



## CMMI for Services

Webinar

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## What is CMMI for Services

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## Capability Maturity Model Integration

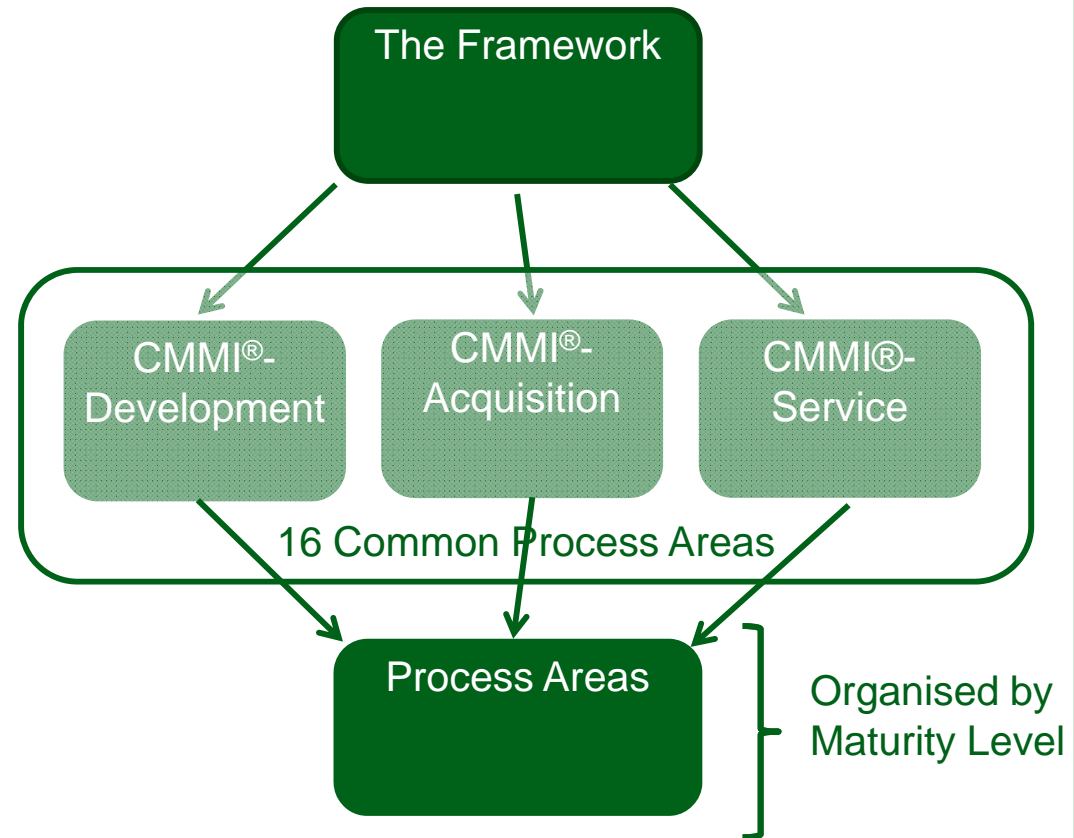
Appraisal  
Method

### Appraisals – What?

- Method called SCAMPI (3 Classes A, B, C)
- Lead Appraisers – trained & deeply experienced in its execution

### Appraisals – Purpose?

- Benchmark the running Organisation
- Allows an Organisation to articulate the gaps between actual and desired practice



SCAMPI – Standard CMMI Appraisal method for Process Improvement

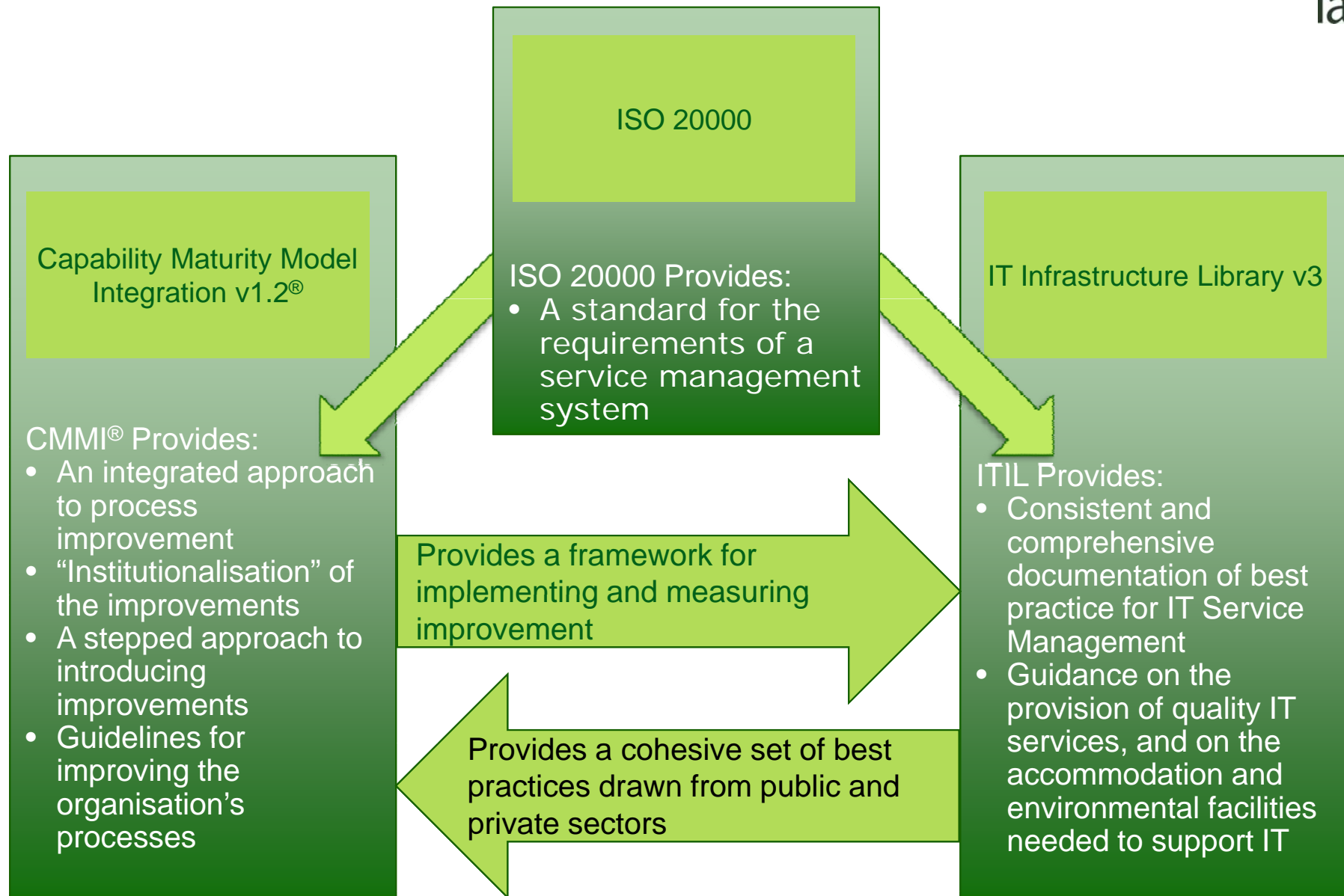
Over 14,000 projects have been officially assessed in more than 2,600 Organisations

# What is the purpose of CMMI-SVC ?



Provide you with a framework to properly manage, establish and deliver services.

# CMMI<sup>®</sup> Services is complementary to ITIL



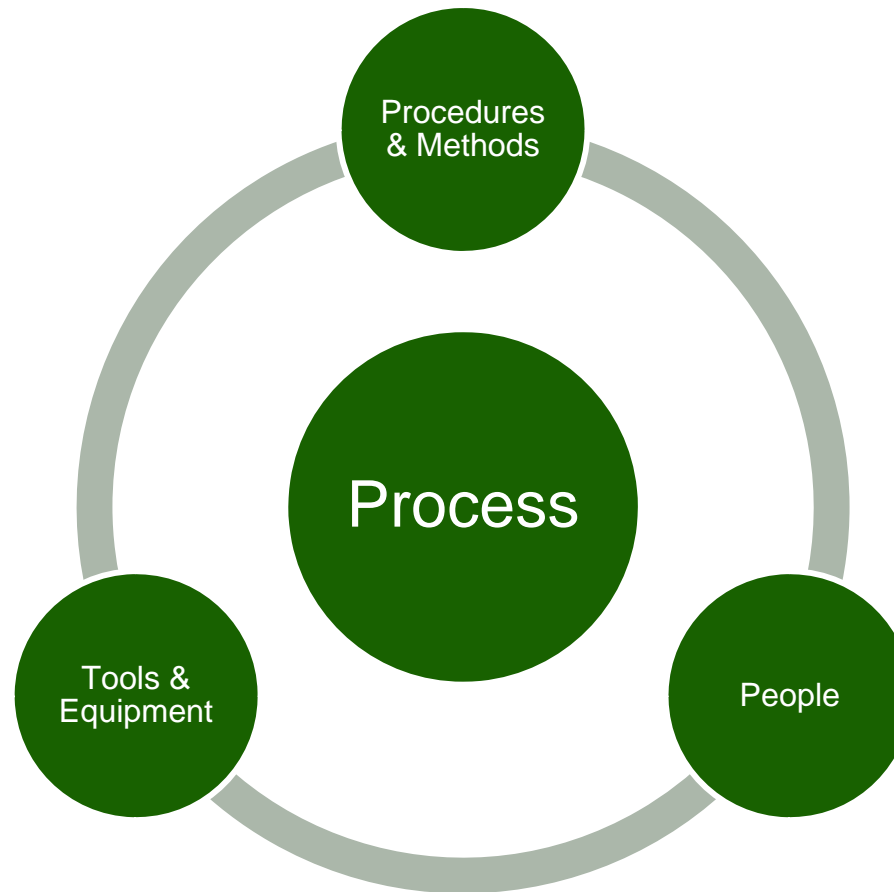
# Why is CMMI-SVC needed?



- Services account for 75%<sup>1</sup> of the UK economy
- Organisations have tried to use the CMMI-DEV model for process improvement of services, with and without ITIL, but the fit is far from perfect.
- Acquiring organisations have tried to use the CMMI-DEV model to benchmark the capability of potential service suppliers, but there are numerous interpretation issues.

<sup>1</sup> Source: Office for National Statistics, [www.statistics.gov.uk](http://www.statistics.gov.uk)

# The Premise Behind the CMMI



The quality of a system is highly influenced by the quality of the process used to acquire, develop, and maintain it.

