# CMMI for Services, V1.3

	L CAPABILITY LEVEL 1 (PERFORMED)	2 capability level 2 (managed)								CAPABILI LEVEL 3 (DEFINED
ICES	GG1 Achieve Specific Goals The specific goals of the pro- cess area are supported by the process by transforming identifi- able input work products into identifiable output work prod- ucts. GP1.1 Perform Specific Practices of the process area to develop work products and provide ser- vices to achieve the specific goals of the process area.	GG2 Institutionalize a Managed Process The process is institutionalized as a GP2.1 Establish an Organizational Policy Establish and maintain an organizati performing the process GP2.2 Plan the Process Establish and maintain the plan for p GP2.3 Provide Resources Provide Resources for perfor the work products, and providing the	s managed process. ional policy for planning and performing the process. prming the process, developing	GP2.4 Assign Responsibility Assign responsibility and authority for perfo the work products, and providing the servic GP2.5 Train People Train the people performing or supporting t GP2.6 Control Work Products Place selected work products of the proces control. GP2.7 Identify and Involve Relevant Stakeholder Identify and involve the relevant stakeholder	es of the process. he process as needed. Is under appropriate levels of	GP2.9 Objectively Evaluate Adherence Objectively evaluate adherence of the , standards, and procedures, and add GP2.10 Review Status with Higher Level Ma		jainst the process description		GG3 Institutionalize a D The process is instit GP3.1 Establish a Defined Establish and maint GP3.2 Collect Process Rel Collect process rela organization's proce
		2 MATURITY LEVEL 2 (MANAGED)								3 MATURI LEVEL 3 (DEFINE
CESS AS		CONFIGURATION MANAGEMENT		PROCESS AND PRODUCT QUALITY ASSURANCE	REQUIREMENT MANAGEMENT	TS SUPPLIER T AGREEMENT MANAGEMENT	DELIVERY	WORK MONITORING AND CONTROL	WORK PLANNING	CAPABILIT AND AVAILABIL MANAGEN
POSE		The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits.	The purpose of Measurement and Analysis (MA) is to develop and sustain a measurement capability used to support management information needs.	The purpose of Process and Product Quality Assur- ance (PPQA) is to provide staff and management with objective insight into pro- cesses and associated work products.	The purpose of Requirements Management (REQM) is to manage requirements of the project's products and product components and to ensure alignment between those requirements and the project's plans and work products.	; acquisition of products and services from suppliers. s	The purpose of Service Delivery (SD) is to deliver services in accordance with service agreements.	The purpose of Work Monitoring and Control (WMC) is to provide an understanding of the ongoing work so that appropriate corrective actions can be taken when the performance deviates significantly from the plan.	The purpose of Work Planning (WP) is to establish and maintain plans that define work activities.	The purpose of C Availability Mana (CAM) is to ensu service system p and ensure that i are provided anc effectively to sup service requirem
FIC		CM.SG1 Establish Baselines Baselines of identified work prod- ucts are established. CM.SP1.1 Identify Configuration Items Identify configuration Items, com- ponents, and related work prod- ucts to be placed under configura- tion management. CM.SP1.2 Establish a Configuration Man- agement System Establish and maintain a configu- ration management and change management system for con- trolling work products. CM.SP1.3 Create or Release Baselines Create or release baselines for in- ternal use and for delivery to the customer.	<ul> <li>MA.SG1 Align Measurement ar Analysis Activities</li> <li>Measurement objectives and ac ties are aligned with identified in mation needs and objectives.</li> <li>MA.SP1.1</li> <li>Establish Measurement Objecti</li> <li>Establish Measurement Objectives derived from idd fied information needs and objectives.</li> <li>MA.SP1.2</li> <li>Specify Measures</li> <li>Specify Measures</li> <li>Specify Data Collection and Str age Procedures</li> <li>Specify Data Collection and Str age Procedures</li> <li>Specify how measurement data obtained and stored.</li> <li>MA.SP1.4</li> <li>Specify how measurement data analyzed and communicated.</li> </ul>	Objectively Evaluate Processes and Work Products tivi- for- Adherence of the performed process and associated work products to ap- plicable process descriptions, stand- ards, and procedures is objectively evaluated. - PPQA.SP1.1 Objectively Evaluate Processes - Objectively evaluate selected per- formed processes against applicable proceeds descriptions, standards, and procedures. - PPQA.SP1.2 Objectively Evaluate Work Products Objectively evaluate selected work products against applicable process descriptions, standards, and proces dures. - are	Requirements are managed and inconsistencies with pro- ject plans and work products are identified. REQM.SP1.1 Understand Requirements Develop an understanding with the requirements provid- ers on the meaning of the re- quirements. REQM.SP1.2 Obtain Commitment to Requirements. REQM.SP1.3 Manage Requirements Changes Manage changes to require- ments as they evolve during the project. REQM.SP1.4 Maintain Bidirectional Trace ability of Requirements Maintain Bidirectional Trace ability among requirements an work products. REQM.SP1.5 Ensure Alignment Between	SAM.SP1.1 Determine Acquisition Type Determine the type of acquisition for each product or product com- ponent to be acquired. SAM.SP1.2 Select Suppliers based on an evalu- ation of their ability to meet the specified requirements and estab- lished criteria. SAM.SP1.3 Establish Supplier Agreements Establish and maintain supplier agreements.	