ENABLING & SUSTAINING HIGH MATURITY

QAI’s Approach to Creating a Sustainable CMMI Based Transformation
Graduating to the Next Level

- In this webinar, we will discuss the need for an organization to graduate to the next level of maturity, and how this helps the organization achieve higher levels of performance and scale using CMMI both for development or services organization.
Some Terminology

- Graduating – Achieving some pre-set grouping of objectives that make the achiever more productive
- Productive – Able to produce more useable work product per unit of time, and all that entails
- Maturity – Able to perform at a higher level than previously
- Scale – Having acquired additional skills
- Development – Creation of a work product that is physical in nature (some debate regarding software)
- Services – Creation of an intangible work product, one that typically is consumed as it is produced
Levels of Maturity

- Incomplete
- Getting Started
- Performed
- Managed
- Defined
- Quantitatively Managed
- Optimizing

- Organizational Performance
  - Based on Statistical Understanding
  - Optimizing Organizational Performance

- Team Performance
- Individual Performance

- Organizational Performance
  - Managed
  - Defined
  - Quantitatively Managed
  - Optimizing Organizational Performance
Characteristics of Level 0 (Incomplete)

• Smart people doing some good “Stuff”
• Ad Hoc / Chaotic
• Gets the work done
• May not have ways to do everything needed to make the business sustainable or thrive
Characteristics of Level 1 (Performed)

- Smart people doing “All” the good “Stuff”
- Ad Hoc / Chaotic
- Gets the work done
- Process is not a real concern
- Basic management principles absent
- Difficult to repeat successes
- Difficult to scale
- Difficult to improve
Characteristics of Level 2 (Managed)

• All of Level 1
• A wrapper of basic project management is added
  – A known resource is scheduled to execute a task to produce a predicted result by a deadline
  – There are plans, resources, training, management hierarchies, configuration management, identified stakeholders, quality assurance and briefings to senior management concerning items of particular criticality and risk
Characteristics of Level 3 (Defined)

• All of Level 2
• Processes are well documented and understood
  – Organization’s set of standard processes is established and improved over time, they are habitually used by all
• Projects establish their defined processes by tailoring the standard processes
  – Standard ways to do standard things
  – Similar projects do similar things similarly
• Project Management is proactive
Characteristics of Level 4 (Quantitatively Managed)

- All of Level 3
- Current process performance is well understood within limits (statistics)
  - Develop baselines
- Process performance needs ($, t, #, Q) are identified
  - Spec limits are set
  - They are achievable based on the limits of normal behavior
- Process performance models are created to assist project managers in planning and executing projects
  - Combine the baselines using modeling (e.g. QI Macros, @Risk, Chrystal Ball, Minitab)
  - Optimize project performance (cost, schedule, quality) in accordance with stated business goals and objectives
Characteristics of Level 5 (Optimizing)

• All of Level 4
• Identify the root causes of selected outcomes (positive and negative)
  – How did things get this way
• Continuously improve process performance in support of clearly articulated and achievable business objectives
  – At Level 5, changes must be built upon a Level 4 understanding, else it’s Level 3 process improvement
Maturity Embodied in the Generic Practices

**Plan**
*(Enablement)*
- GP 2.1 Establish an Organizational Policy
- GP 3.1 Establish a Defined Process
- GP 2.2 Plan the Process
- GP 2.3 Provide Resources (Mostly Infrastructure)
- GP 2.7 Identify and Involve Relevant Stakeholders
- GP 2.4 Assign Responsibility (Mostly People)
- GP 2.5 Train People

**Do**
*(Execution)*
- GP 1.1 Perform Specific Practices
- GP 2.6 Manage Configurations
- GP 2.7 Identify and Involve Relevant Stakeholders

**Check**
*(Governance)*
- GP 2.8 Monitor and Control the Process
- GP 2.8 Monitor and Control the Process
- GP 2.9 Objectively Evaluate Adherence
- GP 2.10 Review Status with Higher Level Management

