM — Strategic Service Management

SMS — Selecting & Managing Suppliers
Minimize supply chain risk
- SSS — Supplier Source Selection
- SAM — Supplier Agreement Management

PMW — Planning & Managing Work
Optimize schedules to reduce time-to-market
- EST — Estimating
- PLAN — Planning
- MC — Monitor & Control

MBR — Managing Business Resilience
Anticipate and adapt to disruptions and opportunities
- RSK — Risk & Opportunity Management
- IRP — Incident Resolution & Prevention
- CONT — Continuity

MWF — Managing the Workforce
Maximize training effectiveness and staff productivity
- OT — Organizational Training

SI — Supporting Implementation
Ensure solution integrity and stakeholder buy-in
- CAR — Causal Analysis & Resolution
- DAR — Decision Analysis & Resolution
- CM — Configuration Management

SHP — Sustaining Habit & Persistence
Sustain process efficiency and performance
- GOV — Governance
- II — Implementation Infrastructure

IMP — Improving Performance
Establish, track, and measure performance goals aligned to your business needs
- PCM — Process Management
- PAD — Process Asset Development
- MPM — Managing Performance & Measurement

Doing · **Managing** · **Enabling** · **Improving**

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This Model At-A-Glance booklet contains content from model version 2.1, including the Development, Services, and Supplier Management views. Refer to the release notes, available from the Model Viewer, for more details.

PROCESS MANAGEMENT

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.

Practice Summary

LEVEL 1

PCM 1.1	Develop a support structure to provide process guidance, identify and fix process problems, and continuously improve processes.
PCM 1.2	Appraise the current process implementation and identify strengths and weaknesses.
PCM 1.3	Address improvement opportunities or process issues.

LEVEL 2

PCM 2.1	Identify improvements to the processes and process assets.
PCM 2.2	Develop, keep updated, and follow plans for implementing selected process improvements.

LEVEL 3

PCM 3.1	Develop, keep updated, and use process improvement objectives traceable to the business objectives.
PCM 3.2	Identify processes that are the largest contributors to meeting business objectives.
PCM 3.3	Explore and evaluate potential new processes, techniques, methods, and tools to identify improvement opportunities.
PCM 3.4	Provide support for implementing, deploying, and sustaining process improvements.
PCM 3.5	Deploy organizational standard processes and process assets.

PCM

PCM 3.6   Evaluate the effectiveness of deployed improvements in achieving process improvement objectives.

LEVEL 4

PCM 4.1   Use statistical and other quantitative techniques to validate selected performance improvements against proposed improvement expectations, business objectives, or quality and process performance objectives.

PCM

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.

Practice Summary

LEVEL 1

PAD 1.1	Develop process assets to perform the work.

LEVEL 2

PAD 2.1	Determine what process assets will be needed to perform the work.
PAD 2.2	Develop, buy, or reuse process assets.
PAD 2.3	Make processes and assets available.

LEVEL 3

PAD 3.1	Develop, keep updated, and follow a strategy for building and updating process assets.
PAD 3.2	Develop, record, and keep updated a process architecture that describes the structure of the organization's processes and process assets.
PAD 3.3	Develop, keep updated, and make processes and assets available for use.
PAD 3.4	Develop, keep updated, and use tailoring criteria and guidelines for the set of standard processes and assets.
PAD 3.5	Develop, keep updated, and make the organization's process asset library available for use.
PAD 3.6	Develop, keep updated, and make work environment standards available for use.
PAD 3.7	Develop, keep updated, and make organizational measurement and analysis standards available for use.

IMPROVING PERFORMANCE

PAD

MANAGING PERFORMANCE AND MEASUREMENT

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.

Additional Required PA Information

Managing performance helps to:

- Ensure that benefits and business performance are the leading factors in driving performance and improvement
- Change the paradigm from "process improvement leads to performance improvement" to "performance is the primary driver of process improvement"
- Use the results of measurement and analysis to manage and control performance at various work and business levels

Performance and measurement management includes:

- Setting objectives for:
    - The business
    - Measurement and performance
    - Quality and process performance
- Allocating and tracing objectives to subordinate levels in the business and processes
- Defining measurements to improve the understanding of progress towards achieving the objectives
- Analyzing measurement and performance data to:
    - Understand the relationship and interactions between performance and process
    - Define and take actions to address any observed issues with achieving objectives
    - Make the performance results and related benefits clearly visible to all stakeholders

Measurement and performance objectives are quantitative or qualitative objectives that do not require the additional rigor of statistical and other quantitative techniques. Quality and process performance objectives apply

MPM

to High Maturity activities using statistical and other quantitative techniques. These objectives include the use of statistical and other quantitative techniques on the related data.