SD.SG1 Establish Service Agreements Service agreements are established and maintained. SD.SP1.1 Analyze Existing Agreements and Service Data Analyze existing service agreements and service data to prepare for ex- pected new agreements. SD.SP1.2 Establish the Service Agreement Establish and maintain the service agreement.	WMC:SG1         Monitor the Work Against the Plan         Actual progress and performance are monitored against the work plan.         MMC:SP1.1         Monitor Work Planning Parameters         Monitor commitments against the work plan.         WMC:SP1.2         Monitor Commitments against those identified in the work plan.         WMC:SP1.3         Monitor Tisks against those identified in the work plan.         WMC:SP1.4         Monitor risks against those identified in the work plan.         WMC:SP1.4         Monitor Tata Management against the work plan.         WMC:SP1.4         Monitor Stakeholder involvement against the plan.         WMC:SP1.5         Monitor Stakeholder involvement against the plan.         WMC:SP1.6         Conduct Progress Reviews         Periodically review the work progress. performance, and issues.	WP.SG1         Establish Estimates         Establish Estimates         Estimates of work planning param- eters are established and main- tained.         WP.SP1.1         Establish the Service Strategy         Establish and maintain the service strategy.         WP.SP1.2         Establish a top-level work break- down structure (WBS) to estimate the scope of the work.         Establish Estimates of Work Product and Task Attributes         Stablish Estimates of Work product and Task Attributes.         VP.SP1.3         Establish Estimates of Work product and Task Attributes.         Over product and task attributes.         VP.SP1.4         Define Lifecycle phases on which to scope the planning effort.         VP.SP1.5         Estamate Effort and Cost         Estimate effort and cost for work products and tasks based on esti-	CAM.SG1 Prepare for Capacit Availability Manage Preparation for capa availability manager conducted. CAM.SP1.1 Establish a Capacit Availability Manage Strategy Establish and maint for capacity and avail management. CAM.SP1.2 Select Measures an techniques to be us managing the capac availability of the ser Availabilish Service S Representations Cam.SP1.3 Establish and maint system representati capacity and availat ment.
		CM.SG2 Track and Control Changes Under configuration manage- ment are tracked and controlled. CM.SP2.1 Track Change Requests for con- figuration items. CM.SP2.2 Control Configuration Items Control Changes to configuration items.		e- Communicate quality issues and ensure the resolution of noncompli- ance issues with the staff and man- agers. PPQA.SP2.2 Establish Records Establish Records Establish and maintain records of quality assurance activities.	Project Work and Require- ments Ensure that project plans and work products remain aligned with requirements.		<ul> <li>SD.SG2 Prepare for Service Delivery</li> <li>Preparation for service delivery is conducted.</li> <li>SD.SP2.1 Establish the Service Delivery Approach</li> <li>Establish and maintain the approach to be used for service delivery and service system operations.</li> <li>SD.SP2.2 Prepare for Service System Opera- tions</li> <li>Confirm the readiness of the service system to enable the delivery of ser- vices.</li> <li>SD.SP2.3 Establish a Request Management System</li> <li>Establish and maintain a request management system for processing and tracking request information.</li> </ul>	Collect and analyze issues and de- termine corrective actions to ad- dress them. WMC.SP2.2 Take Corrective Action Take corrective action on identified issues. WMC.SP2.3 Manage Corrective Actions Manage corrective actions to clo- sure.	<ul> <li>mation rationale.</li> <li>WP.SG2</li> <li>Develop a Work Plan</li> <li>A work plan is established and maintained as the basis for manag- ing the work.</li> <li>WP.SP2.1</li> <li>Establish the Budget and Schedule</li> <li>Establish and maintain the budget and schedule.</li> <li>WP.SP2.2 Identify Risks</li> <li>Identify and analyze risks.</li> <li>WP.SP2.3</li> <li>Plan Data Management Plan for the management of data.</li> <li>WP.SP2.4 Plan the Resources Plan for resources to perform the work.</li> <li>WP.SP2.5</li> <li>Plan for knowledge and skills needed to perform the work.</li> <li>WP.SP2.6 Plan Stakeholder Involvement Plan the involvement of identified stakeholders.</li> <li>WP.SP2.7 Plan Establish the Work Plan Establish the Work Plan Establish and maintain the overall work plan.</li> </ul>	CAM.SG2 Monitor and Analyz and Availability Capacity and availat manage resources a AM.SP2.1 Monitor and analyze against thresholds. CAM.SP2.2 Monitor and Analyze against targets. CAM.SP2.3 Report Capacity and Management Data Report capacity and management data to stakeholders.
		CM.SG3 Establish Integrity Integrity of baselines is established and maintained. CM.SP3.1 Establish Configuration Manage- ment Records Establish and maintain records de- scribing configuration items. CM.SP3.2 Perform Configuration Audits to maintain the integrity of configura- tion baselines.					SD.SG3 Deliver Services Services are delivered in accord- ance with service agreements. SD.SP3.1 Receive and Process Service Re- quests accordance with service agreements. SD.SP3.2 Operate the Service System Operate the Service System to de- iservice agreements. SD.SP3.3 Maintain the Service System to ensure the continuation of service delivery.			



