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People Capability Maturity Model[®] (P-CMM[®])

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FOR THE COMMANDER

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Competency Development

A process area at Maturity Level 3: Defined

Purpose **The purpose of Competency Development is to constantly enhance the capability of the workforce to perform their assigned tasks and responsibilities.**

Description The workforce competencies identified in Competency Analysis and the needs identified in Workforce Planning provide the foundations for the organization's competency development program. Development activities are designed to raise the level of knowledge, skill, and process ability in the organization's current and anticipated workforce competencies.

The organization maintains standards for the quality of the training and development activities offered to its workforce. Graduated training and development opportunities are designed to support development in each of the organization's workforce competencies. The organization ensures that information concerning competencies and development opportunities are available to the workforce. Each individual sets objectives for development in one or more of the workforce competencies of the organization and identifies development opportunities to support them. Individuals actively pursue competency development opportunities that support their development objectives.

The organization uses the experience accumulated in its workforce as an asset for developing additional capability in each of its workforce competencies. Experienced individuals are used as mentors for other individuals or teams. Mechanisms are established to support communication among the members of a competency community. A *competency community* is composed of the individuals who share and practice a workforce competency (based on the concept of communities of practice [Wenger 00, Wenger 98, Brown 00]). Data and other information that emerges from the performance of a competency is captured and made available for use by other members of the competency community.

Goals

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|---------------|--|
| Goal 1 | The organization provides opportunities for individuals to develop their capabilities in its workforce competencies. |
| Goal 2 | Individuals develop their knowledge, skills, and process abilities in the organization's workforce competencies. |
| Goal 3 | The organization uses the capabilities of its workforce as resources for developing the workforce competencies of others. |
| Goal 4 | Competency Development practices are institutionalized to ensure they are performed as defined organizational processes. |

Commitment to Perform

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| Commitment 1 | The organization establishes and maintains a documented policy for conducting its Competency Development activities to develop the workforce competencies required to perform its business processes. |
|---------------------|--|
- Issues typically addressed in the policy include:
1. Competency Development activities serve the business objectives and stated values of the organization.
 2. Activities to increase the workforce competencies of the organization supplement activities to increase the knowledge, skills, and process abilities required to perform work in each unit.
 3. The organization continuously develops the knowledge, skills, and process competencies in each of its workforce competencies.
 4. The organization ensures that effective methods for developing and maintaining workforce competencies are provided and used.

5. The organization uses its existing base of knowledge, skills, and process abilities to support competency development activities.
6. Progress in developing workforce competencies is tracked for:
 - ☐ all individuals,
 - ☐ each unit, and
 - ☐ the organization.
7. Competency Development practices and activities comply with relevant laws, regulations, and organizational policies.

Human resources or other appropriate professionals are consulted to ensure that Competency Development activities comply with all relevant laws, regulations, and organizational policies.

Commitment 2

An organizational role(s) is assigned responsibility for coordinating Competency Development activities across the organization.

Examples of individuals who might be assigned responsibility for coordinating Competency Development activities include the following:

- Members of the human resources function or other appropriate professionals
- Members of the training or development functions
- Organizational competency management group
- Committee of representatives from ownership teams for each workforce competency

Ability to Perform

Ability 1

Within each unit, an individual(s) is assigned responsibility and authority for ensuring that Competency Development activities are performed.

Ability 2

A responsible individual(s) coordinates the Competency Development activities for each workforce competency.

For each workforce competency, an individual or group takes responsibility for defining a development program. The development program could be defined by a corporate group such as human resources or training, a human resources function within the organization, by a competency ownership group composed of experts in the competency, or by a group composed of representatives both from a corporate group and experts in the competency.

Ability 3

Adequate resources are provided for performing the planned organization-wide and unit-specific Competency Development activities.

1. The organization's workforce competencies are defined.

Refer to Practices 2 and 3 of the Competency Analysis process area for a description of the practices that produce descriptions of the process abilities of each of the organization's workforce competencies.

2. Workforce competency descriptions and competency-based processes are available for use in Competency Development activities.

Refer to Practices 2, 3, and 5 of the Competency Analysis process area regarding practices that produce descriptions of the organization's workforce competencies and competency-based processes.

3. Experienced individuals who have expertise in developing specific competencies (i.e., specific knowledge, skills, or process abilities) are made available for assisting in the development of workforce competencies.
4. Resources for supporting Competency Development activities are made available.

Examples of resources to support Competency Development include the following:

- Training and tutorial materials
- Self-study guides
- Training facilities
- Process descriptions and support material
- On-the-job training aids
- Descriptions of available training opportunities
- Repositories for competency-based experiences and information

5. Funding to accomplish Competency Development activities is made available.
6. The organization's strategic workforce plan allocates a recommended amount of time for individuals to participate in competency development activities.

Refer to Practices 3 and 5 of the Workforce Planning process area for information regarding planning competency development activities.

7. Each unit's workforce planning allocates a portion of each individual's time for participation in competency development activities.

Refer to Practice 3 of the Training and Development process area, Practice 6 of the Workforce Planning process area, and Practice 5 of the Career Development process area for information regarding planning Competency Development activities.

Ability 4

Individuals performing Competency Development activities develop the knowledge, skills, and process abilities needed to perform their responsibilities.

1. Individuals assigned responsibility for counseling others on training and professional development have received orientation in the opportunities provided for developing workforce competencies.
2. Individuals who provide training, mentoring, or other services for developing workforce competencies have received adequate professional training in the competencies that they are responsible for developing.

Ability 5

Individuals who participate in Competency Development activities receive appropriate orientation in Competency Development practices.