# How CMMI® Can Help an Organisation Improve



**CMMI-SVC**

Guides the evolution

At present

Team 1 Approach

Team 2 Approach

Team 3 Approach

Team n Approach

Evolve our ways of working

Management

Standard Governance Framework

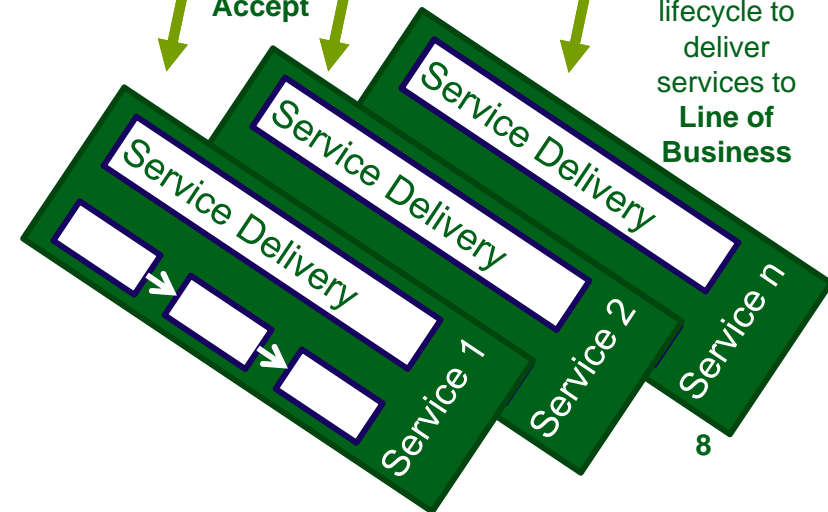
Service Type 1

Service Type 2

Service Type n

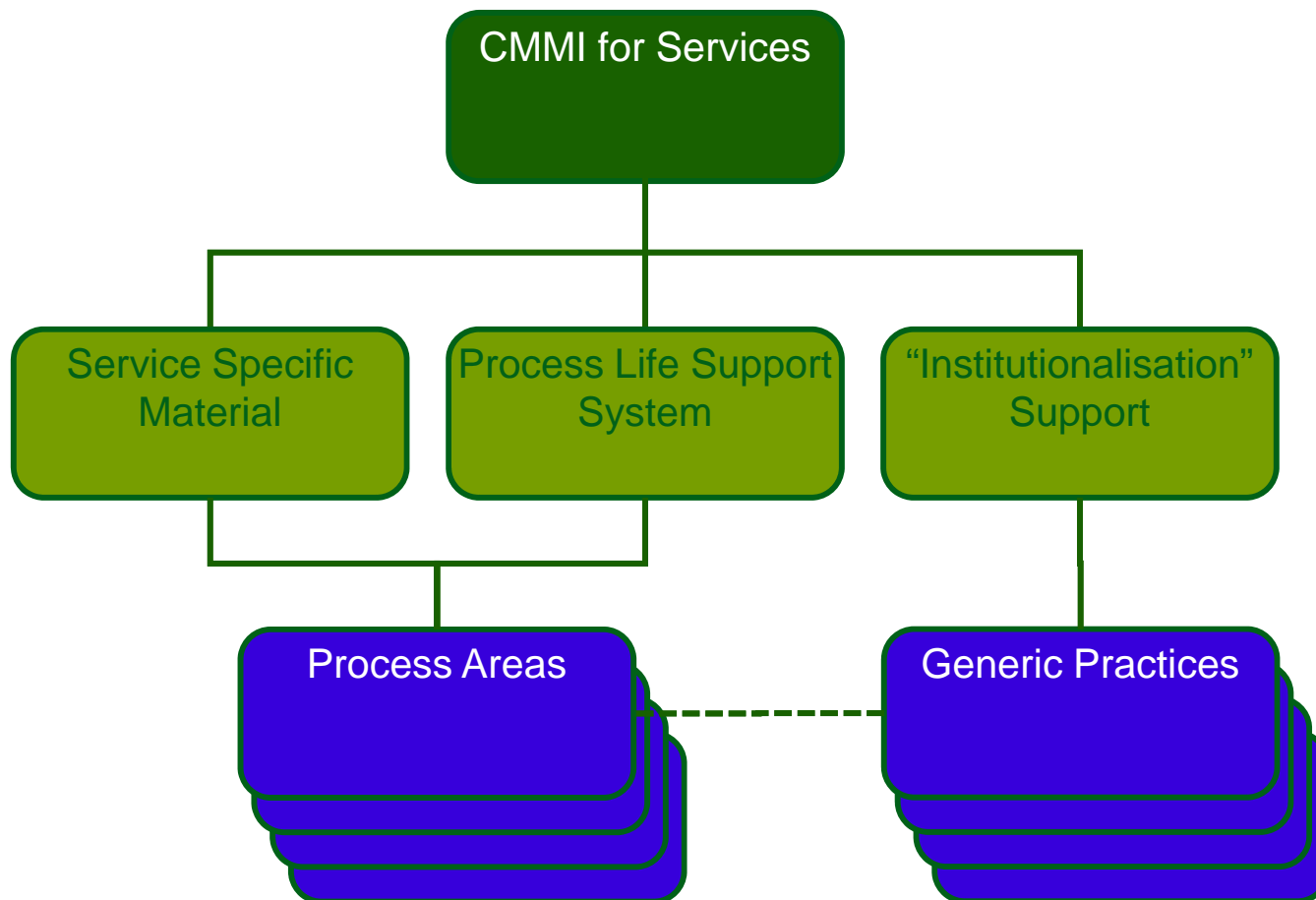
Tailor / Accept

Select most appropriate lifecycle to deliver services to Line of Business



- More predictable, repeatable work
- Framework to harness and focus the capabilities of the workforce
- Less 'thrash' more time invested in solving the business problem
- Become a learning Organisation
- Better early warning → enable effective intervention and escalation

# Basic Elements of the CMMI Model



# CMMI® for Services Model



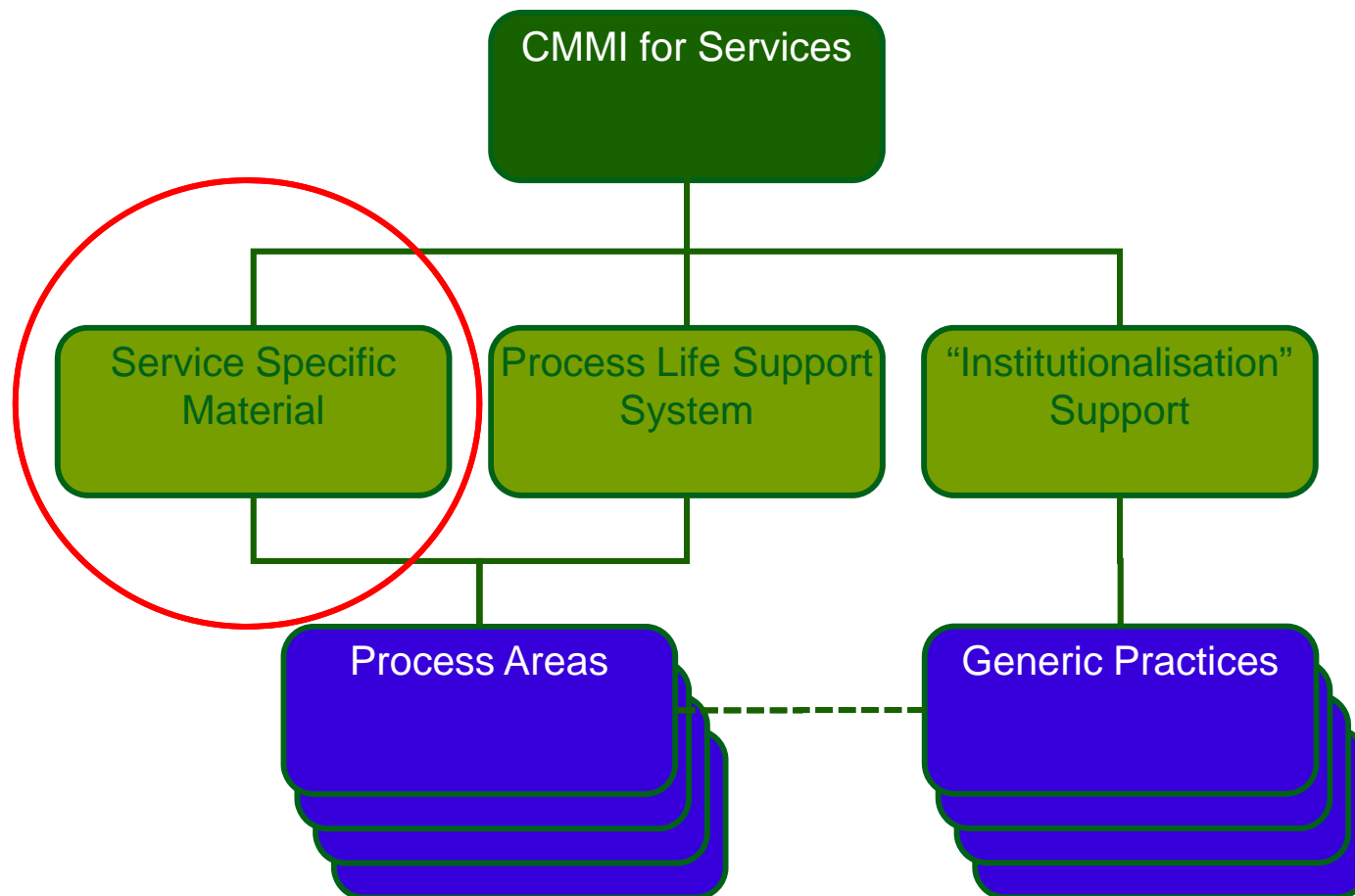
Process Category	Process Areas				
Service Establishment and Delivery	Incident Resolution and Prevention	Service Delivery	Service System Development	Service System Transition	Strategic Service Management
Project Management	Capacity and Availability Management	Integrated Project Management	Project Monitoring & Control	Project Planning	Requirements Management
	Risk Management	Quantitative Project Management	Service Continuity	Supplier Agreement Management	
Process Management	Organisational Innovation & Deployment	Organisational Process Definition	Organisational Process Focus	Organisational Process Performance	Organisational Training
Support	Causal Analysis & Resolution	Configuration Management	Decision Analysis & Resolution	Measurement & Analysis	Process & Product Quality Assurance

# “Project” in CMMI-SVC



- In the context of all the CMMI Models, the term *project* is interpreted to encompass all of the resources required to satisfy a service agreement with a customer. Thus, the concept of *project management* in this context is intended to be similar to the concept of *service management* in other standards and models, although the correspondence may not be exact.

# Basic Elements of the CMMI Model



# Focusing on the Service Establishment and Delivery Process Areas



# Focusing on the Service Establishment and Delivery Process Areas



## Incident Resolution and Prevention (ML3)

handling what goes wrong and preventing it going wrong in the first place, if you can



# Focusing on the Service Establishment and Delivery Process Areas



## Service Delivery (ML2)

setting up agreements, taking care of service requests and operating the service system



# Focusing on the Service Establishment and Delivery Process Areas



## Service System Development (ML3)

making sure you have everything you need to deliver the service, including people, processes, consumables and equipment



# Focusing on the Service Establishment and Delivery Process Areas



## Service System Transition (ML3)

getting new systems in place, changing existing systems, retiring obsolete systems, all while making sure nothing goes terribly wrong with the service delivery

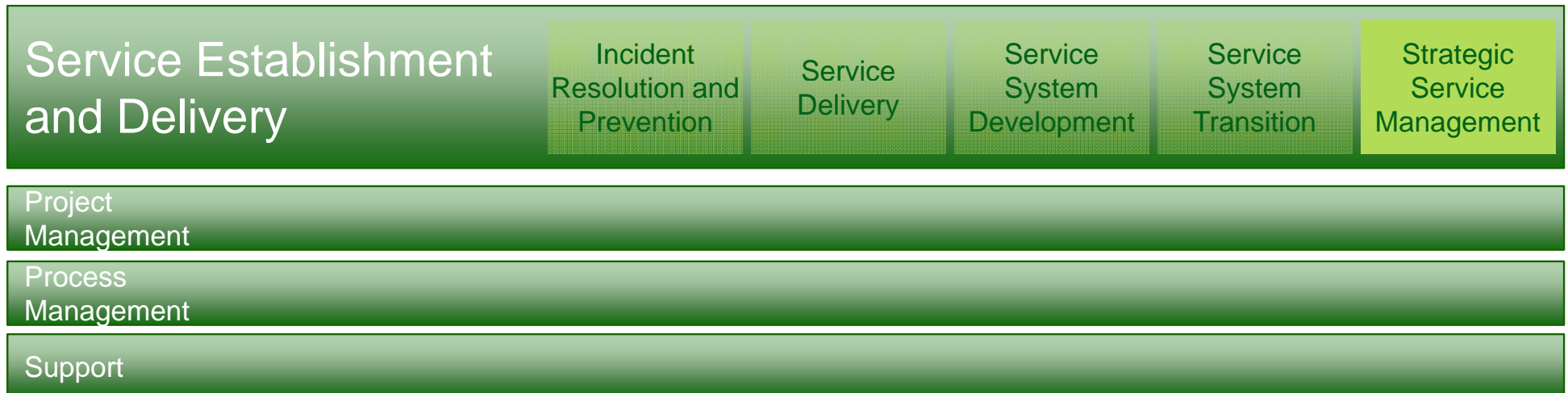


# Focusing on the Service Establishment and Delivery Process Areas



## Strategic Service Management (ML3)

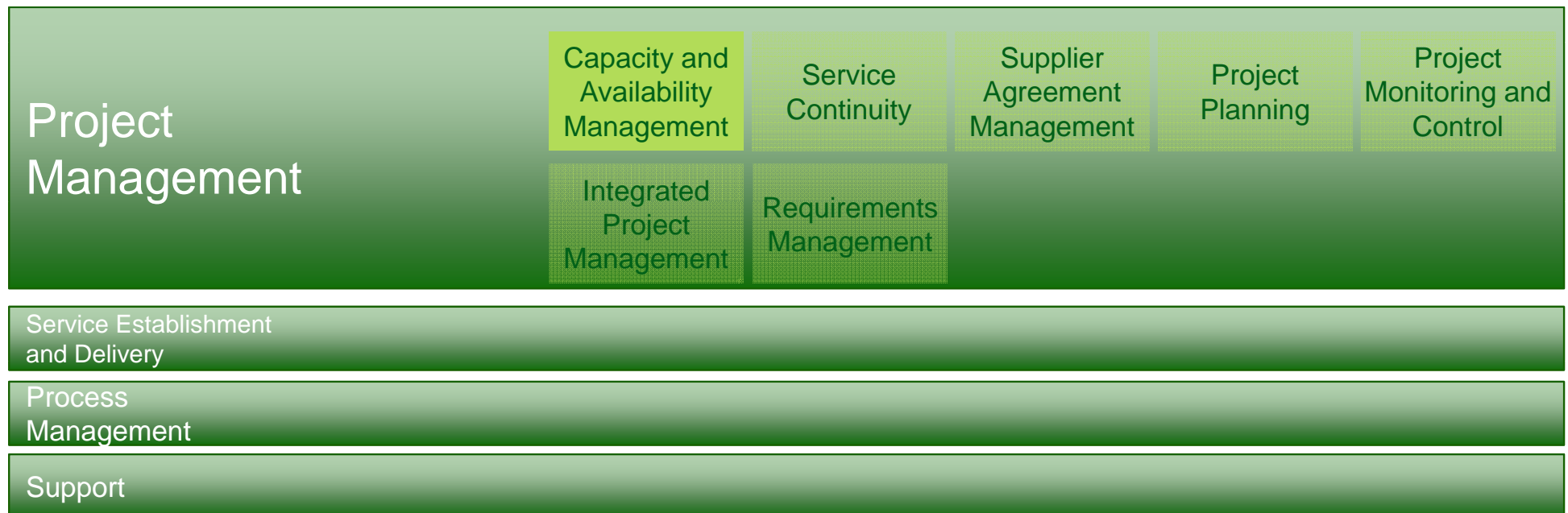
deciding which services you should be providing, making them standard and letting people know about them