**Act**
*(Improvement)*
- GP 3.2 Collect and Use Improvement Information
## Performance Achievements

<table>
<thead>
<tr>
<th>Improvements</th>
<th>Median</th>
<th># Data Points</th>
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</thead>
<tbody>
<tr>
<td>Cost</td>
<td>20%</td>
<td>21</td>
</tr>
<tr>
<td>Schedule</td>
<td>37%</td>
<td>19</td>
</tr>
<tr>
<td>Productivity</td>
<td>62%</td>
<td>17</td>
</tr>
<tr>
<td>Quality</td>
<td>50%</td>
<td>20</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>14%</td>
<td>6</td>
</tr>
<tr>
<td>ROI</td>
<td>4.7 : 1</td>
<td>16</td>
</tr>
</tbody>
</table>

Derived from data published at www.cmmiinstitute.com
Results We’ve Seen Personally – ML2 -> ML3

Benefits
- Business Development Costs Decreased
- Additional Work
- Overtime Decreased
- Profit Increased
- Penalties Decreased
- Predictability Increased
- Staff Turnover Decreased
- Clients Became Referenceable
- Productivity Increased

Costs
- Investment In Processes
- Cost Overruns
- Lost Business
- Staff
- Penalties
The Numbers 2010 to 2013

- **SLA Penalties = $600,000 (5%) → $0**
  - Schedule Performance = 33% late; → 3%
  - First Time Quality = 67% → 99%

- **Budget Performance = 40% Overrun → 3%**
  - On 80,000 Hours, Reduced Resource Costs → $2M

- **Test Hours : Development Hours = 3:1 → 0.8:1**

- **Development Profitability = -36% → +21%**
The Numbers 2010 to 2013

• Plan & Define Projects 25% Faster; 40% Reduced Cost
• Reduced Attrition = 40% → 10%
• $6M → Client Awarded Unanticipated Additional Work
  – Annually For 3 Consecutive Years
  – Didn’t Have to Bid on Additional Work
  – I costs money to bid on work

• Cost to Implement CMMI $1.1M
It Doesn’t Take A Genius

- $1.1M to achieve ML3
- $3.5M increased business value

\[ \frac{\text{Value}}{\text{Cost}} \approx 3 : 1 \]
CMMI
CONSULTING & APPRAISAL

OVERVIEW OF QAI
To create a measurable, and sustainable competitive advantage to our clients

Facilitating Operational Excellence

**PEOPLE**
- Software Engineering & Management
- Software Testing & Quality
- Service Management
- Project, Program & Portfolio Management
- Innovation Management
- Business Process Improvement
- Human Capability Management

**PROCESS**
- Career Framework Design
- Skill Assessments
- Learning Design
- Learning Delivery (ILT)
- Online Learning
- Certifications
- Org. Assessment
- Process Definition
- Process Implementation
- Process Benchmarking
- Appraisals & Audits
- Process Outsourcing

**PERFORMANCE**
- Metrics Program
- Enabling High Maturity
- Productivity Improvement
- Workforce Transformation
- Centers of Excellence
- Innovation

“Multi-faceted interventions resulting in process improvements and innovation help organizations deliver business goals better, faster and cheaper.”
LEADERS TRUST US FOR ORGANIZATIONAL IMPROVEMENTS

FACTS
- 600+ Yrs. Consulting Experience
- 400+ Excellence Journeys
- 800+ Improvement Projects
- 400+ Six Sigma Projects
- 150+ Professionals
- 300+ High Maturity Programs
- 30+ Countries, 5 Continents

LEADERS ENGAGE US
- Top Fortune 500 Companies
- World’s Top Software Enterprises
- Top USA IT Companies
- World’s Top Semi Conductor Cos.
- Big 5 Consulting Firms
Trusted Advisor for Organizational Improvement
CMMI
CONSULTING & APPRAISAL

