

# Assessments instead of objectives?

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# Why process capability assessments?

Under which conditions do organizations tend to waste effort for an assessment result instead for actual use in product development?

# Introduction

## Business goals

## Goals of SPI

Strategic alignment

- Quality
- Time-to-market
- Customer Involvement
- Organizational democratization

Continuous improvement

Indicators:  
capability levels

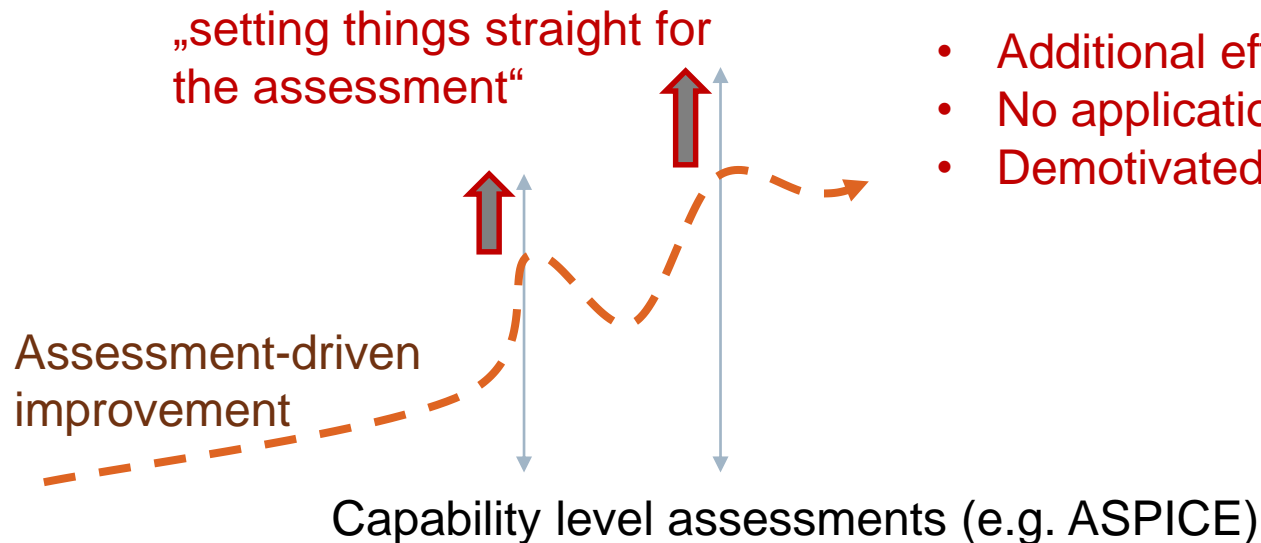
Capability level assessments (e.g. ASPICE)

