

Category/Questions/Indicators/Measures Table

Common Issue Area: Process Improvement Readiness

Measurement Category	Questions Answered	Indicators (as in 15939)	Measures (*=needs to be defined; \$=see risk list)
Alignment / Commitment	Is this project consistent with the business goals?	business goals, strategy, vision are known to all; project objectives are shown to be aligned to business goals, etc.	*survey results; 15504 assessment results; *HR performance measures, MBOs; \$written evidence of goals and vision; \$constancy of goals
	What evidence is there of commitment to the project?	“talk the talk” - each level promotes the effort to the next; “walk the talk” - action is taken at each level	\$policies exist; *count of individual communications; cost (budget), resource availability (include champion, PM)
	What is the perceived value to each level of the organization?	each level has defined expectations; each level is involved	senior levels and sponsors – see justification measures; *individuals – work is easier, takes less time (FAA survey example); *count of people involved at each level
	To what extent are there cultural or political barriers to this project?	itemization of the risks to the project; or summary high, medium, low	*risk assessment, profile (check RM standard); * # and frequency of revisions, directives, etc. related to PI (FAA, USAA, others?)
PI Capability	What is the capability of the organization’s PI process?	level of capability; past history	assessment results to the process-related PAs (ex. 15504 or SE CMM or CMMI); process audit findings (effectiveness); \$ past successes and failures

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	What is the capability of the organization to undertake organization change? (other than forced change)	number of org changes successfully done; level of comfort or ease of the change	*org change profile results; *organization structure (depth of hierarchy, type); \$ past successes or failures, \$duration of change; \$number of iterations; process audit findings (acceptance); \$existence of documented organization processes
	What is the organization's capability for providing the resources for this type of project?	human resources for this domain; training for this domain; other infrastructure for this domain	staffing level(effort), staff experience, *staffing stability (?) environment elements (resource availability), *training available (personnel, courses, etc.) tools (resource availability); [also see 15504 Org.3 and Org.4]
	Can we establish the current performance of the area addressed by the project?	level of capability or performance exists	*baseline measures [likely to be guidance, rather than a measure]