# Focusing on the Project Management (SVC) Process Areas

## Capacity and Availability Management (ML3)

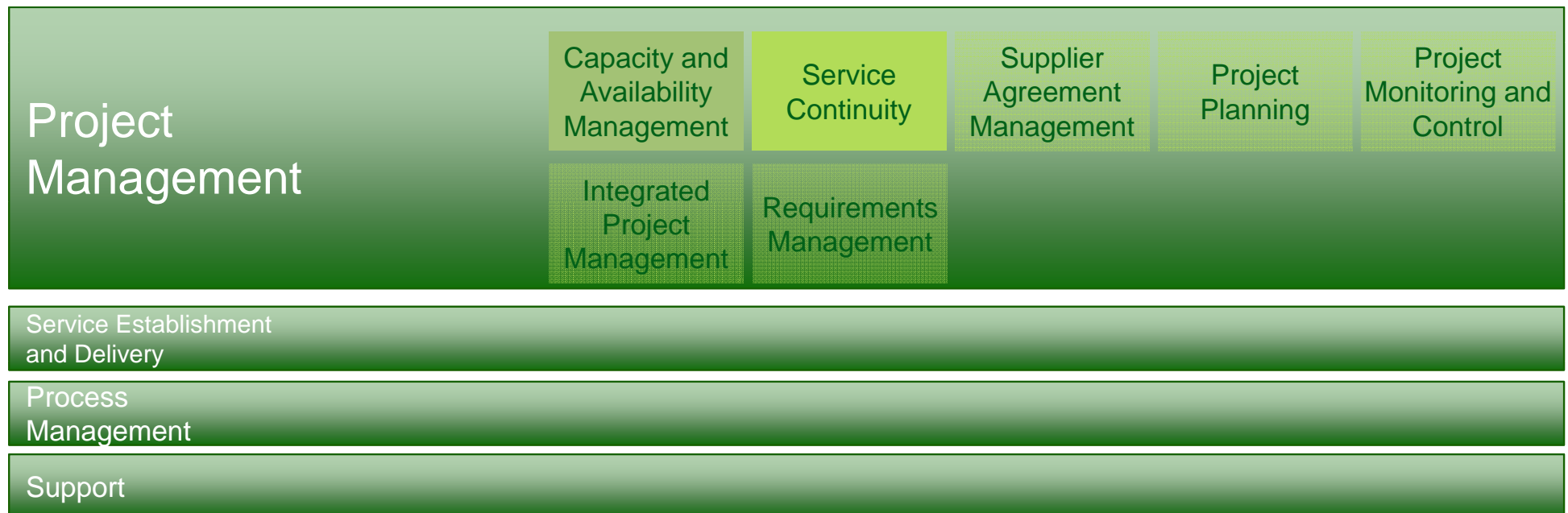
ensure effective service system performance and ensure that resources are provided and used effectively to support service requirements



# Focusing on the Project Management (SVC) Process Areas

## Service Continuity (ML3)

establish and maintain plans to ensure continuity of services during and following any significant disruption of normal operations



# A Look at a Process Area: Service System Transition

Model Practices describe the expected characteristics of your processes



Analyze the functionality and compatibility of the current and future service systems to minimize impact on service delivery.

Prepare relevant stakeholders for changes in services and service systems.

Assess the impacts of the transition on stakeholders and service delivery, and take appropriate corrective action.

Establish and maintain plans for specific transitions of the service system.

Systematically deploy service system components into the delivery environment based on transition planning.

*The Organisation's processes are expected to fulfill these practices – how you achieve them is literally your business*

# A Look at GPs – Generic Goal 2

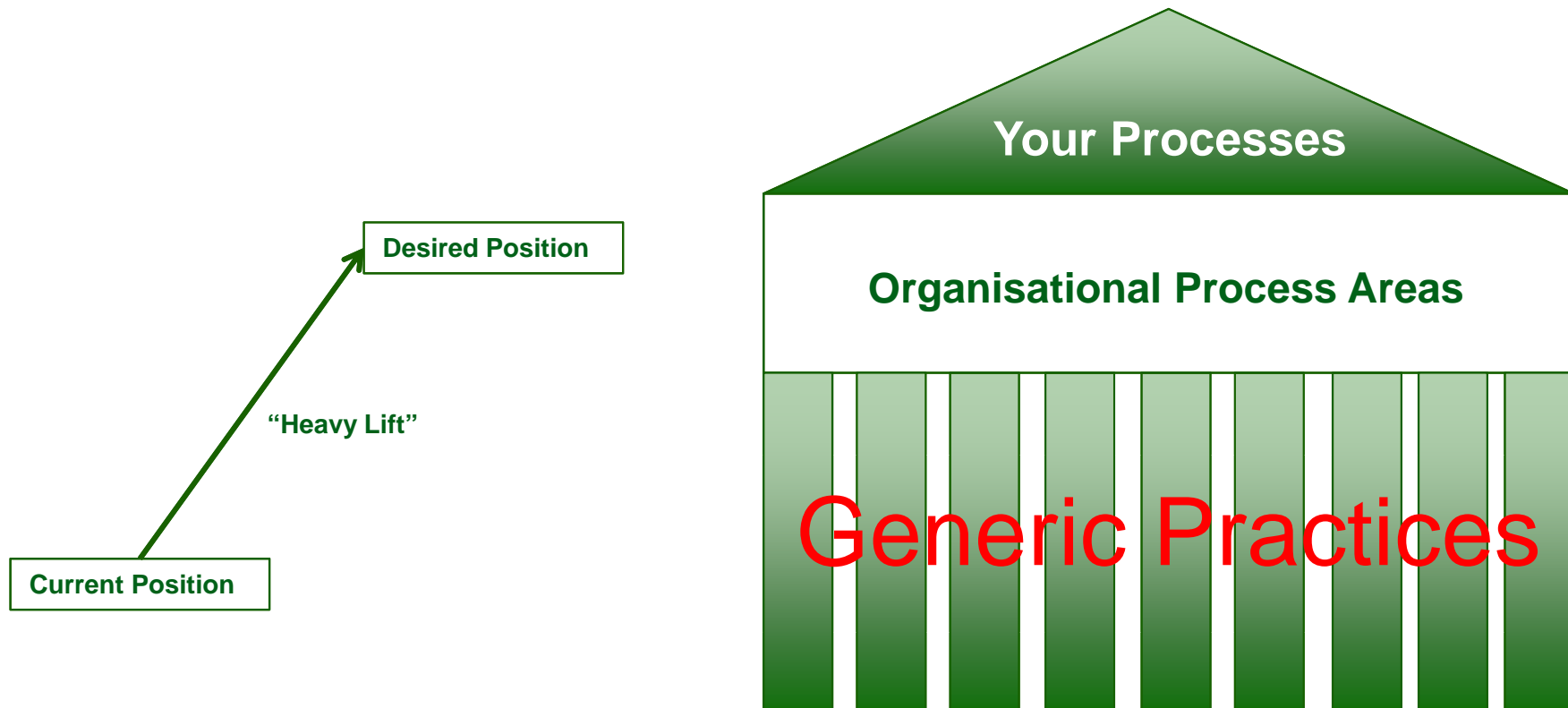
## Generic Practices – Enable and Sustain Process Improvement



- Organisation clearly describes what is important – policies
- Process related activities are planned and resources provided
- People understand their responsibilities and have the necessary skills
- Process outputs are appropriately controlled
- Stakeholders are involved
- Processes are monitored day-to-day and periodic, independent checks confirm process are being followed
- Senior management have visibility and are actively involved

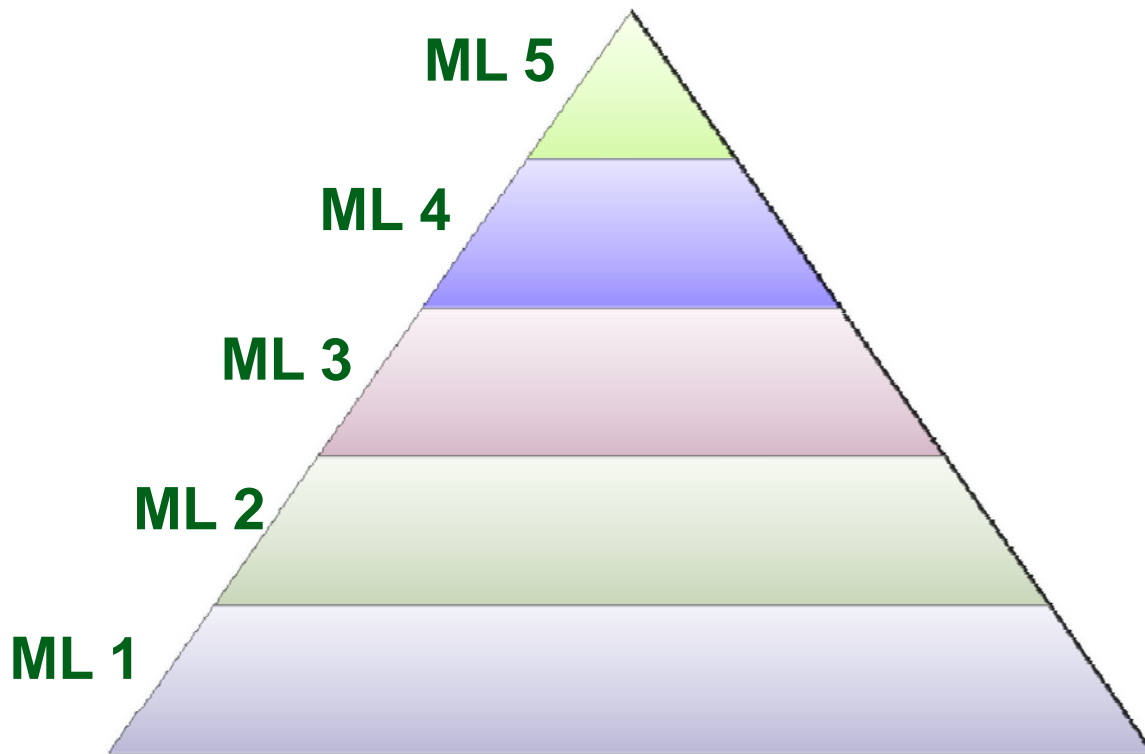
*Generic Practices help ensure that the organisation's processes become the “way we do things here”*

# Generic Practices are the Pillars of Stable & Successful Business Change



***Process Life Support System – facilitates the journey and ensures that each step sticks***

# We Have Two Ways of Using The Process Areas

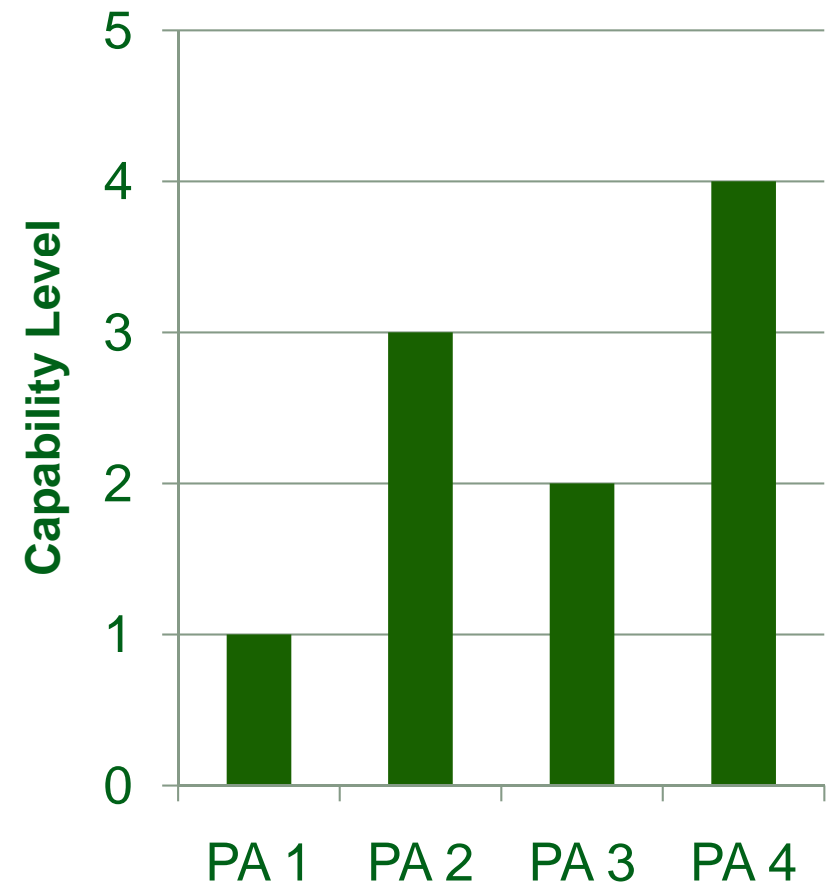


## Staged

For measuring the Maturity Level : the same capability in a pre-defined set of Process Areas