CMMI EXECUTIVE OVERVIEW
ARCHITECTURE OF THE MODEL
QAI’s INTEGRATED APPROACH FOR ACHIEVING HIGH MATURITY

1.1 Identify Business Need
1.2 Sign-off Vision & Goals
1.3 Obtain Commitments & Launch

3.1 Establish Plan & Priority
3.2 Review & Refine QMS
3.3 Create Ability to Implement

3.1 Finalize Plan & Team
3.2 Train the Team
3.3 Readiness Review

7.1 Sustenance Planning
7.2 Sustenance Audits
7.3 Transfer Knowledge & Assets

INITIATE
MLX

PHASE
1

DEFINE
MLX

PHASE
2

PRE-APPRAISAL
MLX

PHASE
3

IMPLEMENT
MLX

PHASE
4

FINAL APPRAISAL
MLX

PHASE
5

PHASE
6

PHASE
7

DIAGNOSE
MLX

2.1 Plan for Gap Analysis
2.2 Conduct Gap Analysis
2.3 Report Findings & Recommendations

4.1 Pilot Rollout
4.2 Review Feedback & Refine
4.3 Formal Enterprise Rollout

4.1 Appraisal Planning
4.2 Onsite Formal Appraisal
4.3 Appraisal Results & Report

SUSTAIN
MLX

7.1 Sustenance Planning
7.2 Sustenance Audits
7.3 Transfer Knowledge & Assets
1.0 INITIATE PROCESS IMPROVEMENT PROGRAM

Business Strategy & Goals are defined and available

Identify Business Needs & Drivers
- Meet Sponsor & Stakeholders
- Understand Scope
- Understand Challenges
- Document Inputs & Scope
- Obtain Signoff on Input

Define Vision & Goals of Process Improvement
- Define Vision
- Define Guiding Principles
- Define Approach & Goals
- Build Consensus & Priority
- Obtain Signoff on Goals

Obtain Approval for Resources & Launch
- Check Environment
- Specify Efforts & Resources
- Build Consensus & Priority
- Obtain Signoff
- Announce the PI Program

The needs, expectations and constraints of the sponsor must be determined in order to best tailor the implementation & transition.

Stakeholders usually have good reasons why an organization should launch a SPI program, but their reasons are rarely couched in business terms or aligned with the organization’s business needs.

The purpose of this step is to build a proposal for senior management that will explain what the SPI program is, why it should be initiated, what it will cost, how long it will take to see results, and what approach is selected.

2 – 4 weeks
Depending on scope and span of the organization
## 2.0 DIAGNOSE & DISCOVER OPPORTUNITIES

<table>
<thead>
<tr>
<th>PHASE 2</th>
<th>Plan for Gap Analysis &amp; Discovery</th>
<th>Conduct Gap Analysis &amp; Discovery</th>
<th>Report Findings &amp; Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs, Goals and Resources are signed off</td>
<td>Formalize Scope</td>
<td>Review Goal Achievement</td>
<td>Analyze Data Collected</td>
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<tr>
<td></td>
<td>Select Team Members</td>
<td>Review Existing QMS</td>
<td>Prepare Draft Findings</td>
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<td></td>
<td>Brief on Expectations</td>
<td>Review Implementation</td>
<td>Validate &amp; Discuss Findings</td>
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<td></td>
<td>Brief on the Methodology</td>
<td>Collect Project Data</td>
<td>Formalize Findings Report</td>
</tr>
<tr>
<td></td>
<td>Review &amp; Finalize Plans</td>
<td>Interview &amp; Validate Finding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gap Analysis Plan is Formally Announced</td>
<td>Complete Data &amp; Evidence Collection</td>
<td>Formal Findings &amp; Recommendation Report</td>
</tr>
</tbody>
</table>

**2 – 6 weeks**

Depending on scope and rigor required in gap analysis

To accomplish base-lining activities requires a significant amount of coordination of people, data, facilities, training activities, and support services. Hence, it is recommended that sometime be spent on planning the initiative, especially because this activity involves drawing out the future implementation action plan.

In this step, we focus on collecting actual data at a project instance level to identify gaps in definition, implementation, improvement, and institutionalization. We also check if the enablers are adequate and the reasons for gaps, if any.

