

Success Stories in Process Improvement

Perot Systems has helped numerous organizations improve processes, increase productivity, and achieve compliance with a variety of international standards and models. Some examples include:

U.S. Army Information Technology Agency, Data Center Services, Applications Services Division

Perot Systems worked with the USA ITA-ASD to revive its stagnated process improvement and CMMI process and drive the agency toward its goal of improved organizational performance through alignment with the Software Engineering Institute's (SEI) Capability Maturity Model Integrated (CMMI). Extensive training was provided on process reengineering, SQA, measurement and metrics, and the CMMI model. Formal CMMI SEI-approved training was conducted to prepare ITA personnel for the appraisals. Perot Systems employed its standard management processes for CMMI implementation projects. In less than a year, the USA ITA-ASD achieved CMMI Level II rating and its position in the federal government as one of only 10 CMMI-rated government agencies. The agency has since contracted for additional CMMI consulting, training and assessment support. Army ITA ASD has retained Perot Systems to assist it in continuing its IT process improvement.

U.S. Department of State, Systems Integration Office, Information Resource Management

The objectives of this contract were to strengthen and add effectiveness to the existing PMO and SEPG groups within State IRM, and to help the organization earn a formal SEI CMMI Rating. The Perot Systems Standard CMMI phased implementation methodology was utilized. The project began with the review of the existing policies, processes, procedures, and actual activities. Perot Systems consultants then conducted a gap analysis to CMMI and identified both "Best Practices", and the areas of noncompliance. The gap analysis enabled Perot Systems consultants to develop a plan for implementation of real process improvements in a manner that improved operational performance and efficiencies. That allowed the department to be formally rated to SEI CMMI Maturity Level Two.

Several organizations within the SIO have communicated their appreciation for the "real" improvements that have been made. The project was completed on time and under budget. For the State Department's Systems Integration Office, Perot Systems conducted the Class A SEI SCAMPI appraisal. The Office passed the assessment activity with flying colors and was awarded its CMMI Level II Rating after only 11 months working with Perot Systems.

In approximately 11 months SIO became the only Federal Branch office with a CMMI rating. SIO was able to achieve a CMMI rating before three other Department of State CMM initiatives that had started earlier and were better funded.

An article appearing in *Federal Times* on March 3, 2003, quoted Bruce Morrison, Chief Information Officer (acting) of the U.S. Department of State. In discussing this initiative, he stated that staff meetings with the State Department's payroll office to discuss potential changes to its financial system "now last 45 minutes compared to the three-hour marathon discussions when State had an ad hoc approach to system development."

**NIH National Institute of Allergy and Infectious Diseases /
Office of Technology Information Systems (OTIS)**

During 2003, NIAID engaged in the consolidation of Information Technology (IT) services in compliance with implementing the requirements of the Information Technology Management Reform Act (ITRMA/Clinger-Cohen.) This is now complete and NIAID is using consolidated NIH/DHHS IT services.

Perot Systems worked with OTIS to identify and define industry best-practices and standards to be embraced by the Institute, map the processes of OTIS to those standards while at the same adhering to all government regulations (i.e. Section 508, Privacy Information Act, Certification & Accreditation, etc.) and to pursue compliance with the CMMI process in order to drive the Institute toward its goal.

Perot Systems employed standard management processes for CMMI implementation projects. A phased methodology was developed and pursued.

- Phase One: Project Planning, Gap Assessment, Toolset Integration/Population, and Implementation Plan Development
- Phase Two: CMMI Systems Development
- Phase Three: CMMI Systems Implementation and Assessment Support
- CMMI Level II Rating Activity

In twelve months the SAISB /OTIS /NIAID achieved CMMI Level II rating and its position in the federal government as one of the very few CMMI-rated government agencies.

Boosted by this achievement, the organization is continuing its partnership with Perot Systems along the process improvement journey and will conduct a Class A appraisal at the latter part of 2005 in pursuit of a CMMI rating of Maturity Level III.

Department of Homeland Security, Customs and Border Protection

Based on Perot Systems' reputation for excellence and results in the area of performance and process-based improvement, DHS has retained Perot Systems to develop a Quality Improvement framework for the Office of Finance within the Customs and Border Protection of Homeland Security. A team of experts has been deployed to baseline and develop processes and establish measurements to ensure performance improvements and results in alignment with the departments' operating objectives. An ISO 9001 quality system will be developed and DHS CBP OF will become the first agency to earn this certification within this department within a 12-18 month period.

Department of Transportation Infrastructure Support

DoT has retained Perot Systems to consolidate all of the separate DoT help desk operations into a single Service Center operation. The consolidation also requires the migration of multiple agencies operating on separate domains to a single domain. Currently a very disparate group of organizations, DoT agencies are required by federal initiative to perform the re-alignment. Perot Systems is utilizing its expertise with ITIL and consultants are currently in full operational capacity with the implementation of the first phase of the project.