## Continuous

For measuring the Capability Level of one or more Process Areas



# What does each level “feel like”?



5 Optimizing

Processes

- Standard
- Tailored
- Process
- under

4 Quantitatively Measured

- The “strength

3 Defined

- The organisation incorporates lessons learned so that they are able to re-use best practice and avoid past mistakes

2 Managed

1 Initial

At high maturity levels:

- Key processes are managed using statistical models of how processes actually perform
- Enables “in flight” data to identify and manage potential issues BEFORE they become significant problem
- You are able to plan, run, modify and predict performance based on the real numbers

processes are being followed

- *Your good people are focused by good management*

- You are only as good as your people



## CMMI-SVC and Other Models

How Does CMMI-SVC fit with  
ITIL and ISO 20000

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# CMMI and ISO20000



- ISO 20000 is a standard for the requirements of a service management system. It can complement CMMI for services, or vice versa.
- But ISO 20000 does not provide a way to measure improvement ...
- Since CMMI can provide a framework to support implementation against any standard, some of our clients have used a tailored version of CMMI-DEV (prior to CMMI-SVC release) within their service teams to interpret ISO 20000.

# Mapping ISO 20000 Clauses to CMMI-SVC



ISO 20000 Clauses		CMMI-ISO20000 Coverage
Index	Title	
3	Requirements for a Management System	
3.1	Management Responsibility	■
3.2	Documentation Requirements	■
3.3	Competence, awareness and training	■
4	Planning & Implementing Service Management	
4.1	Plan Service Management	■
4.2	Implement Service Management and provide services	■
4.3	Monitoring, measuring and reviewing	■
4.4	Continual Improvement	■
5	Planning and Implementing new or changed services	■
6	Service Delivery Process	
6.1	Service Level Management	■
6.2	Service Reporting	■
6.3	Service Continuity & Availability Management	■
6.4	Budgeting and Accounting for IT Services	■
6.5	Capacity Management	■
6.6	Information Security Management	■
7	Relationship Processes	
7.2	Business Relationship Management	■
7.3	Supplier Management	■
8	Resolution Processes	
8.2	Incident Management	■
8.3	Problem Management	■
9	Control Processes	
9.1	Configuration Management	■
9.2	Change Management	■
10	Release Process	
10.1	Release Management Process	■

CMMI-SVC provides almost complete coverage of ISO 20000 clauses

# How Much CMMI-SVC Do I Need for ISO 20000?



MATURITY LEVEL	PROCESS AREAS							
5- OPTIMISING	Organisational Innovation & Deployment	Causal Analysis & Resolution						<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #808000; border: 1px solid #000; margin-right: 5px;"></div> Not necessary for initial coverage  <div style="width: 20px; height: 10px; background-color: #000080; border: 1px solid #000; margin-right: 5px; margin-left: 10px;"></div> CMMI-SVC Process Areas required to cover ISO 20000 clauses                 </div>
4- QUANTITATIVELY MANAGED	Organisational Process Performance	Quantitative Project Management						
3- DEFINED	Organisational Process Focus	Organisation Process Definition	Organisational Training	Integrated Project Management	Risk Management	Decision Analysis & Resolution		
	Strategic Service Management	Capacity & Availability Management	Incident Resolution & Prevention	Service System Transition	Service Continuity	Service System Development *		
2- MANAGED	Requirements Management	Project Planning	Project Monitoring & Control	Supplier Agreement Management	Measurement & Analysis	Process & Product QA	Configuration Management	
	Service Delivery	N.B. – Lamri recommends always implementing complete process areas.						

\* Optional addition

# If I Do ISO 20000, How Much CMMI-SVC Do I Get?



MATURITY LEVEL	PROCESS AREAS							
5- OPTIMISING	Organisational Innovation & Deployment	Causal Analysis & Resolution						<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="width: 20px; height: 10px; background-color: #808000; border: 1px solid #000;"></div> Not necessary for ISO 20000                     <div style="width: 20px; height: 10px; background-color: #000080; border: 1px solid #000;"></div> Required to cover ISO 20000                     <div style="width: 20px; height: 10px; background-color: #00FF00; border: 1px solid #000;"></div> Implementing ISO20000 gives this CMMI-SVC Coverage                 </div>
4- QUANTITATIVELY MANAGED	Organisational Process Performance	Quantitative Project Management						
3- DEFINED	Organisational Process Focus	Organisation Process Definition	Organisational Training	Integrated Project Management	Risk Management	Decision Analysis & Resolution		
	Strategic Service Management	Capacity & Availability Management	Incident Resolution & Prevention	Service System Transition	Service Continuity	Service System Development *		
2- MANAGED	Requirements Management	Project Planning	Project Monitoring & Control	Supplier Agreement Management	Measurement & Analysis	Process & Product QA	Configuration Management	
	Service Delivery							

ISO20000 partially implements CMMI processes. The differences are significant – in the next slides we discuss these differences.

\* Optional addition

# CMMI-SVC and ITIL v3



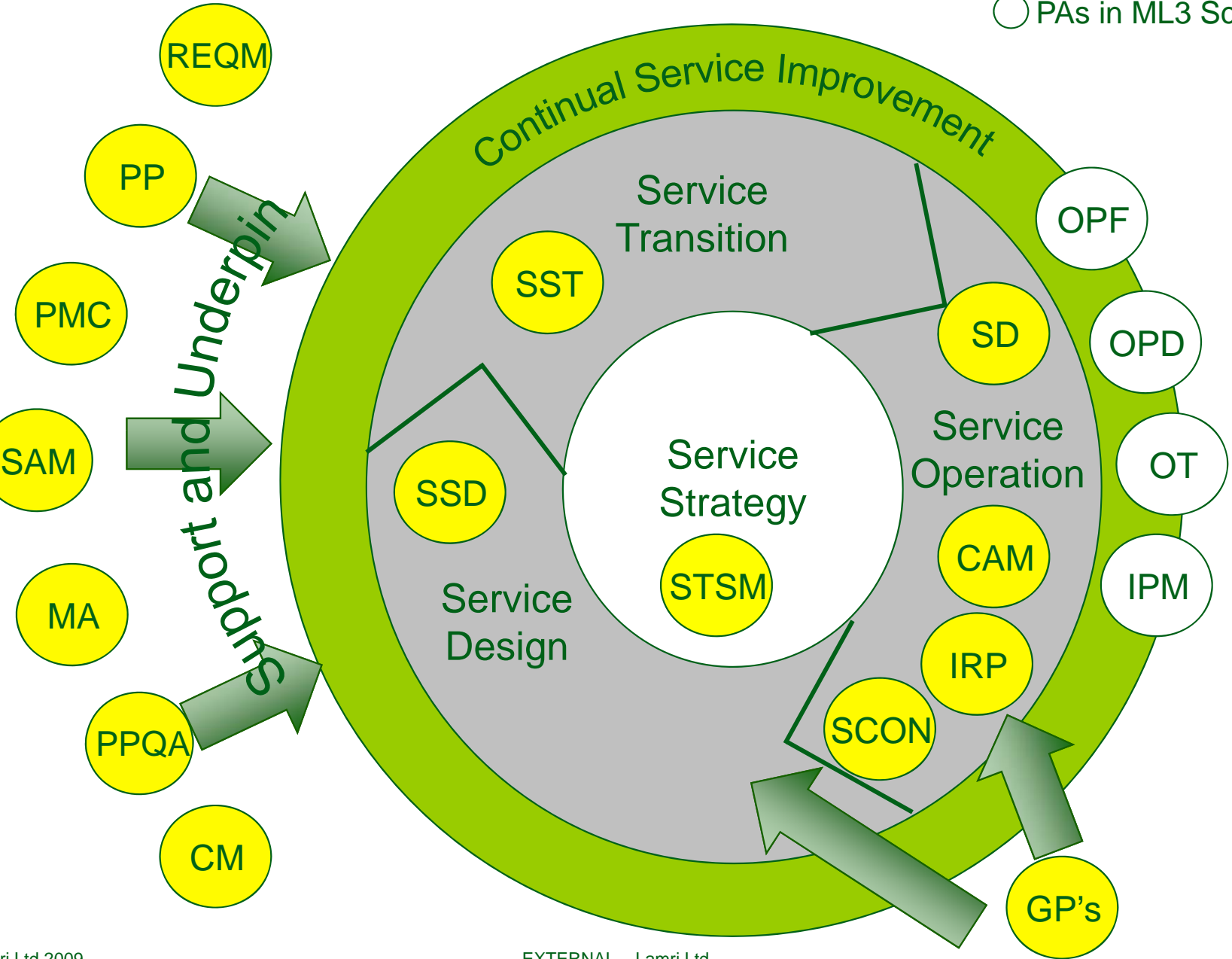
- The structure and content of ITIL v3 is emphatically “Library” in nature
  - 5 Volumes
  - 1342 Pages in Total
  - Example “How To’s”
- CMMI-SVC
  - Single Volume
  - Current SEI Technical Report = 482 Pages
  - Details “What To” implement
  - CMMI provides a route-map of improvements to implement

# CMMI-SVC Mapping to ITIL V3

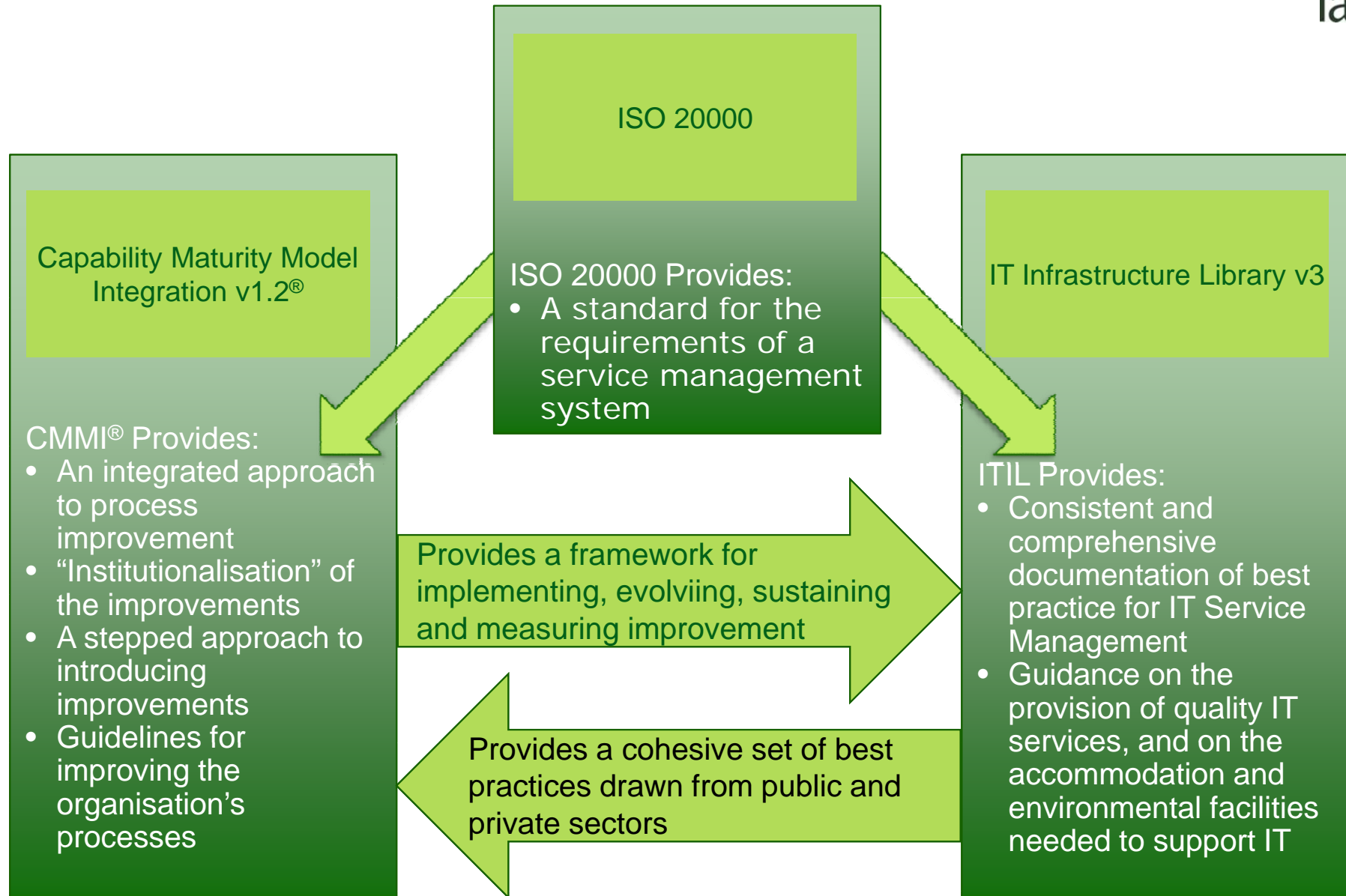
● PAs in ISO 20K Scope  
○ PAs in ML3 Scope