The purpose of this activity is to provide a formal findings report for all to read and internalize on the existing gaps that need to be fixed, and creating visibility and buy-in for improvement.
3.0 DEFINE QUALITY MANAGEMENT SYSTEM

**PHASE 3**

Findings & Recommendations are Provided

- Prepare a Formal Action Plan
  - Review Findings
  - Define Priority
  - Define an Approach
  - Define Resources Required
  - Review & Finalize Plan

- Review & Refine QMS
  - Review Definition Gaps
  - Refine QMS
  - Review & Refine Enablers
  - Validate with Project Teams
  - Publish the Refined QMS

- Create Ability to Implement
  - Prepare a Training Plan
  - Enroll Team Members
  - Conduct Trainings
  - Support Post Training
  - Follow-up & Feedback

- Formal Action Plan for Improvement

- Refined Version of Quality Management System (V1.0)

- Formal Training is Completed for Team

The purpose of this step is to develop or refine a strategic action plan for the process improvement program, based on the findings of the gap analysis. This strategic action plan is expected to provide guidance and direction to the Process Improvement program till the successful achievement of the desired level of maturity.

The purpose of this step is to focus and close out the process definition gaps identified during the gap analysis. It is important to formalize the process, before we fix any other gap.

The purpose of this step is to educate the teams on the new process, templates, checklists, and help them understand all the implementation requirements, and benefits. This will ensure that there is common interpretation of the process.

5 – 18 months
Depending on the initial maturity, gaps and scope
4.0 IMPLEMENT QUALITY MANAGEMENT SYSTEM

PHASE 4

Formal Definition & Training is Complete of Process & Infrastructure

Pilot QMS for Feedback
- Plan Pilot Implementation
- Select Pilot Projects
- Debrief Goals & Expectations
- Pilot Implementation
- Refine QMS & Implementation

Review & Refine Implementation
- Review Implementation Gaps
- Refine QMS & Enablers
- Refine Implementation
- Publish the Refined QMS
- Prepare a Roll Out Plan

Enterprise Wide Rollout of Refined QMS
- Publish Improvement Goals
- Launch Implementation
- Monitor Implementation
- Report Progress & Indicators
- Transition to Support

Refined QMS based on Pilot Implementation (V2.0)

Final Version of QMS Roll out Plan

Formal Rollout is Completed

The purpose of the phase is to pilot the QMS 1.0 on a set of pilot project to understand the nuances and variations to be considered for the final enterprise-wide roll out of the QMS. Based on the feedback, we may have to modify and refine the enablers.

The purpose of this step is to refine the implementation level detail of the QMS – Templates, checklists, guidelines, and training to ensure that there would be no issues during the enterprise-wide roll out.

The purpose of this step is to do a roll-out of the complete process across the organization. During this phase, we create visibility to the team on the infrastructure, support, review, and other critical elements for implementation.

5 – 18 months
Depending on the initial maturity, gaps and scope
## 5.0 PRE-APPRaisal & Readiness Check

### PHASE 5

**Formal Implementation is completed at an organizational level**

<table>
<thead>
<tr>
<th>Data Collection Strategy</th>
<th>Establish Constraints</th>
<th>Determine Scope &amp; Coverage</th>
<th>Identify Team Members</th>
<th>Finalize Team &amp; Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finalize Pre-Appraisal Plan &amp; Team</strong></td>
<td><strong>Train the Appraisal Team</strong></td>
<td><strong>Conduct Readiness Check for Appraisal</strong></td>
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<tr>
<td>Identify Appraisal Team Lead</td>
<td>Training on Model</td>
<td>Collect Objective Evidence</td>
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<tr>
<td>Training on Methodology</td>
<td>Debrief on Plan &amp; Strategy</td>
<td>Inventory Evidence</td>
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<td>Examine Evidences</td>
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<td>Feedback on Readiness</td>
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</tbody>
</table>

The purpose of this step is to ensure that the pre-appraisal activities, and the required resources are identified, and budgeted for. We also have to ensure that a team is selected to participate in the readiness review. This is a good practice to create sustenance of internal control.

Each of the team members need to be trained on the model and the appraisal methodology. In addition, the lead appraiser trains the team on the data collection, and identifying findings, and on documenting observations.

The purpose of this step is to create visibility to the senior management on the current state of maturity, and also provide them with an indication of the possible readiness for a formal appraisal.

