

Multi-Organization Appraisals

Guidance for identifying and reporting multi-organization appraisals

CMMI Institute-Certified Lead Appraisers together with their appraisal sponsors identify the part of the organization (organizational unit) that is the subject of an appraisal and to which the appraisal result will be generalized. An organizational unit deploys one or more business units; these business units have a coherent process context and operate within a coherent set of business objectives. Therefore, the objective of an appraisal is to appraise one unique organization or one unique organizational unit.

Lead appraisers should consider conducting a multi-organization appraisal when the lead appraiser recognizes instances in which two or more organizations collaborate to create an inter-organizational unit established to meet a synchronized business objective. This means that they have synchronized all of their efforts toward their common goals for the delivery of specific products or services.

This definition can help provide clarity:

An “inter-organizational unit” is defined as a collaborative effort (e.g., integrated team or consortium) where each participating entity have synchronized all efforts and resources to be jointly responsible for providing resources to deliver the same products or services to a shared customer or customers. In such units, participating organizations join in sharing a common managed set of interrelated resources (e.g. developers) to deliver their products or services. The inter-organizational unit operates according to a shared documented plan that specifies the products or services to be delivered or implemented, the resources and funds to be used, the work to be done, the management of the unit, and the schedule for doing the work.

Appraisal results may only be generalized to a common inter-organizational unit. Organizations that perform similar functions or provide similar products or services to a mutual customer are not sufficiently interrelated to justify a multi-organization or “joint” appraisal. Appraisal results of multi-organizations may only be delivered and reported if the lead appraiser can provide sufficient evidence to demonstrate that:

- the appraised organizations share an inter-organizational unit
- they have synchronized all of their efforts toward their common goals in the delivery of specific products or services
- they share the same business units, processes, funding, schedule, and deliverables
- the appraisal results are generalized to a common inter-organizational unit, and
- the appraisal plan and the SCAMPI Appraisal System (SAS) record clearly reflect that the scope of the appraisal is the synchronized effort within the inter-organizational unit.

If these criteria are met and a multi-organization appraisal is accepted by the CMMI Steward as a valid appraisal delivery, only one entry will be published to the [Published Appraisal Results](#) (PARS) website. If

the names of both organizations are identified in the organization name field, both will be published to PARS, but the listing will be alphabetized by the name of the first organization that was identified.