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## MISSOURI TEAM QUALITY AWARD RECIPIENT

**TEST EQUIPMENT CMMI® IMPLEMENTATION TEAM** at the National Nuclear Security Administration's Plant, Honeywell Federal Manufacturing & Technologies, Kansas City



### PROFILE

The NNSA's Kansas City Plant (KCP) manufactures an array of mechanical, electrical and engineered material components for our nation's defense program. KCP employs approximately 3,000 associates at facilities in Kansas City, MO, and Albuquerque and Los Alamos, NM.

### OPPORTUNITY FOR IMPROVEMENT

Annually, KCP reviews and modifies the Strategic Action Plan. Due to changing business conditions, an aggressive goal of increasing non-traditional business was established. As this strategy was further defined, the Department of Defense (DoD) was identified as a critical customer. The DoD identified compliance with the Capability Maturity Model® Integration (CMMI®) as a differentiator among contractors competing for work. An initiative was launched to implement the principles of CMMI® in the test equipment organization. CMMI® is a business maturity model developed by industry and Carnegie Mellon University to capture best practices around project management and organizations. A Level 3 maturity organization has not only mastered the basic requirements of project planning, requirements management, and project monitoring and control but has also developed systems to integrate across multiple projects.

### TEAM ACTIONS

An experienced project leader was selected to lead a team with diverse skills, from within the stakeholder group. The resulting team, as well as other teams within KCP, benefited from the education and experiences within KCP Six Sigma Plus training and environment.

### RESULTS

The test equipment organization achieved a maturity Level 3 rating in September 2004. The department reached the maturity level rating in fifteen months, ahead of the eighteen-month goal and less than half the forty- five-month median time documented by the Software Engineering Institute. The successful implementation of CMMI® in the test equipment organization strengthened the organization by:

- Improving planning and monitoring throughout the project life cycle.
- Driving a proactive approach to managing and mitigating project risks.
- Ensuring critical project decisions were made and recorded using structured tools.
- Aligning measurements closely with business objectives.
- Providing rigorous organizational systems for project management that makes the business unit less vulnerable to the loss of key people.

KCP's business development organization confirmed that the achievement of CMMI® Level 3 rating was key to winning a \$340,000 contract with the United States Air Force. Business Development representatives use the CMMI® Level 3 rating to burnish KCP's credibility with the DoD and other potential customers.

### FUTURE PLANS

Management now reviews the projects monthly with the project leaders and reviews the associated project history files quarterly. The department's project management activities are also subject to review during a recurring internal audit of plant-wide project management, surveys and assessments by the primary customer (the NNSA of the Department of Energy) and the ISO 9001 registrar. Several processes adopted by test equipment engineering during the CMMI® implementation are being institutionalized throughout the plant.

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