# Observation: Assessment fixation

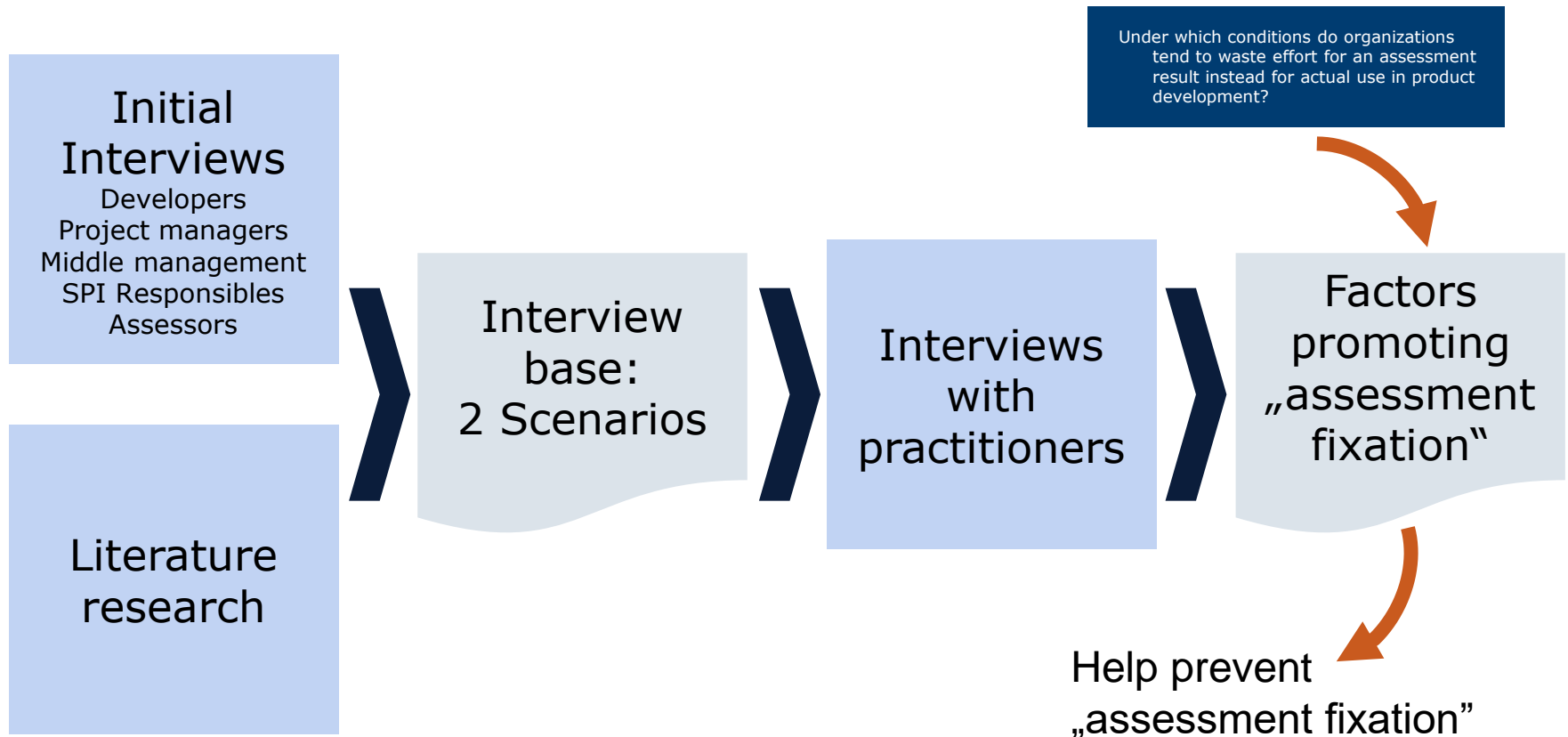
Business goals 

## Goals of SPI

- “Capability Level XYZ”
- Additional effort
- No application in project
- Demotivated employees

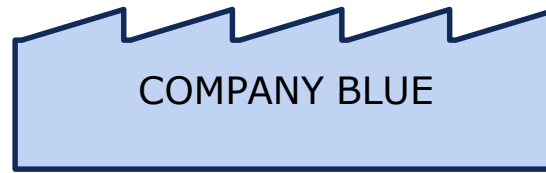


# Observation: Assessment fixation



# Development of 2 model organizations

model organizations  
support and  
structure interviews



- Identical general situation
- Differences in factors from first interviews and literature

Interview  
base:  
2 Scenarios



Interviews  
with  
practitioners

- Developers
- Project managers
- Management
- SPI Responsibles
- Assessors

„Which company will most likely waste resources for assessment centric activities (e.g. redocumentation) and why?“

- Record discussion of different factors by interview partner
- Identify deciding factors by content analysis of interview records



## General situation

- Automotive suppliers for software/hardware systems
- Existing SPI initiative (2 years), coordinated by "SPI responsible"
- Upcoming ASPICE assessment
- ASPICE Lv. 3 Assessment initiated by OEM customer within 12 months