BILITY - 3 NED)															
ess Related Experienc	defined process. on of a defined process. es derived from planning and performing the	e process to support the future us	se and improvement of the												
JRITY L 3 NED)												4 maturity level 4 (quantitativ managed)	/ELY	5 maturity level 5 (optimizing)	
BILITY ABILITY GEMENT	DECISION ANALYSIS AND RESOLUTION	INCIDENT RESOLUTION AND PREVENTION	INTEGRATED WORK MANAGEMENT		ORGANIZATIONAL PROCESS FOCUS	ORGANIZATIONAL TRAINING	RISK MANAGEMENT	SERVICE CONTINUITY	SERVICE SYSTEM DEVELOPMENT*	SERVICE SYSTEM TRANSITION	STRATEGIC SERVICE MANAGEMENT	ORGANIZATIONA PROCESS PERFORMANCE	L QUANTITIVE WORK MANAGEMENT	ANALYSIS	ORGANIZATIONAL PERFORMANCE MANAGEMENT
e of Capacity and Management ensure effective tem performance t that resources d and used o support uirements.	The purpose of Decision Analysis and Resolution (DAR) is to analyze possible decisions using a formal evaluation process that evaluates identified alternatives against established criteria.	The purpose of Incident Resolution and Prevention (IRP) is to ensure timely and effective resolution of service incidents and prevention of service incidents as appropriate.	Integrated Work Management (IWM) is to establish and manage the work and the involvement of relevant stakeholders according	Process Definition (OPD) is to		Training (OT) is to develop skills and knowledge of people	Management (RSKM) is to	The purpose of Service Continuity (SCON) is to establish and maintain plans to ensure continuity of services during and following any significant disruption of normal operations.	The purpose of Service System Development (SSD) is to analyze, design, develop, integrate, verify, and validate service systems, including service systems components, to satisfy existing or anticipated service agreements. *addition (optional)	The purpose of Service System Transition (SST) is to deploy new or significantly changed service system components while managing their effect on ongoing service delivery.	Service Management (STSM) is to establish and maintain standard services in concert	The purpose of Organizational Process Performance (OPP) is to establish and maintain a quantitative understanding of the performance of selected processes in the organization's set of standard processes in support of achieving quality and process performance objectives, and to provide process performance data, baselines, and models to quantitatively manage the organization's work.	The purpose of Quantitative Work Management (QWM) is to quantitatively manage the work to achieve the established quality and process performance objectives for the work.	The purpose of Causal Analysis and Resolution (CAR) is to identify causes of selected outcomes and take action to improve process performance.	The purpose of Organizational Performance Management (OPM) is to proactively manage the organization's performance to meet its business objectives.
Capacity and lanagement or capacity and anagement is capacity and lanagement anagement	DAR.SG1 Evaluate Alternatives Criteria. DAR.SP1.1 Establish Guidelines for Decision Analysis Establish and maintain guidelines to determine which issues are subject to a formal evaluation process. DAR.SP1.2 Establish Evaluation Criteria Establish and maintain criteria Establish Evaluation Methods Select evaluation methods. DAR.SP1.5 Evaluate Alternative Solutions Evaluate alternative solutions to Evaluate alternative solutions to Evaluate alternative solutions using established criteria and methods. DAR.SP1.6 Evaluate Alternative Solutions Evaluate alternative solutions to established criteria and methods.	conducted. IRP.SP1.1 Establish an Approach to Incident Resolution and Prevention Establish and maintain an approach to incident resolution and prevention. IRP.SP1.2 Establish an Incident Management System Establish and maintain an	<ul> <li>The work is conducted using a defined process tailored from the organization's set of standard processes.</li> <li>IWM.SP1.1 Establish the Defined Process</li> <li>Establish and maintain the defined process from startup and throughout the work.</li> <li>IWM.SP1.2 Establish and maintain the defined process from startup and throughout the work.</li> <li>IWM.SP1.2 Establish and maintain the defined process from startup and throughout the work.</li> <li>IWM.SP1.3 Establish the Work Environment Establish and maintain the easurement repository for estimating and planning work activities.</li> <li>IWM.SP1.3 Establish the Work Environment Establish and maintain the work environment standards.</li> <li>IWM.SP1.4 Integrate Plans Integrate the work plan and other plans that affect the work.</li> <li>IWM.SP1.5 Manage the Work Using Integrated Plans Manage the work using the work plan other plans that affect the work plan startup and the defined process for the work plan startup and the defined process for the work plan startup and the defined process for the work plan startup and the defined process for the work plans that affect the work plans the defined process for the work plans the defined process the work plans that affect the work plans the work plans the d</li></ul>	of standard processes. OPD.SP1.4 Establish the Organization's Measurement Repository Establish and maintain the organization's measurement repository. OPD.SP1.5 Establish the Organization's Process Asset Library Establish and maintain the organization's process asset library. OPD.SP1.6 Establish Work Environment Standards Establish and maintain work environ-	OPF.SG1 Determine Process Improvement Opportunities Strengths, weaknesses, and improvement opportunities for the organization's processes are identified periodically and as needed. OPF.SP1.1 Establish and maintain the description of process needs and objectives for the organization's Processes Appraise the Organization's processes periodically and as needed to maintain an understanding of their strengths aneeds to maintain an understanding of their strengths aneeded to maintain an understanding processes and process assets.	OT.SG1 Etablish an Organizational Training Capability A training Capability, which supports the roles in the organization, is established and maintained. OT.SP1.1 Establish Strategic Training Needs Establish and maintain strategic training needs of the organization. OT.SP1.2 Determine Which Training Needs Are the Responsibility of the Organization Determine which training needs are the responsibility of the organization and which are left to the individual work group or support group. OT.SP1.3 Establish an Organizational Training Tactical Plan Establish and maintain an organizational training tactical plan. OT.SP1.4 Establish a Training Capability Establish and maintain a training capability to address organizational training needs.	