In ITIL v3 – Dispersed or Implied



# CMMI<sup>®</sup> Services is complementary to ITIL

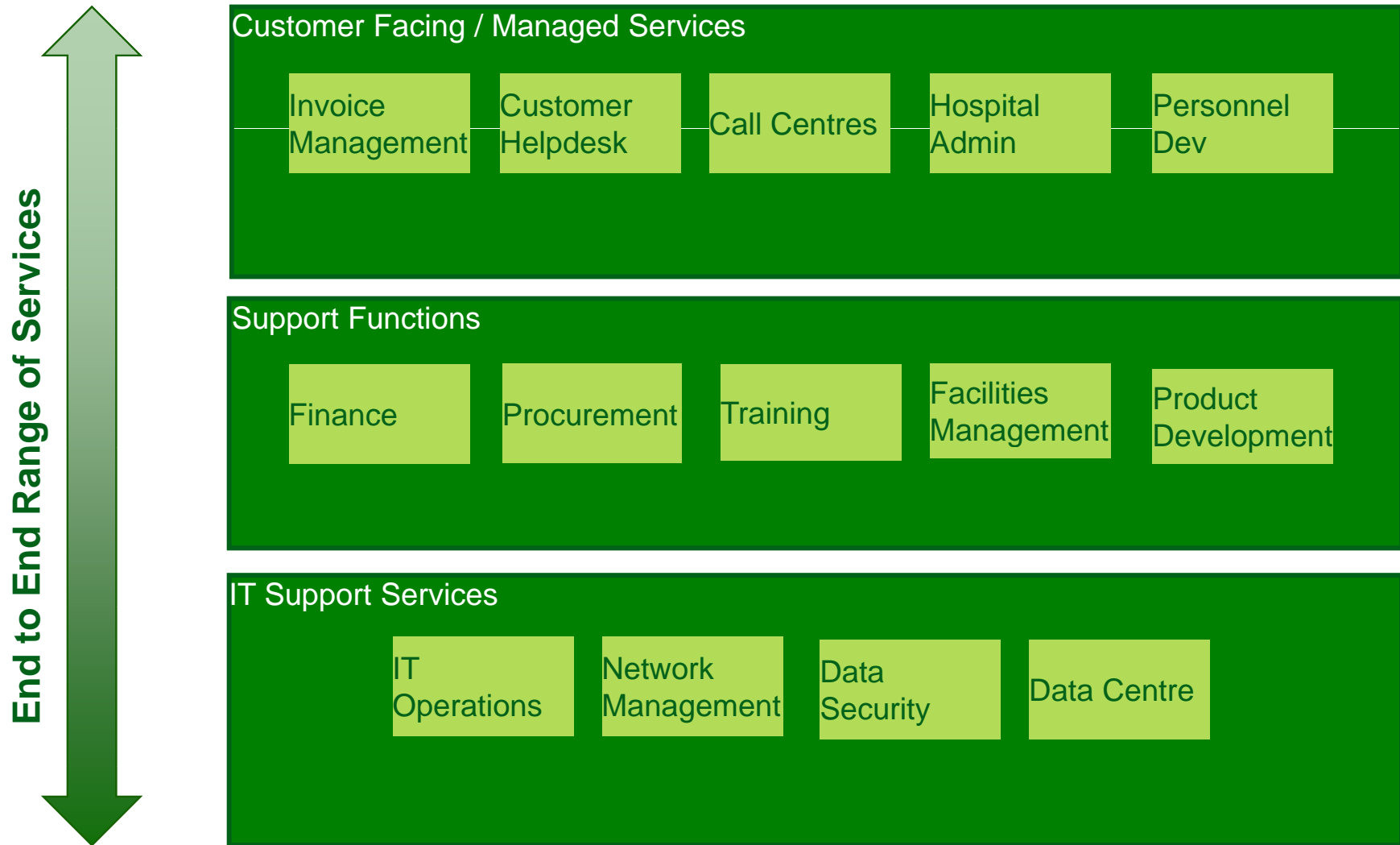


# Key Advantages of Using CMMI® Service with other models



- CMMI-SVC has been developed with the benefit of experience gained in implementing other models and standards, including:
  - CMMI-DEV, ISO 20000, BS 15000, COBIT, ITSCMM
- Strong practice based guidance for embedding and sustaining working practices into the fabric of the organisation.
- Model is structured to provide a proven process improvement route using maturity levels.
- SCAMPI appraisals are robust, dispassionate and repeatable and now have strong oversight from an independent 3<sup>rd</sup> party.

# CMMI® Services – not just for IT





## What's driving CMMI for Services

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# What's driving CMMI?



- The recession
  - Clients want to do more with less
  - Clients are being held to commitments
- Globalisation
  - Real strong competition
- Unify Approaches
  - To enable more effective working practices
  - Bring down costs
  - Increase staff mobility

# CMMI-SVC Specific Benefits



- The model is being adopted by the big US Defence contractors
  - Raytheon
  - Northrop Grumman
  - Lockheed Martin
  - Harris
- In Europe a number of organisations have also adopted it:
  - A European Defence Agency
  - A major UK based Telecomms Company
  - A global engineering services organisation
- It is a new model – little published data is available as yet
- But what is available:
  - Case study in Germany (Computer Council Munich GmbH (CCM)) reported how the built in flexibility of CMMI was used to focus improvement more clearly on addressing the organizations needs.  
<http://www.executivebrief.com/cmmi/cmmi-for-services-flexible/>

# CMMI-SVC Specific Benefits



- CMMI-SVC Pilots showed:
  - Improved quality of services
  - Encouragement of disciplined culture for service management, including better management visibility into services, fewer surprises, and fostering of process improvement
  - Less interpretation needed and lower appraisal expense than with CMMI-DEV
  - Applying a CMMI process to the services brought credibility and buy in from stakeholders
  - Increased sharing between development and services communities, including common processes, standard terminology, and integrated process improvement standards and models
  - End-to-end life cycle process approach identifies service requirements, eases deployment issues, reduces stove-piped groups, and improves efficiencies of support-related groups for IT applications.

<http://www.sei.cmu.edu/cmmi/tools/upload/CMMI-for-Services-white-paper-by-Forrester.pdf>

# Real Improvement Results from the SEI

(Caution: These results are based on CMMI-DEV Experience)



Results are from a wide spread of ML2-ML5 organisations  
The Overlap between DEV & SVC is highly significant.  
These results are potentially indicative of SVC results.

Performance Category	Lowest Improvement	Median Improvement	Highest Improvement
Cost	3%	34%	87%
Schedule	2%	50%	95%
Productivity	11%	61%	329%
Quality	2%	48%	132%
Customer Satisfaction	-4%	14%	55%
ROI	1.7:1	4:1	27.7:1

A Key mistake many organisations make is not to measure baseline performance when they start



## Getting started with CMMI for Services

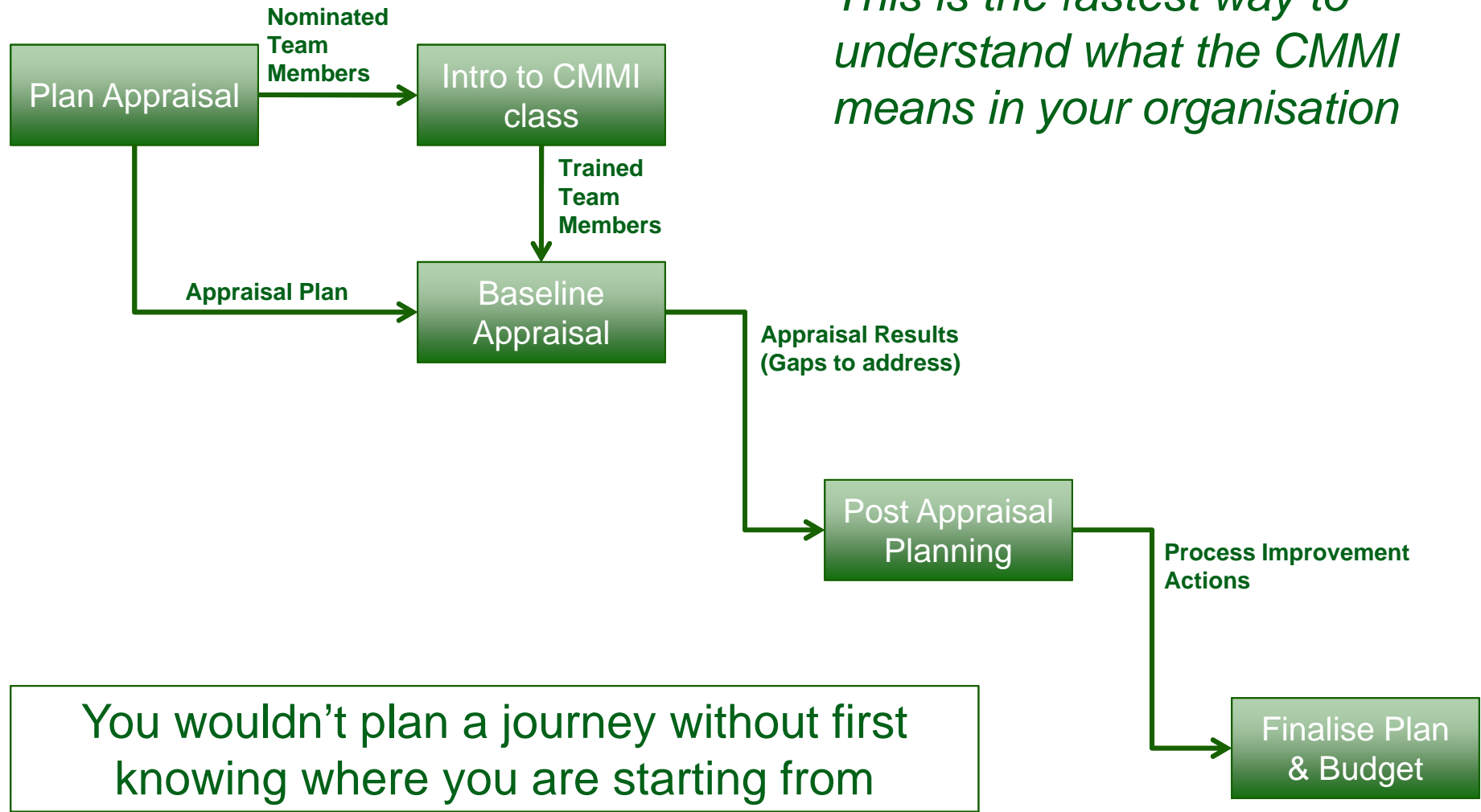
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# Establish Where You Are