Initiation of SPI

SPI responsible

Involvement SPI and  
development project

Development project  
manager

SPI organization

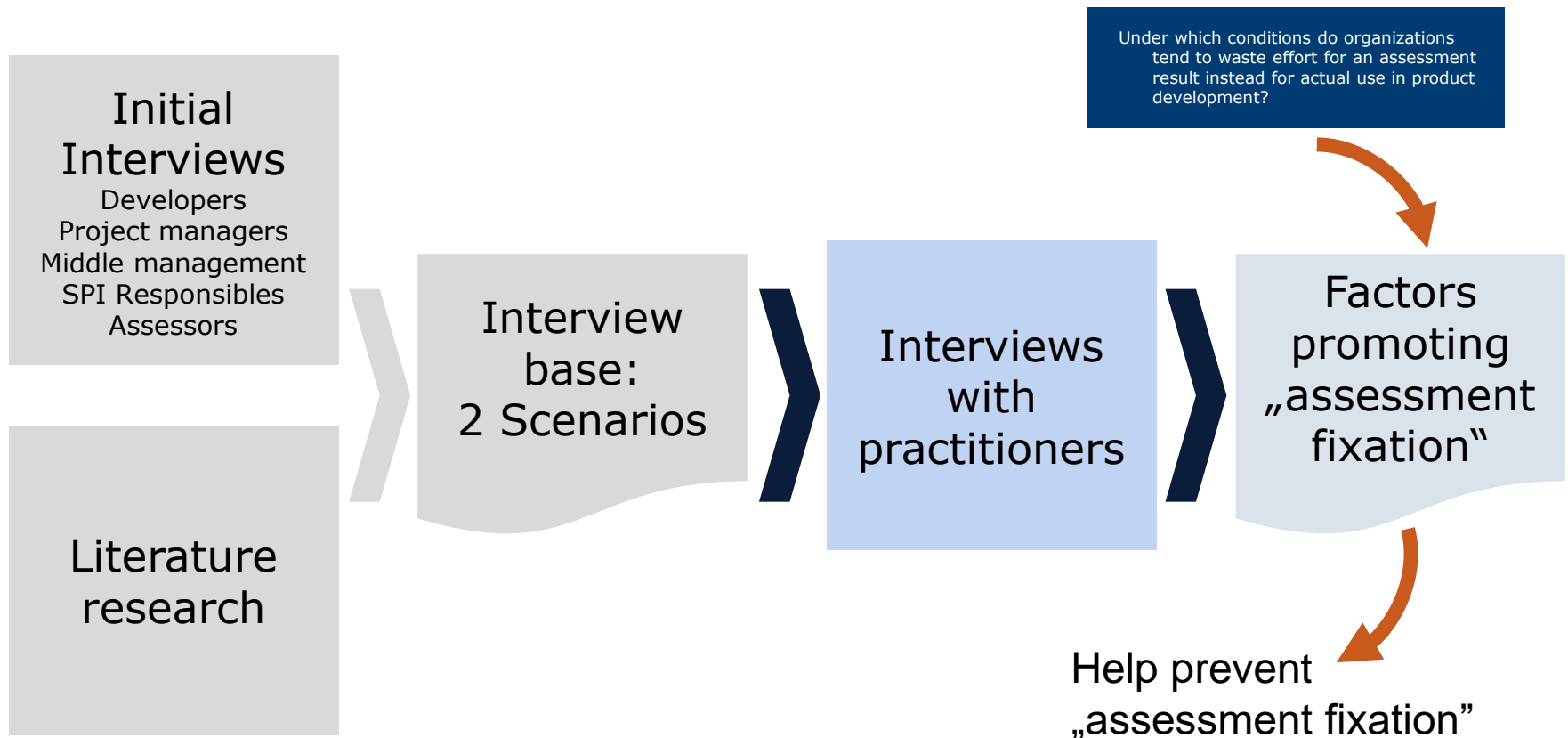
Tools and support

Communication of  
upcoming assessment



Initiation of SPI	<ul style="list-style-type: none"> <li>Customer initiated assessment 2 years ago (failed Lv. 1)</li> </ul>	<ul style="list-style-type: none"> <li>Initiated by Head of Development</li> </ul>
SPI responsible	<ul style="list-style-type: none"> <li>Goal communicated by Top Management: High process quality measured by ASPICE Lv. 3 assessment</li> </ul>	<ul style="list-style-type: none"> <li>Goals communicated by Head of Development: Product quality and efficient development (no metrics defined)</li> </ul>
Involvement SPI and development project	<ul style="list-style-type: none"> <li>Improvement initiative for processes / methods / tool support led by Quality Department</li> </ul>	
Development project manager		<ul style="list-style-type: none"> <li>SPI responsible supports experts from Development Department in writing / reworking processes</li> </ul>
SPI organization	<ul style="list-style-type: none"> <li>Dedicated team from Quality Department (3 persons)</li> <li>SPI team writes / reworks processes, support &amp; review by experts from Development Department</li> </ul>	<ul style="list-style-type: none"> <li>Overall 1,5 FTE budget for process improvement activities by experts</li> <li>Process review and release by „Process Owner“ (middle management)</li> </ul>
Tools and support		<ul style="list-style-type: none"> <li>Bi-Monthly steering meeting between Process Owners</li> </ul>
Communication of upcoming assessment	<ul style="list-style-type: none"> <li>Communicated during project Kick Off by Head of Development</li> </ul>	<ul style="list-style-type: none"> <li>Communicated during project Kick Off by SPI responsible and the project manager</li> </ul>

# Next steps



# Conclusions

Developed two model companies to compare influencing factors on “assessment fixation”

First step to explore why organizations neglect their business goals in SPI in favor of levels in a PAM

Further research to gain reliable, scientifically grounded insights on influencing factors

Goal: help organizations to remain focused on their actual goals and treat process capability levels accordingly:

- A helpful indicator for the achievement of goals
- Not the goal itself

Feedback is very welcome.

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