

# Using Virtual Methods and SCAMPI

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## Using Virtual Methods During the Conduct of Appraisals

SCAMPI permits the use of virtual methods during the conduct of appraisals. The Method Definition Document (MDD) provides detailed requirements and guidance for managing data collection using virtual methods, as well as guidance for performing validation of preliminary findings and the delivery of final findings.

It is not expected that the entire appraisal event will be conducted with all appraisal team members and/or all participants in remote locations. However, teams have previously been successful in using strategies for locating team members in multiple sites—where appraisal participants are located.

Activities in the MDD that specifically call for the participation of the appraisal team (wherein the Required Practices state “The appraisal team shall...”) are typically not good candidates for virtual meetings. Teams have generally found the most success with geographically distributed sub-teams when they are staffed with more than one CMMI Institute-Certified SCAMPI Lead Appraiser. In these instances, collaboration among the sub-teams (each co-located with a local team leader) is carefully planned and managed. Risks related to using virtual methods must also be included in the Appraisal Plan.

The tailoring checklist provided in Appendix H of the MDD identifies this topic for inclusion in the risk management plan. The MDD provides guidance for identifying the responsibility of the Lead Appraiser to assure that use of virtual methods does not compromise the appraisal process.

## Coverage of this Topic in the MDD

The excerpts below contain each mention of ‘virtual methods’ that consists of more than a bullet or single sentence.

### 1.1.3 Determine Appraisal Constraints

#### Implementation Guidance

Practical limitations relating to time, cost, and effort are clarified and negotiated in the context of other requirements the sponsor has. The business context in which the appraisal is conducted drives choices that the appraisal team leader must make. For example, if virtual methods (e.g., video conferences, teleconferences, and other similar technology) are to be used to conduct appraisal activities, the constraints imposed by these methods should be discussed, documented, and taken into account as the appraisal is planned. Appraisals should not be conducted in isolation from other activities relating to process management and improvement. The needs of relevant stakeholders, be they acquisition

organizations or division heads managing an engineering-related process group, often place requirements on the conduct of the appraisal.

### **1.2.3 Develop Data Collection Plan**

#### **Implementation Guidance**

The data collection plan should clearly specify whether any virtual methods (e.g., video conferences, teleconferences, and other similar technology) will be used and how they will be used. It is the responsibility of the appraisal team leader to ensure that virtual methods do not compromise the integrity or accuracy of appraisal activities or appraisal results.

### **1.2.5 Plan and Manage Logistics**

#### **Implementation guidance**

If virtual methods such as video conferences, teleconferences, and other similar technology are to be used to perform appraisal activities, these methods should be clearly defined in the Appraisal Plan. Furthermore, it is the responsibility of the appraisal team leader to ensure that the use of virtual methods in no way compromises the integrity or accuracy of the appraisal activities or the appraisal results. Virtual methods should allow for adequate interaction between the appraisal team members and the appraisal participants and should provide mechanisms for the appraisal team to control the interactions.

### **2.2.2 Examine Objective Evidence**

#### **Parameters and Limits**

Whenever virtual methods such as video conferences, teleconferences, and other similar technologies are used for affirmations, the appraisal team leader must ensure that these methods do not compromise the integrity or accuracy of the appraisal activities or the appraisal results.

#### **Implementation Guidance**

Virtual methods can be used, but they should be set up to allow for adequate interaction between the appraisal team members and the appraisal participants and should provide mechanisms for the appraisal team to control the interviews (e.g., provide the ability to interrupt, ask questions, or redirect the discussion to other subjects).

### **2.5.1 Validate Preliminary Findings**

#### **Implementation Guidance**

If virtual methods such as video conferences, teleconferences, and other similar technology are used for the validation session(s), the appraisal team leader should ensure that these methods in no way compromise the integrity of the appraisal or the accuracy of the results. Virtual methods should allow for adequate interaction between the appraisal team members and the appraisal participants and

should provide mechanisms for the appraisal team to control the validation session. Appropriate arrangements, such as meeting rooms at remote sites, should be made and checks done to ensure only appraisal participants attend this presentation to maintain confidentiality.

**3.1.1 Deliver Final Findings**

**Implementation Guidance**

If virtual methods, such as video conferences, teleconferences, or other similar technology are used for the final findings presentation, the appraisal team leader should ensure that these methods in no way compromise the integrity of the appraisal.

**Appendix H: SCAMPI A Tailoring Checklist**

2.2.2 Examine Objective Evidence from Affirmations	Use of virtual methods for affirmations	Risk mitigation plan
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