The Role of Process: What Works and What Doesn’t

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## Mission Assurance: A Multi-Tiered Approach

<table>
<thead>
<tr>
<th>Process Assurance</th>
<th>Quality Assurance</th>
<th>Supplier Assurance</th>
<th>Performance Assurance</th>
<th>Operations Assurance</th>
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<tbody>
<tr>
<td>Define and deploy mature processes, ensure continuous improvement</td>
<td>Assure the quality of delivered products/services through program planning and execution</td>
<td>Assure the quality of supplied products and services</td>
<td>Assess performance and effectiveness of programs and MA activities</td>
<td>Ensure MA personnel perform effectively: training, tools, and guidance</td>
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</tbody>
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Two Approaches to Process Assurance

Model-Driven (e.g., CMMI®)

- Determine the industry best practice
  - Benchmarking, models
- Compare your current practices to the model
  - Appraisal, education
- Identify and prioritize improvement opportunities
  - Implementation
  - Institutionalization
- Look for ways to optimize the processes

Data-Driven (e.g., Lean Six Sigma)

- Clarify what your customer wants (Voice of Customer)
- Determine what your processes can do (Voice of Process)
  - Statistical Process Control
- Identify and prioritize improvement opportunities
- Determine where your customers/competitors are going (Voice of Business)
  - Design for Six Sigma
What Benefits do Mature Processes Provide?

• Proven, successful industry approaches
  – *If the project/organization is open to new ideas*

• A common way of executing
  – *If the performers are trained in how to perform the processes*

• Consistent results
  – *If the processes are used and enforced*

• Efficient, effective execution
  – *If the project/organization focuses on continuous improvement*
Making Process Work

- Recognize process is only one aspect of Mission Assurance
- Focus on project performance, not process for process sake
- Establish good processes, but continue to improve
- Remember that people implement process
- Ensure senior management understands and supports the role of process in mission success