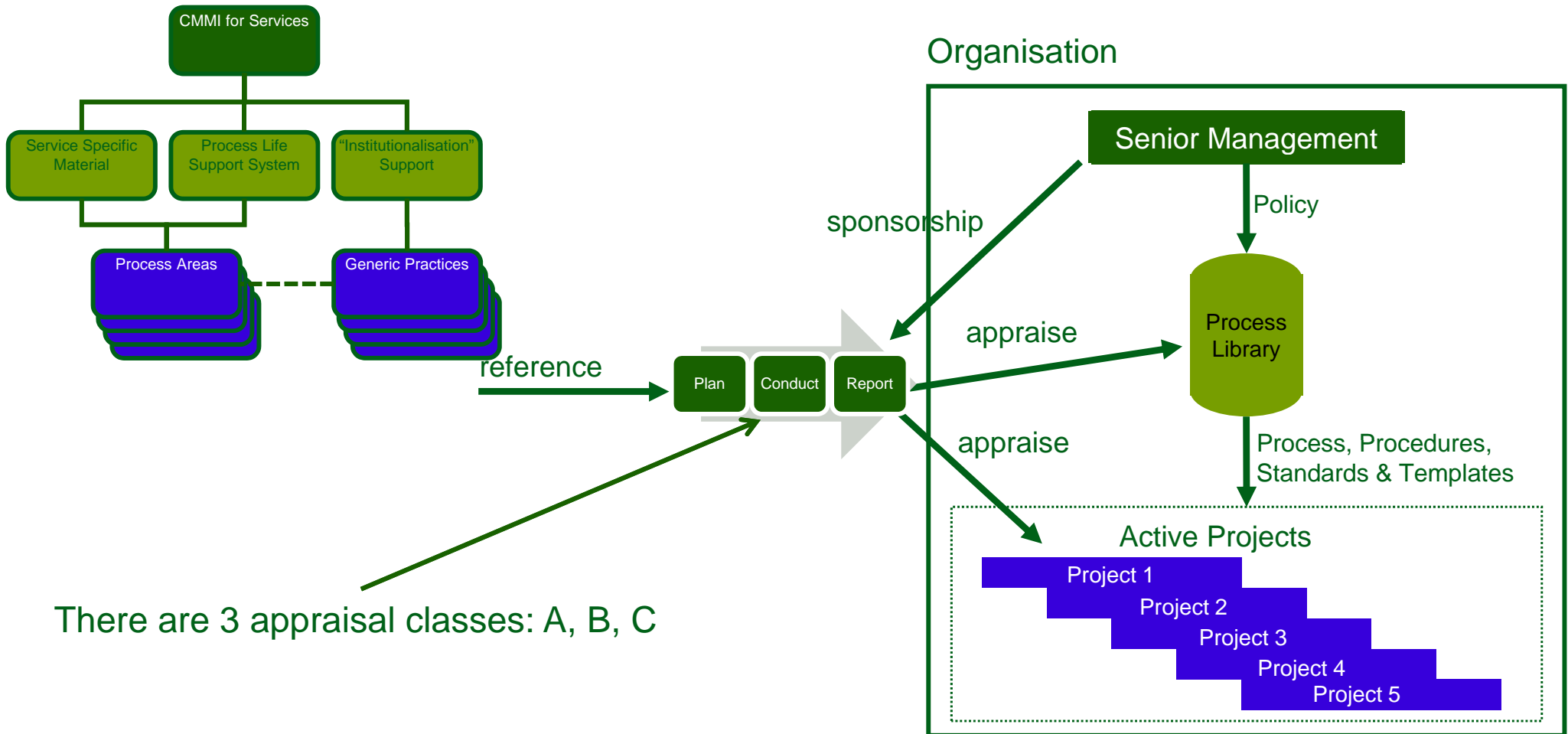
## The role of the baseline appraisal



*This is the fastest way to understand what the CMMI means in your organisation*



# Relationship between CMMI, SCAMPI and the Appraised Organisation



There are 3 appraisal classes: A, B, C

# Example Results

Heat map provides a visual representation of the appraisal results by model practice



	Practice	SD	REQM	PP	PMC	MA	PPQA	CM	OPF	OT	CAM	IRP	SST	SCON
SG1	SP 1.1	Yellow	Green	Red	Yellow	Green	Red	Green	Yellow	Red	Red	Green	Red	Yellow
	SP 1.2	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Green	Yellow	Green	Red	Yellow
	SP 1.3	Grey	Yellow	Red	Red	Green	Grey	Yellow	Green	Yellow	Yellow	Grey	Yellow	Grey
	SP 1.4	Grey	Red	Green	Red	Red	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey
	SP 1.5	Grey	Green	Green	Red	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
	SP 1.6	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
	SP 1.7	Grey	Grey	Grey	Yellow	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
SG2	SP 2.1	Green	Grey	Green	Yellow	Green	Green	Red	Yellow	Red	Yellow	Green	Yellow	Red
	SP 2.2	Green	Grey	Red	Green	Red	Yellow	Red	Green	Yellow	Yellow	Green	Red	Red
	SP 2.3	Green	Grey	Yellow	Green	Yellow	Grey	Grey	Grey	Yellow	Green	Green	Grey	Red
	SP 2.4	Grey	Grey	Yellow	Grey	Yellow	Grey	Grey	Grey	Grey	Grey	Green	Grey	Grey
	SP 2.5	Grey	Grey	Red	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Green	Grey	Grey
	SP 2.6	Grey	Grey	Yellow	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Green	Grey	Grey
	SP 2.7	Grey	Grey	Yellow	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
SG3	SP 3.1	Green	Grey	Red	Grey	Grey	Grey	Yellow	Yellow	Grey	Grey	Green	Grey	Red
	SP 3.2	Green	Grey	Yellow	Grey	Grey	Grey	Yellow	Yellow	Grey	Grey	Green	Grey	Red
	SP 3.3	Yellow	Grey	Yellow	Grey	Grey	Grey	Grey	Red	Grey	Grey	Yellow	Grey	Red
	SP 3.4	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
GG2	GP 2.1	Red	Green	Yellow	Yellow	Yellow	Red	Green	Green	Yellow	Yellow	Green	Yellow	Red
	GP 2.2	Red	Red	Yellow	Yellow	Yellow	Red	Green	Yellow	Red	Red	Yellow	Yellow	Red
	GP 2.3	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Green	Yellow	Red	Red	Green	Yellow	Red
	GP 2.4	Yellow	Yellow	Green	Green	Yellow	Red	Green	Green	Green	Red	Green	Yellow	Red
	GP 2.5	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Green	Green	Red	Red	Green	Yellow	Red
	GP 2.6	Yellow	Yellow	Red	Red	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Red
	GP 2.7	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red
	GP 2.8	Red	Yellow	Red	Red	Green	Yellow	Red	Yellow	Yellow	Yellow	Green	Yellow	Red
	GP 2.9	Red	Yellow	Red	Red	Yellow	Red	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Red
	GP 2.10	Yellow	Yellow	Red	Red	Yellow	Red	Yellow	Green	Yellow	Yellow	Green	Green	Yellow
GG3	GP3.1	Red	Red	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
	GP3.2	Red	Red	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey

# Example Results

A textual summary of the strengths and weaknesses found by the appraisal team



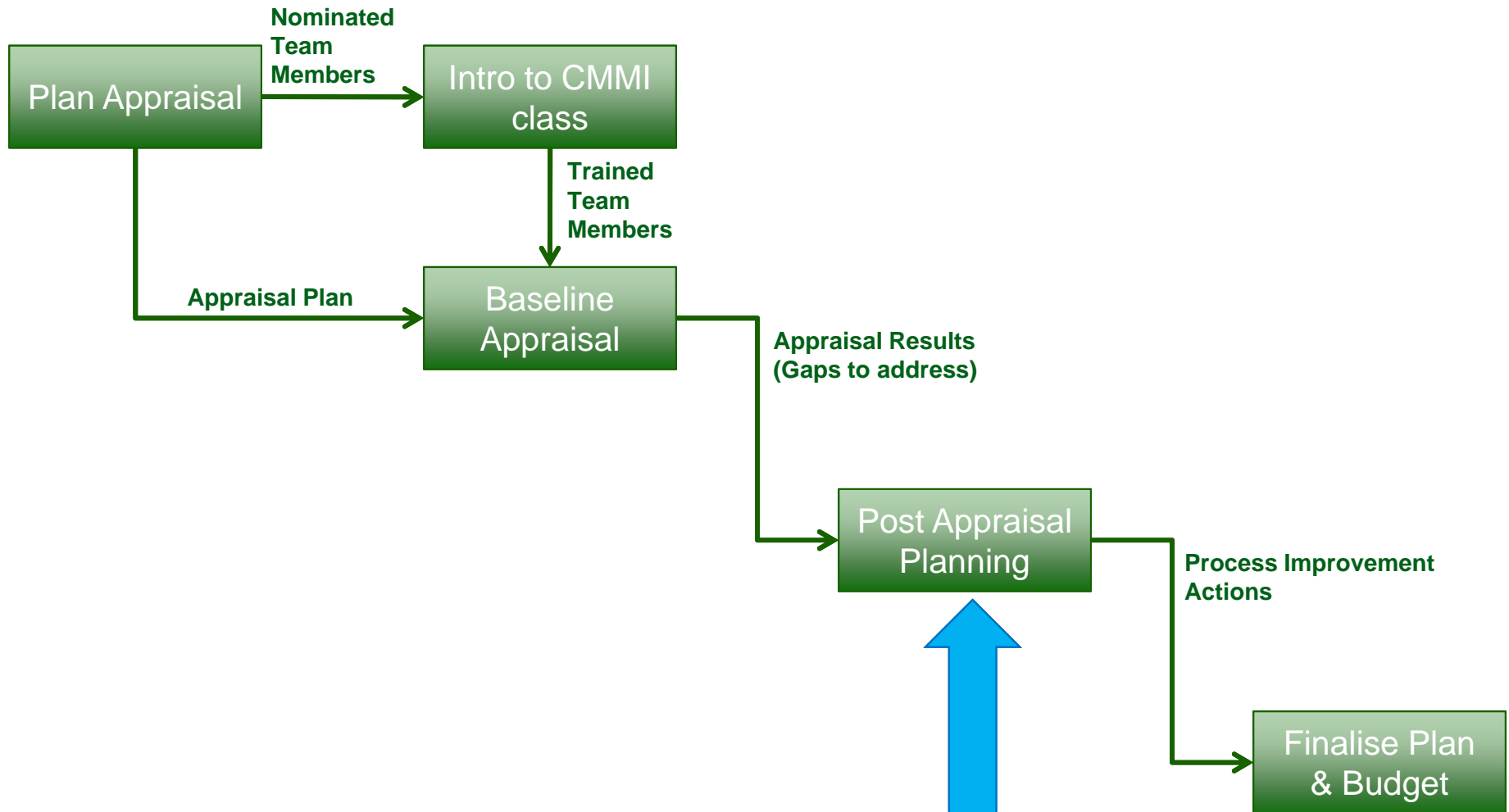
## Service Delivery

Purpose: To deliver services in accordance with service agreements.

### Weaknesses

- Little evidence of a systematic approach to analyzing previous or existing service delivery to prepare for new agreements. (SP 1.1)
- Little evidence that service agreements have been maintained in a timely manner. (SP 1.2)
- In some cases routines for delivering the services were not observed (SP 2.1)
- Little evidence of planning and a systematic approach for proactive maintenance of the service system (SP 3.3)