Practice Summary

LEVEL 1

MPM 1.1	Collect measures and record performance.
MPM 1.2	Identify and address performance issues.

LEVEL 2

MPM 2.1	Derive and record measurement and performance objectives from selected business needs and objectives and keep them updated.
MPM 2.2	Develop, keep updated, and use operational definitions for measures.
MPM 2.3	Obtain specified measurement data according to the operational definitions.
MPM 2.4	Analyze performance and measurement data according to the operational definitions.
MPM 2.5	Store measurement data, measurement specifications, and analysis results according to the operational definitions.
MPM 2.6	Take actions to address identified issues with meeting measurement and performance objectives.

LEVEL 3

MPM 3.1	Develop, keep updated, and use organizational measurement and performance objectives traceable to business objectives.
MPM 3.2	Follow organizational processes and standards to develop and use operational definitions for measures and keep them updated.
MPM 3.3	Develop, keep updated, and follow a data quality process.
MPM 3.4	Develop, keep updated, and use the organization's measurement repository.
MPM 3.5	Analyze organizational performance using measurement and performance data to determine performance improvement needs.
MPM 3.6	Periodically communicate performance results to the organization.

MPM

LEVEL 4

MPM 4.1	Use statistical and other quantitative techniques to develop, keep updated, and communicate quality and process performance objectives that are traceable to business objectives.
MPM 4.2	Select measures and analytic techniques to quantitatively manage performance to achieve quality and process performance objectives.
MPM 4.3	Use statistical and other quantitative techniques to develop and analyze process performance baselines and keep them updated.
MPM 4.4	Use statistical and other quantitative techniques to develop and analyze process performance models and keep them updated.
MPM 4.5	Use statistical and other quantitative techniques to determine or predict achievement of quality and process performance objectives.

LEVEL 5

|	
MPM 5.1	Use statistical and other quantitative techniques to ensure that business objectives are aligned with business strategy and performance.
MPM 5.2	Analyze performance data using statistical and other quantitative techniques to determine the organization's ability to satisfy selected business objectives and identify potential areas for performance improvement.
MPM 5.3	Select and implement improvement proposals, based on the statistical and quantitative analysis of the expected effect of proposed improvements on meeting business, quality, and process performance objectives.

MPM

Getting Started with CMMI V2.0

Explore the many ways practitioners and organizations can get started with CMMI V2.0 by visiting:

https://cmmiinstitute.com/cmmi
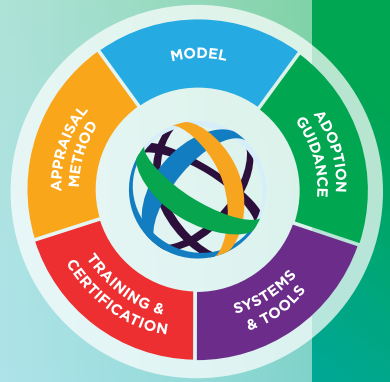
Adoption and Transition Guidance

Whether you are new to CMMI or an existing user, the Adoption and Transition Guidance is your roadmap and the first step on your performance improvement journey. Get started with the **Adoption and Transition Guidance** today!

CMMI Model

The model provides an integrated approach to building, improving, and sustaining organizational performance, with built-in domain-specific views for **Development, Services,** and **Supplier Management**.

Purchase a CMMI model license at

https://cmmiinstitute.com/model-viewer

CMMI Training and Certifications

CMMI **Training Courses** and **Certifications** are designed to prepare individuals to successfully understand and adopt the CMMI to achieve improved performance results.

CMMI Appraisals

CMMI Appraisals help businesses identify the strengths and weaknesses of existing organizational performance and processes. The results provide a clear path to adopt model best practices for improving performance.

Connect with a CMMI Institute Partner

CMMI Institute has experienced partners to get you started on your journey to improve your organizational performance. Contact us for more information at **info@cmmiinstitute.com**, or connect with a CMMI Institute Partner through our Partner Directory at **https://cmmiinstitute.com/partners/directory.**

Explore CMMI Resources

Visit the CMMI Institute **Resource Center** and browse through our collection of presentations, webinars, articles, case studies, and white papers to answer all your CMMI questions.