

Requirements on Policies



- Visible
- Appropriate level
- Clearly understood
- Point Direction
(One way)
- Set Constraints
($>2M<$)
- Accepted
(All Drivers)

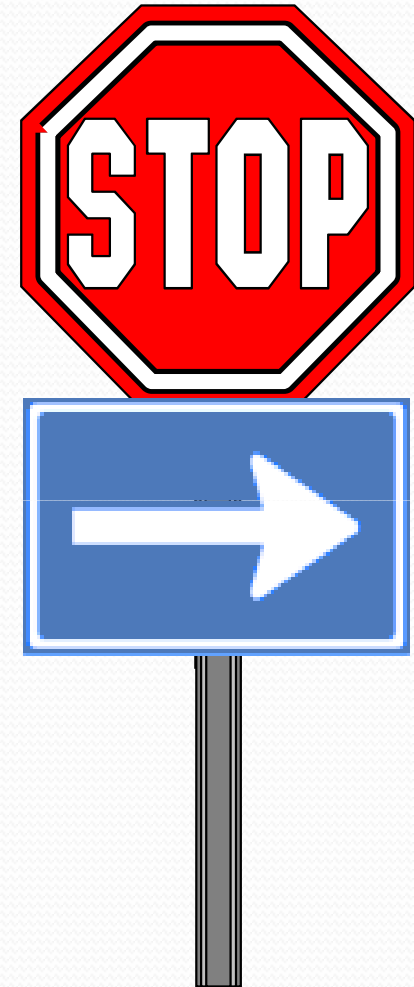
Observation on Policies

- Bottom up, policies according to CMMI process area's filled with wishes process implementation deal with. (Poor)
- Top Down, policies translate strategic business direction to tactical/ operational (Better)
- Horizontal always show the political issues discussed at the moment the policies were founded like Business alignment. (Best)

Policy workshop

Workshop approach

1. On 3 brown papers prepared policy content is presented bullet wise.
2. In teams of 3 people max, 10 minutes per brown paper are granted to add one-liners you think are important. Focus on statements that provide direction (take position!) or constrain options. After 10 minutes, the additions will be explained and a shift in sheets occur.
3. With stickering (R/A/G), the most important statements are appointed and shortly discussed if required.
4. Based on the output, a draft policy will be issued for review and approval.



Policy workshop

Example of current dilemma's

- Financing a learning curve, knowledge sharing, ongoing improvements
- Decision making on plans or on relationships
- Business Alignment
- Control – empowering
- Netherlands – Belgium
- Which Management level acts as Sr. Supplier (or is this situational)
- We reward people on their (results, no matter how they came about – professionalism and discipline)
- Project management freedom - Process harness