Determine risk sources and categories. RSKM.SP1.2 Define Risk Parameters Define parameters used to analyze and categorize risks and to control the risk management effort.	SCON.SG1 Identify Essential Service Dependencies The essential functions and resources on which services documented. SCON.SP1.1 Identify and prioritize Essential functions Identify and prioritize the essential functions that must be performed to ensure service continuity. SCON.SP1.2 Identify and prioritize Essential Resources Identify and prioritize the essential resources required to ensure service continuity.	<section-header><section-header><section-header><section-header><section-header><text><text><text><text><text></text></text></text></text></text></section-header></section-header></section-header></section-header></section-header>	<ul> <li>ST.SG1 Prepare for Service System Transition</li> <li>Preparation for service system transition is conducted.</li> <li>ST.SP1.1 Analyze Service System Transition Needs</li> <li>Analyze the functionality, quality attributes, and compatibility of the current and future service systems to minimize impact on service delivery.</li> <li>ST.SP1.2 Develop Service System Transition Plans</li> <li>Establish and maintain plans for specific transitions of the service system.</li> <li>ST.SP1.3 Prepare Stakeholders for Changes</li> <li>Prepare relevant stakeholders for changes in services and service systems.</li> </ul>	STSM.SG1 Establish Strategic Needs and Plans for Standard Services Strategic needs and plans for standard services are established and maintained. STSM.SP1.1 Gather and Analyze Data Gather and analyze data about the strategic needs and capabilities of the organization. STSM.SP1.2 Establish Plans for Standard Services Establish and maintain plans for standard services.	OPP.SG1 Establish Performance Baselines and Models Baselines and models, which characterize the expected process performance of the organization's set of standard processes, are established and maintained. OPP.SP1.1 Establish Quality and Process Performance Objectives Establish and maintain the organization's quantitative objectives for quality and process performance, which are traceable to business objectives. OPP.SP1.2 Select Processes Select processes Select processes or subprocesses in the organization's process performance analyses and maintain traceability to business objectives. OPP.SP1.3 Establish and maintain definitions of measures to business to be included in the organization's process perfor- mance analyses. OPP.SP1.4 Analyze Process Performance and Establish Process Perfor- mance Baselines Analyze the performance of the Analyze the performance of the	Management Preparation for quantitative management is conducted. DMM.SP1.1 Establish the Work Objectives Establish and maintain the quality and process performance objectives for the work. QWM.SP1.2 Compose the Defined Process Using statistical and other quantitative techniques, compose a defined process that enables the work to achieve its quality and process performance objectives. QWM.SP1.3 Select Subprocesses and Attributes Select subprocesses and attributes critical to evaluating performance and that help to achieve the quality and process performance objectives for the work.	CAR.SG1 Determine Causes of Selected Outcomes are systematically determined. CAR.SP1.1 Select Outcomes for Analysis Select outcomes for analysis. CAR.SP1.2 Analyze Causes Perform causal analysis of selected outcomes and propose actions to address them.	OPM.SG1 Manage Business Performance performance is managed using statistical and other quantitative techniques to understand process performance shortfalls, amprovement. OPM.SP1.1 Maintain Business Objectives based on an understanding of business strategies and actual performance results. OPM.SP1.2 Analyze Process Performance data to determine the organization's ability to meet identify Potential Areas for Improvement that could contribute to meeting business objectives.
Analyze Capacity ity availability are d analyzed to urces and demand. Analyze Capacity analyze capacity analyze Availability city and Availability ts city and Availability d ata to relevant		IRP.SG2 Identify, Control, and Address Individual Incidents Individual incidents are identified, controlled, and addressed. IRP.SP2.1 Identify and Record Incidents Identify incidents and record information about them. IRP.SP2.2 Analyze Individual Incident data to determine a course of action. IRP.SP2.3 Resolve Incidents Resolve Incidents Resolve Incidents to Closure Monitor the status of incidents to closure. IRP.SP2.5 Communicate the Status of Incidents.	process for the work.         WM.SP1.6         Establish Teams         Establish and maintain teams.         IWM.SP1.7         Contribute to Organizational Process Assets         Contribute process related experiences to organizational process assets.         IWM.SG2         Coordinate and Collaborate with Relevant Stakeholders         Coordination and collaborate of relevant stakeholders are conducted.         IWM.SP2.1         Manage Stakeholder Involvement         Manage the involvement of relevant stakeholders in the work.         IWM.SP2.2         Manage Dependencies	OPD.SP1.7 Establish Rules and Guidelines for Teams	OPF.SC2 Plan and Implement Process Actions Process actions that address improvements to the organization's processes and process assets are planed and implemented. DF.SP2.1 Establish and maintain process action plans to address improvements to the organization's processes and process Action Plans OPF.SP2.2 Implement Process Action plans.	<ul> <li>DT.SG2 Provide Training</li> <li>Training for individuals to perform their roles effectively is provided.</li> <li>DT.SP2.1 Deliver Training following the organizational training tactical plan.</li> <li>DT.SP2.2 Establish and maintain records of organizational training.</li> <li>DT.SP2.3 Assess Training Effectiveness of reganization's training program.</li> </ul>	<section-header><section-header><text><text><text><text><text></text></text></text></text></text></section-header></section-header>	<ul> <li>SCON.SC2</li> <li>Prepare for Service Continuity</li> <li>Preparations are made for service continuity.</li> <li>SCON.SP2.1</li> <li>Establish Service Continuity plans that enable the organization to resume performing essential functions.