### 2 – 4 weeks

Depending on the maturity level & scope
## 6.0 FORMAL APPRAISAL

### Formal Appraisal Plan

<table>
<thead>
<tr>
<th>Step</th>
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</thead>
<tbody>
<tr>
<td><strong>Formal Readiness Review is completed</strong></td>
</tr>
<tr>
<td><strong>Finalize Appraisal Objectives</strong></td>
</tr>
<tr>
<td><strong>Formal Appraisal Scope</strong></td>
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<tr>
<td><strong>Tailor the Method, if needed</strong></td>
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<tr>
<td><strong>Finalize Team &amp; Resources</strong></td>
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<tr>
<td><strong>Get Sign-off on Plan</strong></td>
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</table>

### Conducting the Formal Appraisal

<table>
<thead>
<tr>
<th>Step</th>
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</thead>
<tbody>
<tr>
<td><strong>Formal Appraisal Plan is signed off</strong></td>
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<tr>
<td><strong>Collect Evidence</strong></td>
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<tr>
<td><strong>Examine Evidence</strong></td>
</tr>
<tr>
<td><strong>Document Evidence</strong></td>
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<tr>
<td><strong>Verify Evidence</strong></td>
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<tr>
<td><strong>Validate Preliminary Findings</strong></td>
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</tbody>
</table>

### Appraisal Result & Final Submission

<table>
<thead>
<tr>
<th>Step</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formal Appraisal Evidence is collected &amp; validated</strong></td>
</tr>
<tr>
<td><strong>Rate Goal Satisfaction</strong></td>
</tr>
<tr>
<td><strong>Rate Practice Implementation</strong></td>
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<tr>
<td><strong>Rate Process Areas</strong></td>
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<tr>
<td><strong>Determine Maturity Level</strong></td>
</tr>
<tr>
<td><strong>Document Appraisal Results</strong></td>
</tr>
</tbody>
</table>

**The purpose of this step is to prepare a formal appraisal plan for the organization to commit time and resources for the complete scope agreed upon, and identify the team readiness, and risks involved in the same.**

**The purpose of this step is to collect evidence on the requirements for the CMMI Model, Process Areas, Practices, and the instantiation of the same at a project level. The evidences are collected on the basis of the data collection plan decided in the previous step.**

**The purpose of this step is to derive ratings of the goal satisfaction, and practice area implementation and the profile of the process areas to determine the overall maturity rating of the organization.**

### PHASE 6

- **Formal Maturity Rating is identified**

**4 – 8 weeks**

Depending on the maturity level & scope
## 7.0 PREPARE FOR SUSTENANCE & CONTINUOUS IMPROVEMENT

### PHASE 7

**Formal Maturity Rating is Identified**

<table>
<thead>
<tr>
<th>Plan for Sustenance &amp; Improvement</th>
<th>Conducting the Sustenance Audits</th>
<th>Transfer Knowledge &amp; Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review Organization Goals</td>
<td>Collect Evidence</td>
<td>Formal Packaging of Assets</td>
</tr>
<tr>
<td>Review Sponsorship</td>
<td>Examine Evidence</td>
<td>Debrief Team on Sustenance</td>
</tr>
<tr>
<td>Establish Sustenance Goals</td>
<td>Verify Evidence</td>
<td>Formal Training on Assets</td>
</tr>
<tr>
<td>Finalize Team for Sustenance</td>
<td>Review Sustenance &amp; Slips</td>
<td>Formal Handover &amp; Sign-off</td>
</tr>
<tr>
<td>Get Sign-off on Plan &amp; Team</td>
<td>Report Findings</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Formal Sustenance Plan is signed off</th>
<th>Periodic Sustenance Audits are conducted</th>
<th>Formal Handover of Assets</th>
</tr>
</thead>
</table>

The purpose of this step is to prepare the organization to sustain the maturity, and review the required sponsorship, commitment for the resources, and further improvement goals.

The purpose of this step is to check at a regular frequency on the stability, and create visibility to the management team for any early course corrections.

The purpose of this step is to institutionalize the complete process for the organization to own and drive. As part of this step, we provide a complete handover of the assets, knowledge, to the select team members to take over.