# Establish Where You Are

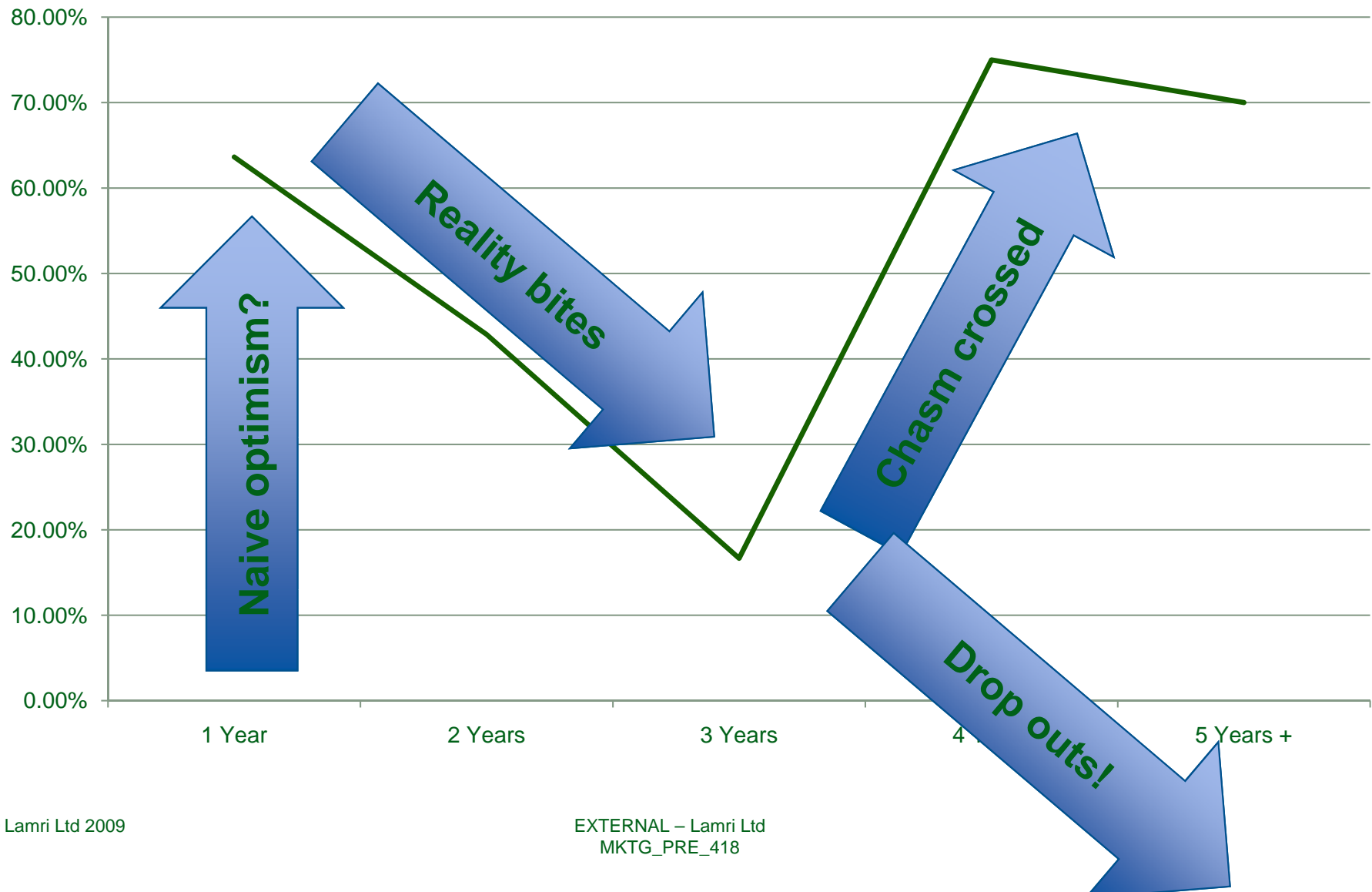


# Sustaining change is hard

Source: CMMI made Practical Delegate Survey 2009

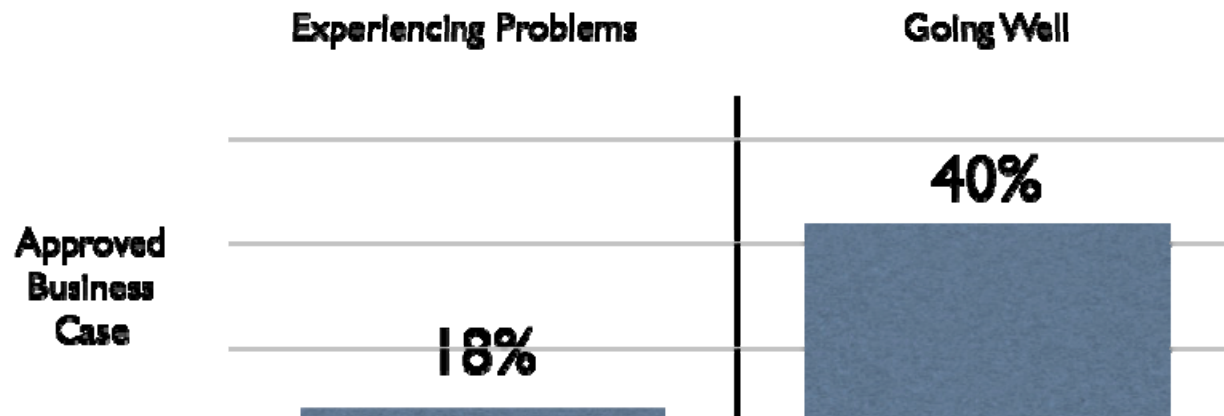


## Going Well

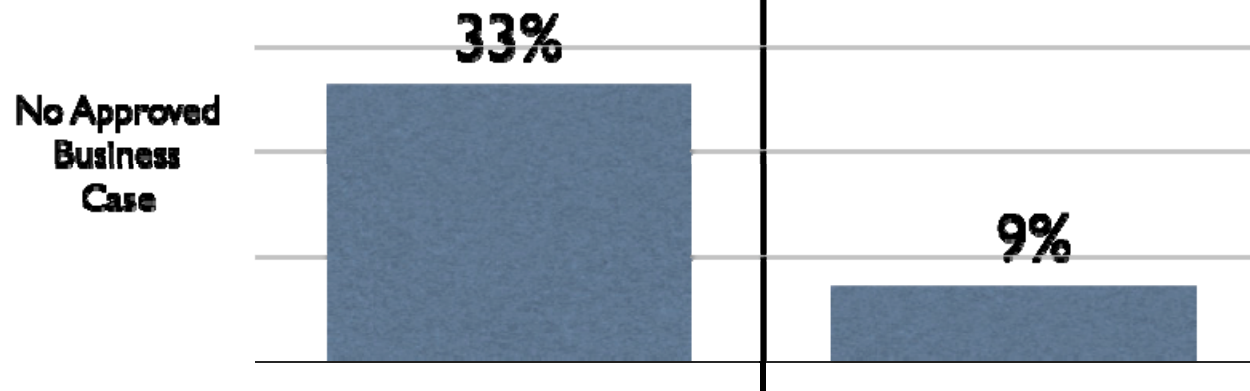


# Set yourself up for success

Source: CMMI made Practical Delegate Survey 2009



Business case forces you to answer the tough questions and engage senior management



# Case Study

## Outsourced services provider



### **Characteristics**

- Strong pipeline of future business
  - Largely co-located team
- Outsourced telecoms provider

### **Real reasons for change**

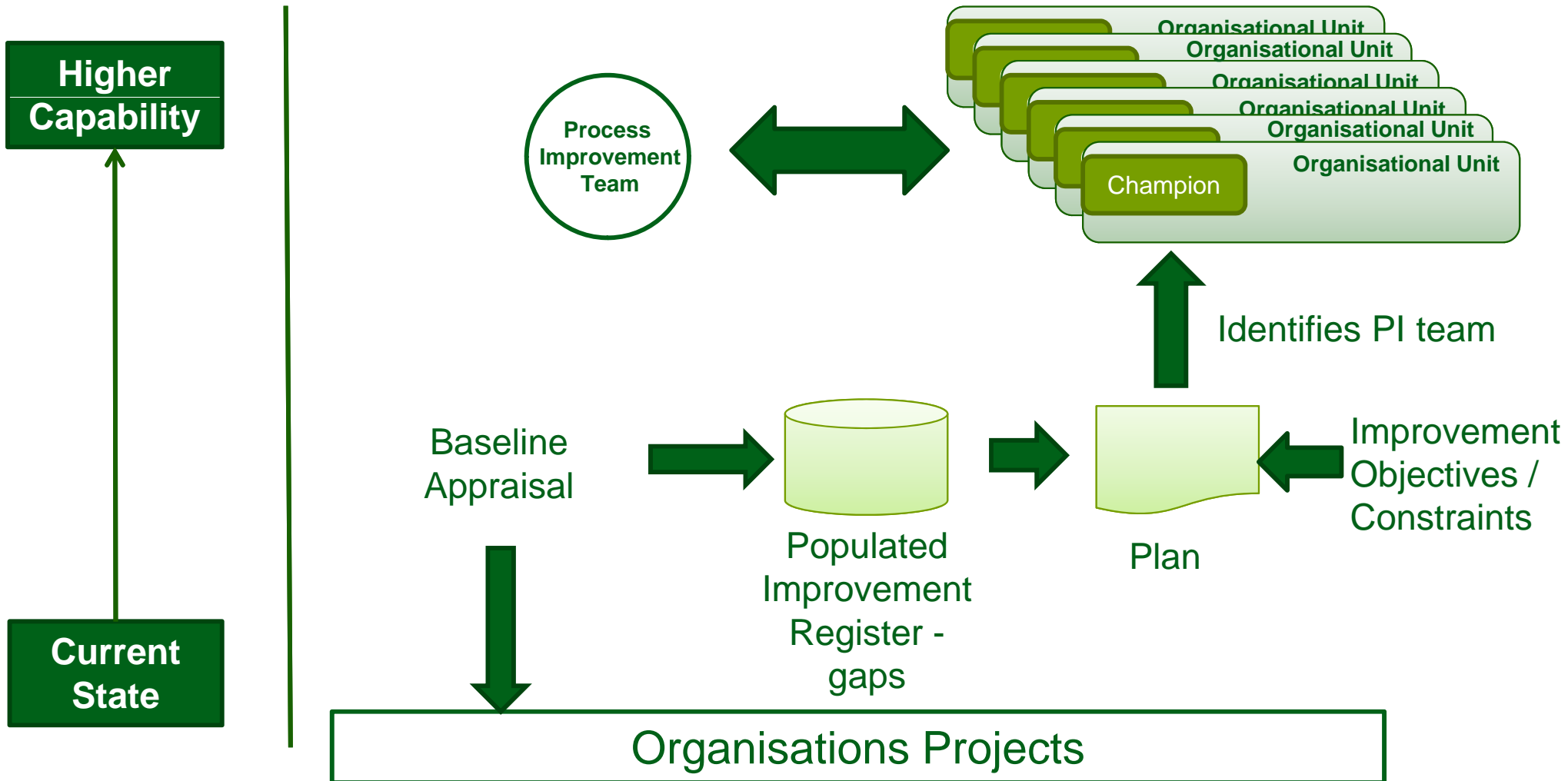
- Case for change was simple: Break the dependency between contract performance and the individuals who deliver the services.
- Organisation needed to free staff up from a large contract to work on new contracts (without putting this at risk) and increase the overall profitability of the business.
- Embedding consistent process was the vehicle to enable the mobility of staff and lock in best practice on the large contract to ensure reducing the team size did not represent a significant risk.

# You need your case for change



- The CMMI is a framework for change, but what change do you need?
  - Target real specific issues and avoid vague generalities like “better delivery”
- Identify triggers for change
  - Ensure you understand priorities for change
- Be realistic
  - Reconcile your needs with capacity to change – you won’t be able to tackle everything at once.
- Sell the change
  - Aim to get benefits early – quick wins help to build momentum.

# Transforming the team



***Assessing against CMMI provides a consistent benchmark across your business, this means you have one improvement initiative meeting your business objectives***

# So what's the context of your transformation?



- You have the results of your baseline appraisal
- ... there are lots of gaps, but ...
- Everyone is busy!
- The order book is larger than the capacity to deliver it for the next 12 months
- We need to tune and upgrade the team while it is delivering

*We need to convince people that this change is not just another initiative –  
but how?*

# Some Common Pitfalls



- Promising to solve all the organisation's problems tomorrow
- Multiple, uncoordinated change initiatives
- Spending all your efforts trying to convert the cynics
- Staffing your process improvement team with whoever's available at the time
- Allowing credence to the view that process is just an overhead to be ignored when the pressure is on
- Writing a process tome that will just become shelf-ware, remember you are writing processes for professionals

# Maintain momentum

## *Build and Maintain Management Support*



- Address management's real issues
  - Customise your message according to who you are selling to
  - Ensure you understand and use language of the day
- Ensure top management are involved
  - Get their commitment on the record
  - Involve them in the governance of the initiative
  - Educate them in the need for ongoing improvement, rather than one off change
- Build a coalition for change
  - Use allies from across the organisation, e.g. internal audit, internal customers