</li> <li>SCON.SP2.2</li> <li>Establish Service Continuity plans that enable the organization to resume performing essential functions.</li> <li>SCON.SP2.2</li> <li>Establish Service Continuity plans that enable the organization to resume performing essential functions.</li> <li>SCON.SP2.2</li> <li>Establish Service Continuity Training</li> <li>Cont.SP2.3</li> <li>Provide and Evaluate Service Continuity Training in the service continuity plan.</li> </ul>	<ul> <li>SSD.SC2</li> <li>Develop Service Systems</li> <li>Service system components are selected, designed, implemented, and integrated.</li> <li>SD.SP2.1</li> <li>Select Service System Solutions from alternative solutions.</li> <li>SSD.SP2.2</li> <li>Develop The Design</li> <li>Develop The Design</li> <li>Develop Gesigns for the service system and service system components.</li> <li>SSD.SP2.3</li> <li>Ensure Interface Compatibility fundance definitions, designs, and changes for service System</li> <li>DSD.SP2.4</li> <li>Implement The Service System Solutions defined and external fundace definitions, designs, and changes for service System</li> <li>SSD.SP2.4</li> <li>Implement The Service System Solutions designs.</li> <li>SSD.SP2.5</li> <li>Stage Service System Solutions designs, and changes for service System and service system and service system and service system being definition service System Solutions designs.</li> <li>SSD.SP2.5</li> <li>Integrate Service System Solutions designs.</li> <li>SSD.SP2.5</li> <li>Integrate Service System Solutions designs.</li> <li>Stage Service System Solutions designs.</li> <li>Stage Service System Solutions designs.</li> </ul>	ST.SG2 Deploy the Service System The service system is deployed to the delivery environment. ST.SP2.1 Deploy Service System Components components into the delivery environment based on transition planning. ST.SP2.2 Assess and Control the Impacts of the Transition Assess the impacts of the transition on stakeholders and service delivery, and take appropriate corrective action.	<section-header>STSM.SG2Establish Standard Services isestablished and maintained.STSM.SP2.1Establish Properties of StandardServices and Service Levelsof the organization's set ofstandard services and service levels.STSM.SP2.2Establish and maintainEstablish Concriptions ofStandard ServicesStandard ServicesStandard ServicesStandard ServicesStandard ServicesStandard ServicesStandard ServicesStandard ServicesStandard ServicesStandard ServicesStablish Descriptions of the organization's defined standard services.</section-header>	<ul> <li>selected processes, and establish and maintain the process performance baselines.</li> <li>OPP.SP1.5</li> <li>Establish and maintain process performance models for the organization's set of standard processes</li> <li>OWM.SC2</li> <li>Quantitatively Manage the Work</li> <li>The work is quantitatively managed.</li> <li>QWM.SP2.1</li> <li>Monitor the Performance of selected Subprocesses using statistical and other quantitative techniques.</li> <li>QWM.SP2.2</li> <li>Manage the work using statistical and other quantitative techniques to determine whether or not the quality and process performance objectives for the work will be satisfied.</li> <li>QWM.SP2.3</li> <li>Perform Root Cause Analysis of selected iscues to address of deticiencies in achieving the work group's quality and process performance objectives.</li> </ul>	CAR.SG2 Address Causes of Selected Outcomes Root causes of selected outcomes are systematically addressed. CAR.SP2.1 Implement selected action proposals developed in causal analysis. CAR.SP2.2 Evaluate the Effect of Implemented Actions Evaluate the effect of implemented actions on process performance. CAR.SP2.3 Record Causal Analysis Data Record causal analysis and resolution data for use across projects and the organization.	<section-header>OPM.SG2 Select Improvements are proactively identified, evaluated using statistical and other quantitative techniques, and selected for deployment based on their contribution to meeting quality and process performance objectives.OPM.SP2.1 Elicit Suggested ImprovementsLicit and categorize suggested improvements.OPM.SP2.7 Analyze Suggested ImprovementsAnalyze Suggested improvements for their possible organization's quality and process performance objectives.OPM.SP2.8 Malyze Suggested ImprovementsAnalyze Suggested Improvements for their possible organization's quality and process performance objectives.OPM.SP2.8 Maldate ImprovementsDem.SP2.9 Datibate to machieving the organization's quality and process performance objectives.DPM.SP2.1 Dem.SP3.1 Datibate to machieving the organization's quality and process performance objectives.DPM.SP2.9 Dem.SP3.1 Dem.Dem.SP4.1 Select and implement improvements for Deployment throughout the organization parization by applement function and evaluation of costs, benefits, and other factors.</section-header>	
		IRP.SP 3.1 Analyze Selected Incidents Analyze the underlying causes of selected incidents. IRP.SP 3.2 Establish Solutions to Respond to Future Incidents Solutions to respond to future incidents. IRP.SP 3.3 Establish and Apply Solutions to Reduce Incident Occurrence Establish and apply solutions to reduce the occurrence of selected incidents.			OPF-SG3 Deploy Organizational Process Assets and Incorporate Experiences Organizational process assets are deployed across the organization and process related experiences are incorporated into organizational process assets. OPF-SP3.1 Deploy Organizational Process Assets Deploy organizational Process assets across the organization. OPF-SP3.2 Deploy Standard Processes To standard processes to work groups at their startup and deploy changes to them as appropriate throughout the work. OPF-SP3.3 Monitor the Implementation of the organization's set of standard processes and use of process assets on all work.		<section-header><section-header><text><section-header><section-header><section-header><section-header></section-header></section-header></section-header></section-header></text></section-header></section-header>	<section-header><section-header><text><text><text><text><text><text><text><text><text></text></text></text></text></text></text></text></text></text></section-header></section-header>	<ul> <li>SSD.SG3</li> <li>Verify and Validate service Systems</li> <li>Selected service system components and services are verified and validated to ensure correct service delivery.</li> <li>SSD.SP3.1 Prepare for Verification and Validation</li> <li>SSD.SP3.1 Prepare for Verification and validation</li> <li>SSD.SP3.2 Perform Peer Reviews</li> <li>Perform Peer Reviews and selected service system components.</li> <li>SSD.SP3.3 Verify Selected Service Systems Components</li> <li>Verify Selected Service Systems Components against their specified re- quirements.</li> <li>SSD.SP3.4</li> <li>Validate The Service System to ensure that it is suitable for use in the intended delivery environment and meets stakeholder expectations.</li> </ul>	5					<section-header>OPM.SG3 Deploy ImprovementsMeasurable improvements to the organization's processes and technologies are deployed and evaluated using statistical and other quantitative techniques.OPM.SP3.1 Plan the DeploymentStabilish and maintain plans for deploying selected improvements.DPM.SP3.2 DAnage the Deployment of selected improvements.DPM.SP3.3 Evaluate Improvement EffectsEvaluate the effects of deployed process performance using statistical and other quantitative</section-header>