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4 – 8 weeks

Depending on the maturity level & scope

**Organization is now sustained for continual process improvement**

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Assess It

INDIA | USA | CHINA | SINGAPORE
IMPLEMENTATION SCHEDULE (indicative)

PROGRAM KICK OFF
GAP ANALYSIS COMPLETED
QMS 1.0 RELEASED
QMS 2.0 RELEASED
1ST CYCLE IMPLEMENTATION COMPLETED
2nd CYCLE IMPLEMENTATION COMPLETED
PRE APPRAISAL COMPLETED
APPRAISAL COMPLETED

PHASE 1
PHASE 2
PHASE 3
PHASE 4
PHASE 5
PHASE 6
PHASE 7

M 01 M 02 M 03 M 04 M 05 M 06 M 07 M 08 M 09 M 10 M 11 M 12 M 13 M 14 M 15 M 16 M 17 M 18 M 19 M 20
# Responsibility Matrix

<table>
<thead>
<tr>
<th>PHASE 7</th>
<th>QAI GLOBAL</th>
<th>CLIENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan For Sustenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge &amp; Asset Transfer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review Commitment &amp; Sponsorship for SPI</td>
<td></td>
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<tr>
<td>Team Members for Sustenance</td>
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<tr>
<td>Commitment for Improvement</td>
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<tr>
<td>PHASE 6</td>
<td>QAI GLOBAL</td>
<td>CLIENT</td>
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<tr>
<td>Plan Formal Appraisal</td>
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<td>Conduct Formal Appraisal</td>
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<td>Report Results</td>
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<tr>
<td>Availability of ATM Team</td>
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<tr>
<td>Commitment &amp; Availability for Appraisal</td>
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<tr>
<td>PHASE 5</td>
<td>QAI GLOBAL</td>
<td>CLIENT</td>
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<tr>
<td>Plan Pre-Appraisal</td>
<td></td>
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<tr>
<td>Do a Readiness Check &amp; Spot Checks</td>
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<tr>
<td>Review &amp; Refine Implementation</td>
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<tr>
<td>Create Visibility</td>
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<tr>
<td>Provide approvals and sign off</td>
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<tr>
<td>Project Information &amp; Teams for Interviews</td>
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<td>PHASE 4</td>
<td>QAI GLOBAL</td>
<td>CLIENT</td>
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<tr>
<td>Process Deployment</td>
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<tr>
<td>Review &amp; Refine QMS</td>
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<td>Support Implementation &amp; Provide Feedback</td>
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<td>Provide Visibility on the Progress</td>
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<tr>
<td>Infrastructure for Process Deployment</td>
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<td>Availability of Team for discussions</td>
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<tr>
<td>Availability of Team for Training</td>
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<tr>
<td>PHASE 3</td>
<td>QAI GLOBAL</td>
<td>CLIENT</td>
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<tr>
<td>Process Definition &amp; QMS Development</td>
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<tr>
<td>Build Enablers (Policy, guidelines etc.)</td>
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<tr>
<td>Educate &amp; Support Team Members</td>
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<tr>
<td>Review &amp; Collect Feedback</td>
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<td></td>
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<tr>
<td>Infrastructure for Process Definition</td>
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<tr>
<td>Team Members for supporting this initiative</td>
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<tr>
<td>Commitment of Resources for Training</td>
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<tr>
<td>PHASE 2</td>
<td>QAI GLOBAL</td>
<td>CLIENT</td>
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<tr>
<td>Prepare Gap Analysis Plan</td>
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<td>Conduct Gap Analysis</td>
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<td>Provide Findings &amp; Recommendations</td>
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<td>Access to Project Data</td>
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<td>Availability of Team Members</td>
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<tr>
<td>Arrange Venue / Logistics</td>
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<tr>
<td>PHASE 1</td>
<td>QAI GLOBAL</td>
<td>CLIENT</td>
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<tr>
<td>Meeting with Sponsor</td>
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<tr>
<td>Formalize Scope &amp; Goals for PI</td>
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<td>Proposal for Process Improvement</td>
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<td>Build Consensus &amp; Buy-in</td>
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<tr>
<td>Availability of Senior Team Members &amp; Sponsor</td>
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<td>Ensure access to project information &amp; teams</td>
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<td>Ensure Commitment to Improvement</td>
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THANK YOU

We look forward to partnering with you on your journey.