# Take Action

*Move from talking about improvement to making it a reality*

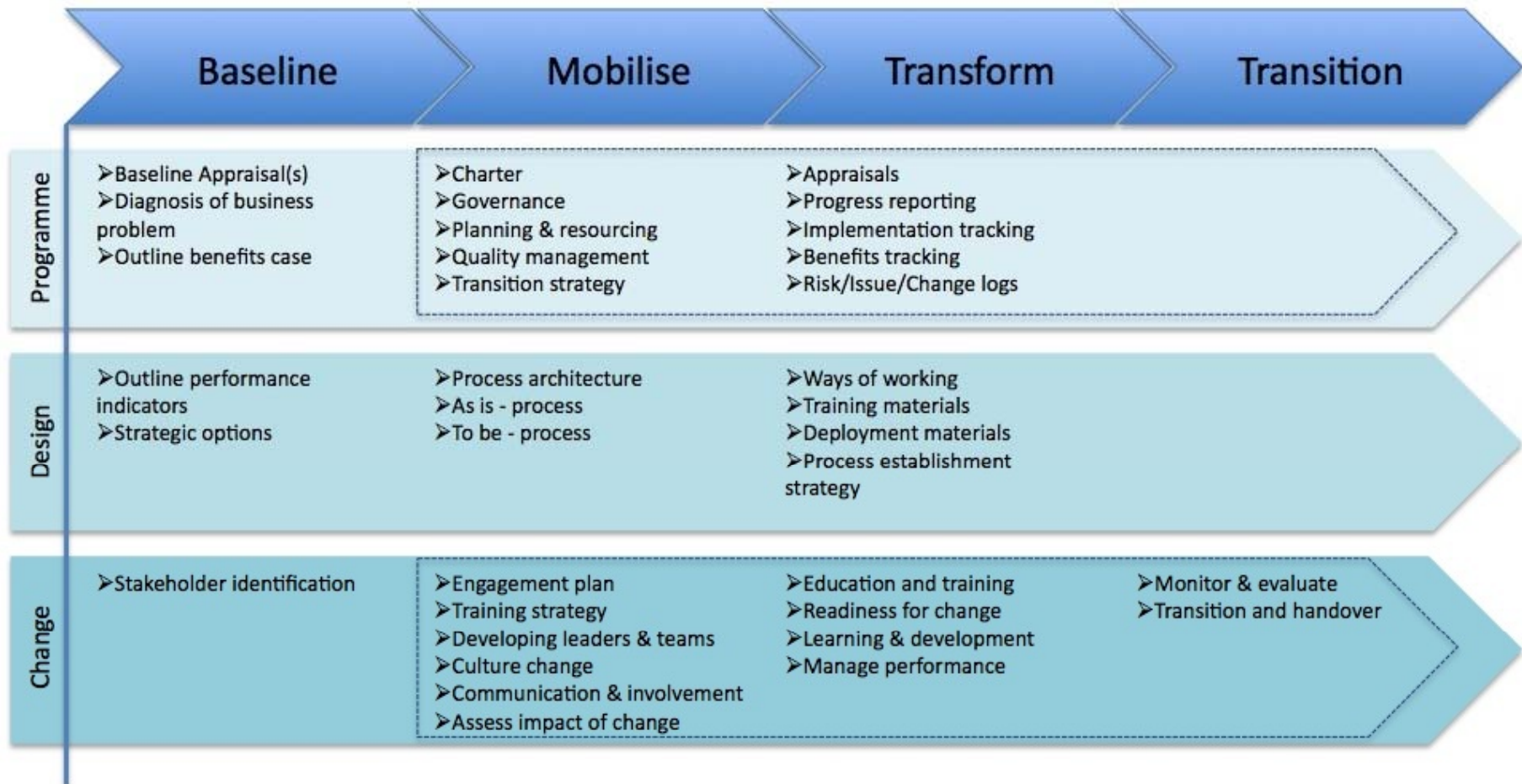


- Make using the process part of the day job
- Utilise process adoption workshops
  - Build on current practice, don't re-invent the wheel
  - Get buy-in by ensuring participation of practitioners
- Provide coaching/mentoring support
  - Involve process authors in roll-out of new process
  - Address fear and ignorance
- Don't over engineer processes
  - Aim for “good enough” – once you have a process defined and employed you have something you can improve

***You get no benefits if no-one uses your process!***

# Process Improvement is a process

*How we do it – the Lamri Transformation Process*



# How we do it

*Assembling the Jigsaw – Putting it all together - Transform*



**Higher Capability**

**Current State**

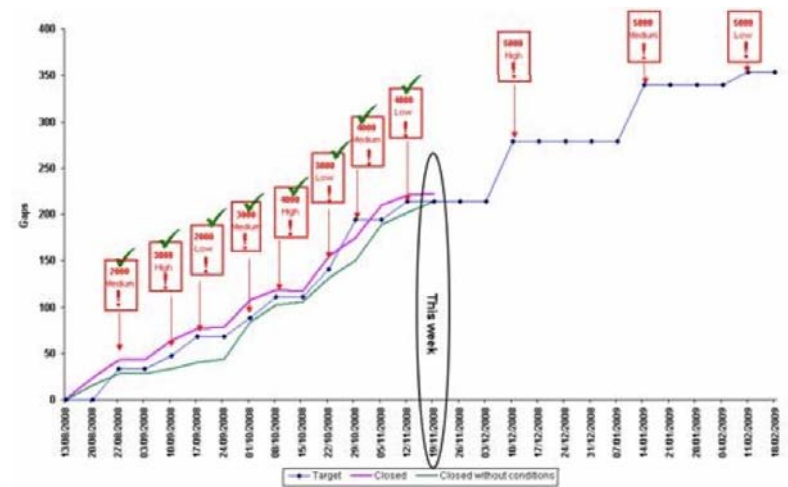
*Process Improvement is a Process – The Lamri Transformation Process*

*The Lamri Transformation Process is a weekly cycle:-*

- Improve
- Provide Evidence
- Review
- Report



*That drives a unified process improvement project ensuring the business has a consistent language of change*



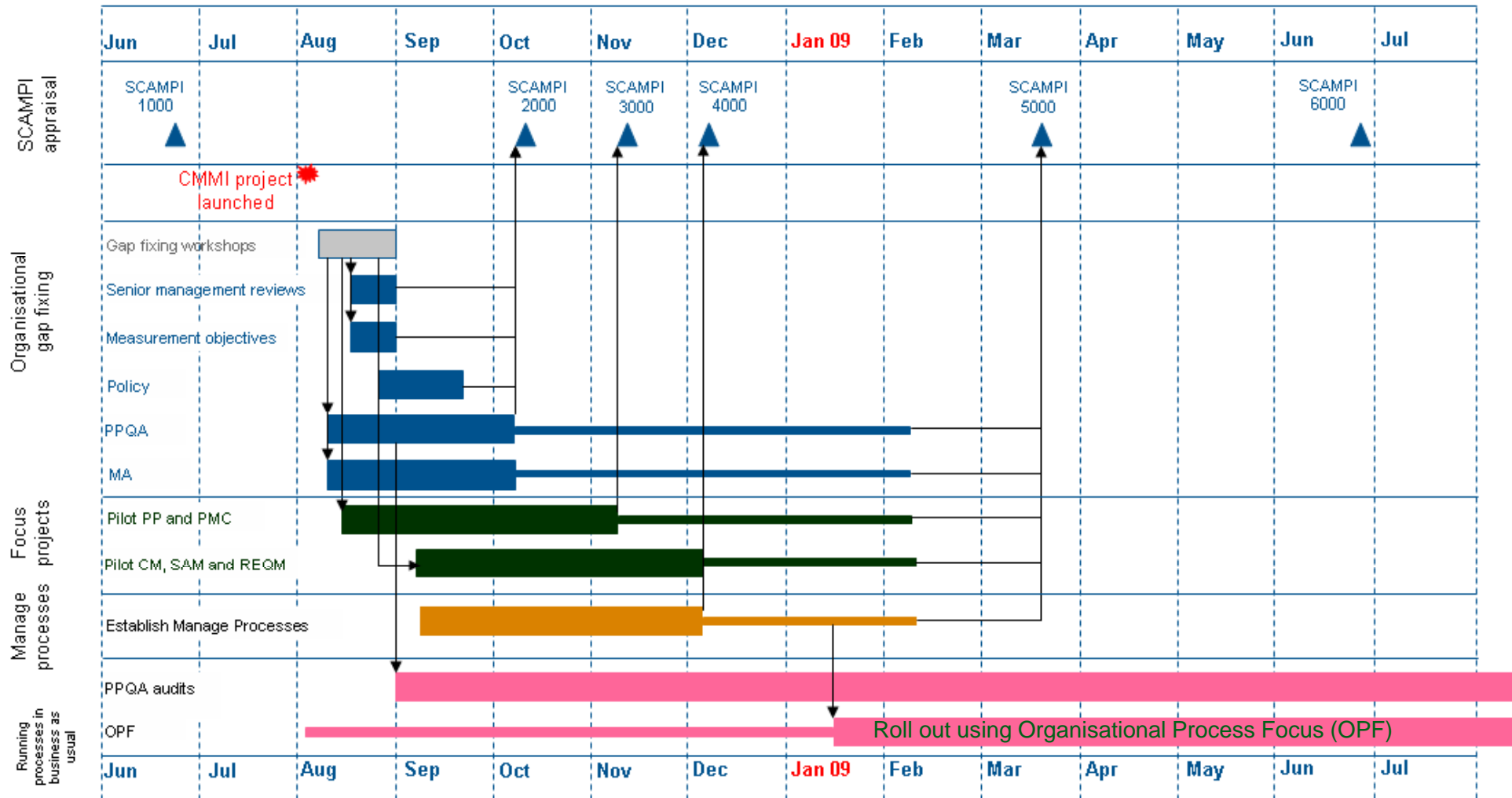
**Weekly Reporting**

*In one of Lamri's recent engagements this cycle was operating two weeks after project mobilisation*

# Underpin with a real plan



## HOW IT HANGS TOGETHER

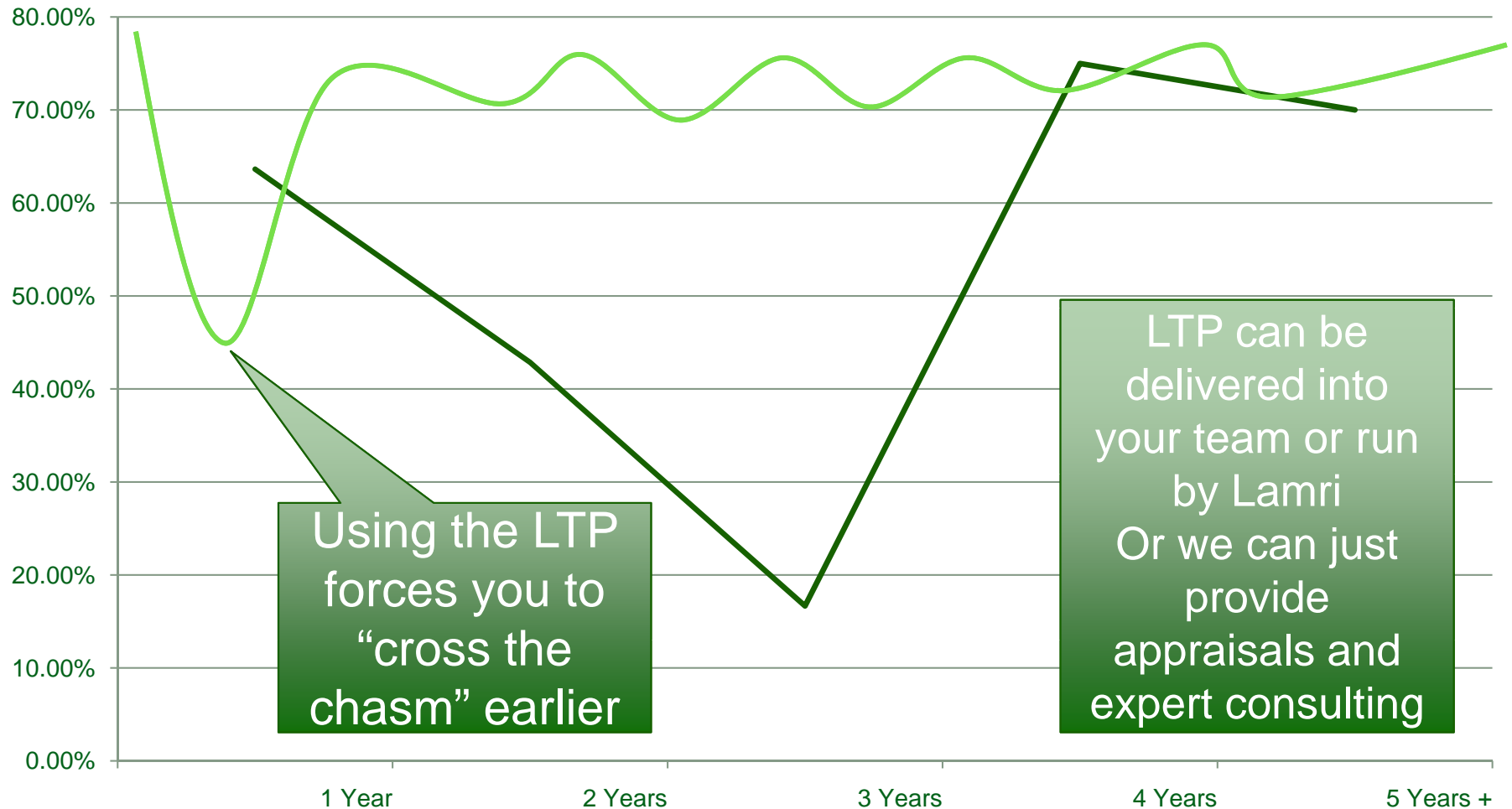


# Our approach crosses the chasm early

*Address your risks while you have your best management support*



## Going Well



## In conclusion



- CMMI-SVC complements and builds upon ITIL and ISO20000
- CMMI-SVC is method agnostic
- CMMI-SVC uniquely provides a route map to a sustainable improvement platform
- **Achieving these benefits involves change and change is hard – CMMI-SVC and the LTP helps you through the change minefield**
- The investment in getting started is low – complete a baseline appraisal and produce options for senior management



## Find out more....

Get more information about CMMI-SVC

- Lamri Resources: <http://www.lamri.com/resources.asp>
- Lamri Training: : <http://www.lamri.com/training-schedule.asp>
- CMMI web page <http://www.sei.cmu.edu/cmmi/>
- CMMI for Services Public Workspace  
(<http://bscw.sei.cmu.edu/pub/bscw.cgi/0/424939>) has
  - Q&As and notices
  - Information on joining CMMI-SVC information email list
  - Presentations on CMMI-SVC

Write to [cmmi-comments@sei.cmu.edu](mailto:cmmi-comments@sei.cmu.edu) with comments and questions

When in doubt, contact SEI Customer Relations: [customer-relations@sei.cmu.edu](mailto:customer-relations@sei.cmu.edu)



**lamri**