3ILITY .3 NED)															
ess Related Experien	on of a defined process. es derived from planning and performing the	process to support the future us	se and improvement of the												
IRITY - 3 NED)												4 maturity level 4 (quantitativ managed)	/ELY	5 maturity level 5 (optimizing)	
ILITY BILITY GEMENT	DECISION ANALYSIS AND RESOLUTION	INCIDENT RESOLUTION AND PREVENTION	INTEGRATED WORK MANAGEMENT	PROCESS	ORGANIZATIONAL PROCESS FOCUS	ORGANIZATIONAL TRAINING	RISK MANAGEMENT	SERVICE CONTINUITY	SERVICE SYSTEM DEVELOPMENT*	SERVICE SYSTEM TRANSITION	STRATEGIC SERVICE MANAGEMENT	ORGANIZATIONA PROCESS PERFORMANCE	L QUANTITIVE WORK MANAGEMENT	ANALYSIS	ORGANIZATIONAL PERFORMANCE MANAGEMENT
e of Capacity and Management ensure effective em performance that resources d and used o support jirements.	The purpose of Decision Analysis and Resolution (DAR) is to analyze possible decisions using a formal evaluation process that evaluates identified alternatives against established criteria.	The purpose of Incident Resolution and Prevention (IRP) is to ensure timely and effective resolution of service incidents and prevention of service incidents as appropriate.	The purpose of Integrated Work Management (IWM) is to establish and manage the work and the involvement of relevant stakeholders according to an integrated and defined process that is tailored from the organization's set of standard processes.	Process Definition (OPD) is to	The purpose of Organizational Process Focus (OPF) is to plan, implement, and deploy organizational process improvements based on a thorough understanding of current strengths and weaknesses of the organization's processes and process assets.	Training (OT) is to develop skills and knowledge of people	Management (RSKM) is to	The purpose of Service Continuity (SCON) is to establish and maintain plans to ensure continuity of services during and following any significant disruption of normal operations.	The purpose of Service System Development (SSD) is to analyze, design, develop, integrate, verify, and validate service systems, including service systems components, to satisfy existing or anticipated service agreements. *addition (optional)	new or significantly changed service system components while managing their effect on	Service Management (STSM) is to establish and maintain standard services in concert	The purpose of Organizational Process Performance (OPP) is to establish and maintain a quantitative understanding of the performance of selected processes in the organization's set of standard processes in support of achieving quality and process performance objectives, and to provide process performance data, baselines, and models to quantitatively manage the organization's work.	The purpose of Quantitative Work Management (QWM) is to quantitatively manage the work to achieve the established quality and process performance objectives for the work.	The purpose of Causal Analysis and Resolution (CAR) is to identify causes of selected outcomes and take action to improve process performance.	The purpose of Organizational Performance Management (OPM) is to proactively manage the organization's performance to meet its business objectives.
apacity and anagement r capacity and inagement is apacity and anagement maintain a strategy nd availability res and Analytic be used in capacity and the service system. vice System ons maintain service entations to support availability manage-	DAR.SG1 Evaluate Alternatives Decisions are based on an evaluation of alternatives using established cirria. DAR.SP1.1 Establish and maintain guidelines to determine which issues are subject to a formal evaluation process. DAR.SP1.2 Establish Bevaluation Criteria Establish Bevaluation Criteria Stablish and maintain criteria for eval- uaing alternatives and the relative ranking of these criteria. DAR.SP1.3 Identify Alternative Solutions Identify Alternative solutions to address issues. DAR.SP1.4 Establish daternative solutions to address issues. DAR.SP1.5 Evaluate Alternative Solutions Context Solution Methods Science valuation methods. DAR.SP1.6 Evaluate alternative solutions using established criteria and methods. DAR.SP1.6 Establish Criteria and methods.	Establish and maintain an approach to incident resolution and prevention. IRP.SP1.2 Establish an Incident Management System Establish and maintain an	The work is conducted using a defined process tailored from the organization's set of standard processes. IWM.SP1.1 Establish the Defined Process Establish and maintain the defined process from startup and throughout the work. IWM.SP1.2 Establish and maintain the defined process from startup and throughout the work. Use organizational process assets and the measurement repository for estimating and	of standard processes. OPD.SP1.4 Establish the Organization's Measurement Repository Establish and maintain the organization's measurement repository. OPD.SP1.5 Establish the Organization's Process Asset Library Establish and maintain the organization's process asset library. OPD.SP1.6 Establish Work Environment Standards Establish and maintain work environ-	<section-header><section-header><section-header><section-header><section-header><section-header><text><text><text><text></text></text></text></text></section-header></section-header></section-header></section-header></section-header></section-header>	OT.SG1 Establish an Organizational Training Capability. Which supports the roles in the organization, is established and maintainstation. OT.SP1.1 Establish Strategic Training Needs Establish and maintain strategic training needs of the organization. OT.SP1.2 Determine Which Training Needs Are the Responsibility of the Organization Determine which training needs are the responsibility of the organization ad which are left to the individual work group or support group. OT.SP1.3 Establish an Organizational Training Tactical Plan Establish and maintain an organizational training capability Establish a Training Capability Establish and maintain a training capability to address organizational training needs.	