Enterprise / Organization Measurement
June 2009

Notes:

- **Enterprise / Organization Terms and Definitions**

  Enterprise (for now)

  Organization

  Several definitions were discussed (see page 2). The group agreed we will use the term "enterprise" for now, but that we will revisit it as definitions are discussed. Action Item: Attendees will provide definitions used within their organizations.

- **Scope**

  Aggregation of projects
  Stuff outside the projects such as infrastructure that supports the projects

  Engineering, projects and organizations, services (internal services such as training, IT, Financial management)(external services such as global sustainment), operations

  Scope of control
  Multi-objective decision-making – strategic and tactical perspectives
  More complicated trade-offs (changes to analysis model) – categorize objectives and trade-off between them – conflicts between objectives
  Multiple sets of infrastructure
  Stakes get higher, the higher you go up – more people/things are impacted – sphere of influence wider
  Potential for risks may be greater
  Potential for shifting of risk between enterprise levels

  To be discussed further at next meeting.

- **Process & Information Model Implications**

  Top-level views may be okay – think some changes will be required at the lower levels (task-step level)

- **Review of Strawman ICM Table**

  Info needs and measures at the enterprise level, may also include any of those from the project level.
  Value optimization to the enterprise.

  Attendees will review the strawman ICM Table and provide comments by the end of the week to Cheryl.
  A separate TWG meeting will be scheduled to refine the ICM Table.

- **Lessons Learned**

  First step is to characterize your enterprise and project structures.

Definitions – enterprise / organization:

9000-2005
3.3.1
Organization: group of people and facilities with an arrangement of responsibilities, authorities and relationships
EXAMPLE Company, corporation, firm, enterprise, institution, charity, sole trader, association, or parts or combination thereof.
NOTE 1 The arrangement is generally orderly.
NOTE 2 An organization can be public or private.
NOTE 3 This definition is valid for the purposes of quality management system standards. The term "organization" is defined differently in ISO/IEC Guide 2.

15288:2008
4.14
Organization: person or a group of people and facilities with an arrangement of responsibilities, authorities and relationships
NOTE 1 Adapted from ISO 9000:2005.
NOTE 2 A body of persons organized for some specific purpose, such as a club, union, corporation, or society, is an organization.
NOTE 3 An identified part of an organization (even as small as a single individual) or an identified group of organizations can be regarded as an organization if it has responsibilities, authorities and relationships.

CMMI
Enterprise: The full composition of a company. A company may consist of many organizations in many locations with different customers. (See also "organization.")

Organization: An administrative structure in which people collectively manage one or more projects as a whole and whose projects share a senior manager and operate under the same policies. However, the word *organization* as used throughout CMMI models can also apply to one person who performs a function in a small organization that might be performed by a group of people in a large organization. (See also "enterprise" and "organizational unit.")

Organizational unit: The part of an organization that is the subject of an appraisal. An organizational unit deploys one or more processes that have a coherent process context and operates within a coherent set of business objectives. An organizational unit is typically part of a larger organization, although in a small organization the organizational unit may be the whole organization.

Notes on definition:

- Responsibility for multiple projects or programs
- Organization – resources (people, facilities) structured for a purpose
- Common set of assets