How a Technology Client became 1st in North America to be TMMi Level 3

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Agenda

- Background
- TMMi Overview
- Phases
  - Informal Assessment
  - Implementation
  - Ongoing Audits
  - Readiness
  - Formal Assessment and Certification
- Questions
Background

• Key strategic goals for the large Technology Organization (will be referred to as “the Client” in this presentation) is to improve the Testing maturity of their policies, practices, processes and capabilities
• Improve the Testing efficiency and effectiveness
• Client is primarily focused on Storage, Server and Hardware
• Spread across USA, India and Taiwan with team size of 400
• Initiative kick-started in 2014
• Engaged PQC
What is TMMi?

- **Test Model Maturity Integration** is a detailed model for test process improvement and is positioned as being complementary to CMMi.
- TMMi is developed by the TMMi Foundation.
- Assessment is performed taking into consideration the level the Organization want to be appraised of.
- Contains guidelines and framework for test process improvement.
- Addresses cornerstones of structured testing as lifecycles, techniques, infrastructure and organization.
- Most popular model in the Industry for benchmarking Testing practices.
- Has 5 maturity levels for process evaluation.
5 Phase Approach

We used the following five different phases to approach the need of the Client.

1. Informal Assessment
2. Implementation
3. Ongoing Audits
4. Readiness
5. Formal Assessment and Certification
Informal Assessment

Stakeholders includes Test Engineers, Test Managers, Test Leads, BA, Development team, Environment Team and the Senior Management.

Week A

Engagement Planning

- Initial discussions to understand requirements
- Present assessment approach and understand objectives & constraints
- Develop proposal for Engagement Kick-off
- Agreement on proposal and onboard resources
- Assessment Plan

Week B

TMMi Assessment

- Informal Assessment Survey (Optional)
- Documents Review
- Interviews

- Identify Strengths & Improvement Opportunities
- Determine Maturity levels
- Findings Report

Week C

Recommendations

- Management Thoughts
- Best practice sharing across projects/applications
- Implementation Order & Priority
- Develop Recommendations & Implementation Plan
- Recommendations & Implementation Plan
The rating process strictly adheres to what is laid out in TMMi Assessment Method Application Requirements (TAMAR) which defines the requirements considered essential to Assessment methods intended for use with the TMMi framework.
Rating Calibration Guidelines

Process Areas are designated the appropriate maturity levels based on the following guidelines:

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<th>Rating</th>
<th>Description</th>
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| Fully Achieved   | • Convincing evidence of process compliance  
                          • Systematic and widespread implementation of process  
                          • No obvious weakness in distribution, application and results of this process exists  
                          • Process achievement is between 85% and up to 100% |
| Largely Achieved | • Significant evidence of process compliance  
                          • Minor weakness in distribution, application and results of this process exists  
                          • Process achievement is between 50% and up to 85% |
| Partially Achieved | • Some evidence of process found  
                                • Process exhibits significant weaknesses, is incomplete, not widespread, or inconsistent in application or results.  
                                • Process achievement is between 15% and up to 50% |
| Not Achieved     | • Little or no evidence of process  
                          • Process achievement is between 0% and up to 15% |
| Not Rated        | • Any supporting goal that cannot be rated based on the current phase of the project must be “Not Rated” |
| Not Applicable   | • The process area is considered not to be in the scope of the assessment or applicable to the organizational unit by the Lead Assessor |
Implementation

- Identified 14 key improvement areas and implementation priorities. OCM-TWG
- Restructured the testing organization focusing on consistent processes, cross trained testers and key support functions
- Provided a 12 month implementation roadmap to define, setup, train and rollout processes for 400+ team
Ongoing Audits

• Formed Audit Champion to oversee the audits for all current projects in multiple geographies
• The Audit Champion is a single person but will have internal auditors in each region to conduct audits
• An Audit plan was developed to conduct spot checks and audits to assess effectiveness of testing organization against instituted processes
• Based on the outcome of the audit findings, we analyzed the Organizational level gaps (Non-Compliance) and trends
• Took preventive actions and ensured all gaps are closed in a timely fashion
Readiness

The objective of Assessment Readiness phase is an attempt to build confidence among the Client’s Enterprise Validation team, just before taking up the Formal Assessment.

• Closing Non-Compliances for all active projects
• Provide facilitation to the project team on closing the gaps
• Conduct mock assessments
• Collate sufficient evidences (both direct and indirect artifact evidence) for all the projects
Formal Assessment and Certification

Finally we conducted a six week engagement to gather evidences, data submission requirements and document final findings for formal certification. The following activities were performed as part of this Formal TMMi Level 3 Assessment:

- Formal Assessment Plan
- Conduct interviews with identified stakeholders
- Document Analysis and review for the selected projects
- Follow-up interview/discussion with the stakeholders
- OU (Organizational Unit) level findings
- Goal Ratings
- Process Area Ratings
- Recommendations on how to address weaknesses
- Final Assessment Report (Formal Assessment)
- Data Submission Requirements to TMMi Foundation
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Questions?
THANK YOU