RSKM.SP1.1 Determine Risk Sources and categoriesDetermine risk sources and categories.RSKM.SP1.2 Define Risk ParametersDefine parameters used to analyze and categorize risks and to control the risk management effort.RSKM.SP1.3 Establish a Risk Management StrategyEstablish and maintain the strategy to be used for risk management.	SCON.SG1 Identify Essential Service Dependencies The essential functions and resources on which services depend are identified and documented. SCON.SP1.1 Identify and Prioritize Essential functions Identify and prioritize the essential functions that must be performed to ensure service continuity. SCON.SP1.2 Identify and Prioritize Essential Resources Identify and Prioritize the essential resources required to ensure service continuity.	interfaces are collected, analyzed, and transformed into validated service system requirements. SDJSP1.1 Develop Stakeholder Requirements Collect and transform stakeholder needs, expectations, constraints, and interfaces into prioritized stakeholder requirements. SSDJSP1.2 Develop Service System Requirements		STSM.SG1 Establish Strategic Needs and Plans for Standard Services Strategic needs and plans for standard services are established and maintained. STSM.SP1.1 Gather and Analyze Data Gather and Analyze data about the strategic needs and capabilities of the organization. STSM.SP1.2 Establish Plans for Standard Services Establish and maintain plans for standard services.	OPP.SG1 Establish Performance Baselines and Models Baselines and models, which characterize the expected process performance of the organization's set of standard processes, are established and maintain ed. OPP.SP1.1 Establish Quality and Process Establish and maintain the organization's quantitative objectives for quality and process performance. Which are traceable to business objectives. OPP.SP1.2 Select Processes Select processes or subprocesses in the organization's set of standard processes to be included in the organization's process performance analyses and maintain traceability to business objectives. OPP.SP1.3 Establish Process Performance Measures Establish and maintain definitions of measures to be included in the organization's process perfor- mance analyses. OPP.SP1.4 Analyze Process Performance and Establish Process Performance and Establish Process Performance and Establish Process Performance and Establish Process Performance and Establish Process Performance and Establish Process Performance and Establish Process Performance Baselines Analyze Process Performance of the	Management Preparation for quantitative management is conducted. DVM.SP1.1 Establish the Work Objectives Establish and maintain the quality and process performance objectives for the work. QVM.SP1.2 Compose the Defined Process Using statistical and other quantitative techniques, compose a defined process that enables the work to achieve its quality and process performance objectives. QVM.SP1.3 Select Subprocesses and Attributes Select subprocesses and attributes critical to evaluating performance and that help to achieve the quality and process performance objectives for the work.	CAR.SG1 Determine Causes of Selected Outcomes are systematically determined. CAR.SP1.1 Select Outcomes for Analysis Select outcomes for analysis. CAR.SP1.2 Analyze Causes Perform causal analysis of selected outcomes and propose actions to address them.	OPM.SG1 Manage Business Performance performance is managed using statistical and other quantitative techniques to understand process performance shortfalls, and to identify areas for process improvement. OPM.SP1.1 Maintain Business Objectives based on an understanding of business strategies and actual performance results. OPM.SP1.2 Analyze Process Performance data to determine the organization's ability to meet identified business objectives. OPM.SP1.3 Identify Potential Areas for improvement Identify potential areas for im- provement that could contribute to meeting business objectives.
Analyze Capacity ty availability are a analyze to arces and demand. Analyze Capacity nalyze capacity colds. Analyze Availability analyze availability s. tity and Availability data to relevant		IRP.SG2 Identify, Control, and Address Individual Incidents Individual incidents are identified, controlled, and addressed. IRP.SP2.1 Identify and Record Incidents and record information about them. IRP.SP2.2 Individual Incident Data Analyze Individual Incident data to determine a course of action. IRP.SP2.3 Resolve Incidents Resolve Incidents Resolve Incidents to Closure IRP.SP2.5 Communicate the Status of Incidents. Communicate the status of incidents.	process for the work.         WM.SP1.6         Establish Teams         Establish and maintain teams.         IWM.SP1.7         Contribute to Organizational Process Assets         Contribute process related experiences to organizational process assets.         IWM.SG2         Coordinate and Collaborate with Relevant Stakeholders         Coordinate and collaborate not conducted.         IWM.SP2.1         Manage Stakeholder Involvement         Manage the involvement of relevant stakeholders in the work.         IWM.SP2.2         Manage Dependencies	OPD.SP1.7 Establish Rules and Guidelines for Teams Establish and maintain organizational rules and guidelines for the structure, formation, and operation of teams.	<text><text><text><text><text><text></text></text></text></text></text></text>	<ul> <li>DT.SG2 Provide Training</li> <li>Training for individuals to perform their roles effectively is provided.</li> <li>DT.SP2.1 Deliver training following the organizational training tactical plan.</li> <li>DT.SP2.2 Establish And maintain records of organizational training.</li> <li>DT.SP2.3 Assess Training Effectiveness</li> <li>Assess the effectiveness of the organization's training program.</li> </ul>	<section-header><section-header><text><text><text><text><text></text></text></text></text></text></section-header></section-header>	SCON.SG2         Prepare for Service Continuity         Preparations are made for service         continuity         SCON.SP2.1         Establish Service Continuity         Plans         Establish Service Continuity         performing essential functions.         