

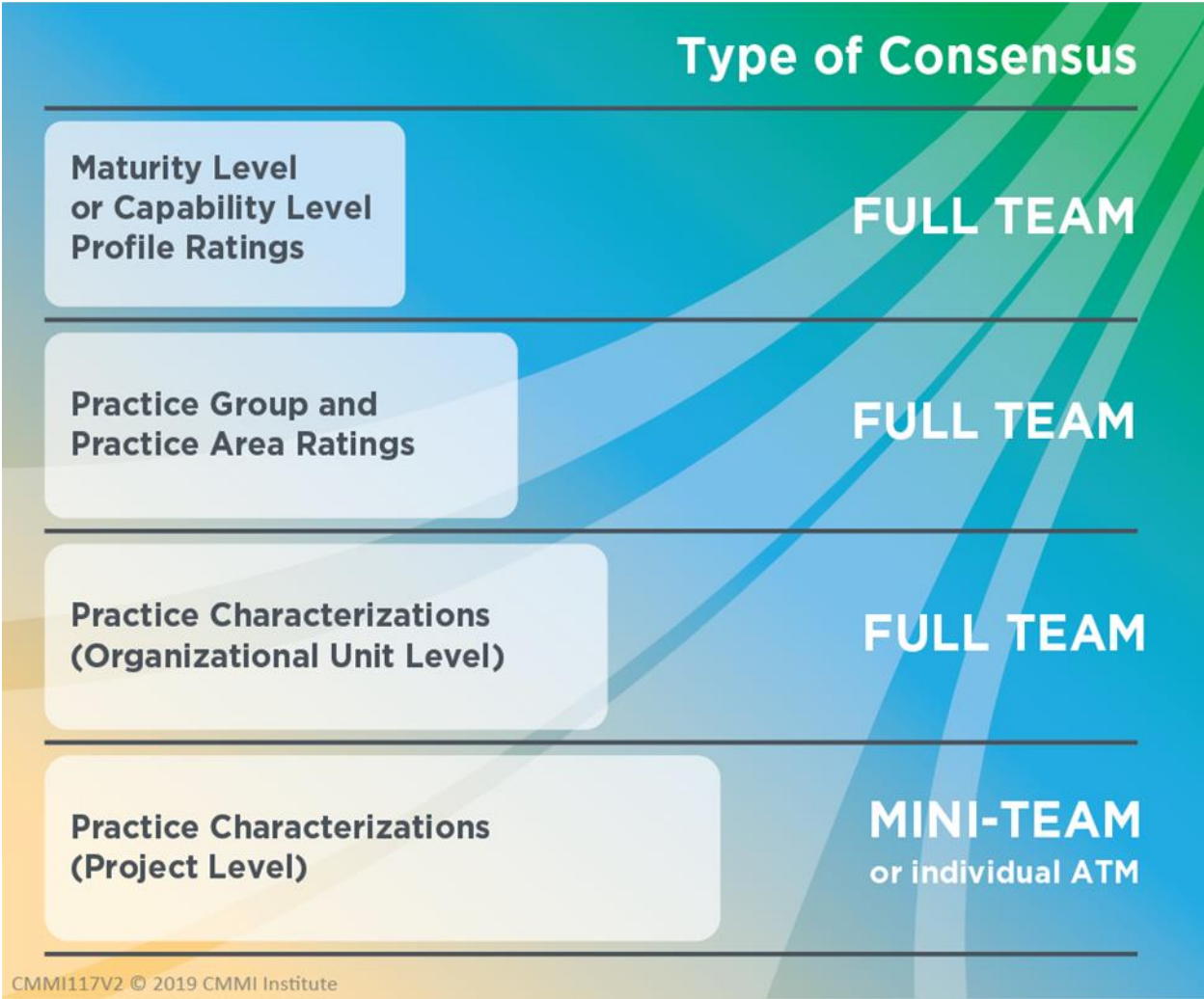
CMMI Quality Tip – October 2019

Conducting CMMI V2.0 Appraisals using Virtual Methods

Virtual Participation by an Appraisal Team Leader

Given the current state of technology, and recognizing that organizations may be 100% virtual, appraisal activities must strike a balance between the cost and business constraints of virtual organizations against the requirements for fidelity and quality of CMMI-based appraisals. For critical activities in Benchmark Appraisals and Sustainment Appraisals, the Appraisal Team Leader (ATL) and appraisal team must be physically co-located for all full-team consensus activities at the organizational unit (OU) site, beginning with practice characterization at the OU level.

Refer to Figure 7: Team Consensus Requirements for Characterizations and Ratings in the CMMI V2.0 Method Definition Document (MDD):



Benchmark Appraisals and Sustainment Appraisals shall not be 100% virtual, and must follow the requirements below. 100% virtual organizations are defined as organizations with no physical OU address or facility, and where all staff work remotely. OUs that are geographically dispersed with any physical address or facility do not qualify as a virtual organization.

- If the OU is 100% virtual, then the ATL must coordinate with the Appraisal Sponsor to identify a suitable physical location for the appraisal team that will enable effective and efficient communication and coordination with each other and with the OU.
- In situations where the OU is geographically dispersed, the ATL must coordinate with the Appraisal Sponsor to identify a base of operations for the appraisal team which is, at a minimum, at one of the OU physical sites.

If the appraisal has a scenario that does not fit the above, the ATL must submit a written request with detailed rationale to the Quality Team at quality@cmmiinstitute.com, and obtain approval before proceeding.

For more information on using virtual techniques with CMMI appraisals, refer to MDD Activity 1.1.1 (Current Active Version 2.1 of the MDD)

Questions regarding this Quality Tip can be sent to quality@cmmiinstitute.com.