SCON.SP2.2         Establish Service Continuity         Training         Scon.SP2.3         Provide and Evaluate Service Continuity Training         Provide and evaluate training in the execution of the service continuity plan.	Service system components are selected, designed, implemented, and integrated. SSD.SP2.1 Select Service System Solutions from alternative solutions. SSD.SP2.2 Develop The Design Develop designs for the service system and service system components.	ST.SG2 Deploy the Service System The service system is deployed to the delivery environment. ST.SP2.1 Deploy Service System Components Systematically deploy service system components into the delivery environment based on transition planning. ST.SP2.2 Assess and Control the Impacts of the Transition Assess the impacts of the transition on stakeholders and service delivery, and take appropriate corrective action.	<section-header>STSM.SG2Establish Standard Services isestablished and maintained.STSM.SP2.1Establish Properties of StandardServices and Service Levelsof the organization's set of standard services and serviceIterstablish and maintain properties of the organization's set of standard ServicesSTSM.SP2.2Establish and maintain descriptions of the organization's defined standard services.</section-header>	Anayze the performance of the selected processes, and establish and maintain the process performance baselines. OPP.SP1.5 Establish and maintain process performance models for the organ- ization's set of standard processes.	QWM.SG2         Quantitatively Manage the Work         In work is quantitatively managed.         QWM.SP2.1         Monitor the Performance of Selected Subprocesses         Selected Subprocesses using statistical and other quantitative techniques.         QWM.SP2.2         Manage the work using statistical and other quantitative techniques to determine whether or not the quality and process performance objectives for the work will be satisfied.         QWM.SP2.3         Perform root cause analysis of selected issues to address deficiencies in achieving the work group's quality and process performance objectives.	CAR.SC2 Address Causes of Selected Outcomes are systematically addressed. CAR.SP2.1 Implement Selected action proposals developed in causal analysis. CAR.SP2.2 Evaluate the Effect of Implemented Actions Evaluate the effect of implemented actions on process performance. CAR.SP2.3 Record Causal Analysis Data Record causal analysis and resolution data for use across projects and the organization.	<section-header>OPM.SG2 Select Improvements are proactively identified, evaluated using istatistical and other quantitative itechniques, and selected for deployment based on their contribution to meeting quality and process performance objectives.OPM.SP2.1 Elicit Suggested Improvements for their possible improvementsOPM.SP2.2 Analyze Suggested improvements for their possible improvements for their possible organization's quality and process performance objectives.OPM.SP2.1 Elicit and categorize suggested improvementsOPM.SP2.2 Analyze Suggested improvements for their possible improvements for their possible impact on achieving the organization's quality and process performance objectives.OPM.SP2.3 Belicitate Improvements for their possible impact on achieving the organization's quality and process performance objectives.OPM.SP2.4 Select and Implement Improvements for Deployment.Select and implement for opeloyment for deployment for deployment for deployment sed on an evaluation of costs, benefits, and other factors.</section-header>
		IRP.SP 3.1 Analyze Selected Incidents Analyze the underlying causes of selected incidents. IRP.SP 3.2 Establish Solutions to Respond to Future Incidents Solutions to respond to future incidents. IRP.SP 3.3 Establish and Apply Solutions to Reduce Incident Occurrence Establish and apply solutions to reduce the occurrence of selected incidents.			OPF.SG3 Deploy Organizational Process Assets and Incorporate Experiences Organizational process assets are deployed across the organization and process related experiences are incorporated into organizational process assets. OPF.SP3.1 Deploy Organizational Process Assets Deploy organizational process assets across the organization. OPF.SP3.2 Deploy Standard Processes Deploy the organization's set of standard processes to work groups at their startup and deploy changes to them as appropriate throughout them as appropriate throughout them as appropriate throughout to them as appropriate throughout them as an of standard processes and use of process assets on all work. OPF.SP3.4		<section-header><section-header><section-header><section-header><section-header><section-header><section-header><section-header></section-header></section-header></section-header></section-header></section-header></section-header></section-header></section-header>	<section-header><section-header><text><text><text><text><text><text><text><text></text></text></text></text></text></text></text></text></section-header></section-header>	<ul> <li>SSD.SG3</li> <li>Verify and Validate service Systems</li> <li>Selected service system components and services are verified and validated to ensure correct service delivery.</li> <li>SSD.SP3.1 Prepare for Verification and Validation</li> <li>SSD.SP3.2 Perform Peer Reviews</li> <li>SPG.SP3.2 Perform Peer Reviews</li> <li>Perform Peer Reviews and selected service system components.</li> <li>SSD.SP3.3 Verify Selected Service Systems Components</li> <li>Verify Selected Service Systems Com- ponents against their specified re- quirements.</li> <li>SSD.SP3.4 Validate The Service System to ensure that it is suitable for use in the intended delivery environment and meets stakeholder expectations.</li> </ul>						<section-header>OPM.SG3 Deploy ImprovementsMeasurable improvements to the organization's processes and technologies are deployed and other quantitative techniques.OPM.SP3.1 Plan the DeploymentStabilish and maintain plans for deploying selected improvements.OPM.SP3.2 DAnage the Deployment of selected improvements.OPM.SP3.3 Evaluate Improvement EffectsEvaluate the effects of deployed process performance using statistical and other quantitative</section-header>

OPF.SP3.4 Incorporate Experiences into Organizational Process Assets Incorporate process related experi-ences derived from planning and performing the process into organi-zational process assets.



CMMI Institute Partner