1. Individuals receive orientation to the graduated training and development activities and learning opportunities relevant to their workforce competencies.

Examples of means for providing this orientation include the following:

- Orientation sessions for individuals participating within a competency community
- Learning maps that describe the graduated training and development opportunities available in a workforce competency
- Mentoring

2. Individuals participating within a competency community receive orientation to the purpose, membership, and mechanisms for exchange within the competency community.

A competency community consists of those members of a workforce who share the common knowledge, skills, and process abilities of a particular workforce competency.

Ability 6

The practices and procedures for performing Competency Development are defined and documented.

1. Practices and procedures are defined and documented at the organizational or unit levels, as appropriate.
2. Guidelines for tailoring the practices and procedures for use in different circumstances are documented and made available, as necessary.
3. The individual(s) assigned responsibility for coordinating Competency Development activities across the organization ensures that defined practices and procedures are:
 - ☐ maintained under version control,
 - ☐ disseminated through appropriate media,
 - ☐ interpreted appropriately for different situations, and

- ☐ updated through orderly methods.
- 4. Experiences, lessons learned, measurement results, and improvement information derived from planning and performing Competency Development practices are captured to support the future use and improvement of the organization's practices.

Practices Performed

Practice 1

Competency development activities are based on the competency development plans within each workforce competency.

Refer to Practices 2, 3, 4, 5, and 10 of the Workforce Planning process area for information regarding developing, updating, and tracking competency development plans. Refer also to Practice 6 of the Workforce Planning process area for information regarding each unit's planned workforce activities to satisfy its current and strategic competency needs.

1. Competency development activities are selected and based on their support for the organization's:
 - ☐ competency development plans, and
 - ☐ objectives for developing capability in the workforce competency.
2. Competency development activities are prioritized to align with:
 - ☐ the organization's measurable objectives for developing capability in each of its workforce competencies,
 - ☐ the competency development plan for each of the organization's workforce competencies, and
 - ☐ cost, schedule, and other business considerations.
3. The relationship between each Competency development activity and the organization's competency development plans and objectives for developing capability in the workforce competencies is documented and communicated.

Practice 2

Graduated training and development activities are established and maintained for developing capability in each of the organization's workforce competencies.

1. Graduated training and development activities for developing capability in each of the organization's workforce competencies are identified.

Examples of Competency Development activities include the following:

- Formal classroom training
- Courses of study at educational institutions
- Degree programs
- Licensing or certification programs
- Guided self-study
- Apprenticeship or mentoring
- Just-in-time training
- Workgroup (or team) training and development activities
- Knowledge repositories and tools
- Career development planning

2. The organization establishes standards for the learning activities included in the training and development of its workforce competencies.
3. All courses, learning materials, and other development activities and artifacts are qualified against the organization's standards before being offered to the workforce.
4. Learning activities are periodically reviewed to:
 - ☐ ensure their compliance with established standards,
 - ☐ identify revisions that are needed in the standards, and
 - ☐ ensure effectiveness in developing workforce competencies.
5. Resources for delivering the training and development activities are identified and made available.
6. The training and development program is updated as changes are made to profiles of the organization's workforce competencies.

7. The graduated training and development activities in each workforce competency are communicated to those responsible for career counseling.
8. Training and development records are maintained at the organizational level.

Refer to Practice 8 of the Competency Analysis process area for information regarding maintaining organizational competency information.

Practice 3

The organization makes available descriptions of workforce competencies and information about development opportunities related to them.

Examples of vehicles for making competency descriptions and information about development opportunities available to those interested in developing additional capability in a competency include the following:

- Career counseling or performance management sessions
- Bulletin boards
- Information repositories open to members of the workforce
- Training and development documents and brochures
- Web pages on an intranet

Practice 4

Competency-based training and development activities are identified for each individual to support their development objectives.

1. A responsible individual(s) helps each individual identify competency-based training and development needs and ensures that appropriate competency development activities are identified, planned, and performed.

Personal development plans or career development activities, described in the Career Development process area, may not affect some individuals (e.g., part-time employees or contractors). However, these individuals may need to perform competency-based processes to accomplish their committed work.

Affected individuals create and maintain a personal development plan. Refer to Practice 5 of the Career Development process area for information regarding developing and maintaining each individual's personal development plan.

2. A responsible person counsels individuals, as needed, about available training and development in relevant workforce competencies and how development in different competencies affects career directions.

Development in workforce competencies may be oriented toward improved capability in an individual's current assignment, as well as toward developing capability in related competencies.

3. A waiver procedure is established and used to determine when individuals already possess the knowledge, skills, and process abilities composing one or more of the organization's workforce competencies.
4. Wherever possible, assignments are identified to provide individuals with experience in using the competencies they are developing.

Practice 5**Individuals actively pursue learning opportunities to enhance their capabilities in the organization's workforce competencies.**

The organization fosters an environment that empowers individuals to pursue development in relevant workforce competencies. Refer to the Training and Development and Career Development process areas for practices regarding each individual's role in their personal development.

1. Individuals are encouraged to take initiative in pursuing competency development opportunities.
2. Competency development activities are performed on a timely basis to support personal development objectives.
3. Individuals ensure their competency information is updated when competency development activities are completed.

Refer to Practice 7 of the Competency Analysis process area for information regarding updating individual's competency information.

Practice 6**Capable individuals within a competency community are used to mentor those with less capability in the competency.**

Mentoring refers to a process of transferring the lessons of greater experience in a workforce competency to improve the capability of other individuals or workgroups. Mentoring should only be considered for workforce competencies in which less-capable individuals could benefit from the guidance and experience of more-capable individuals. Mentoring activities may be targeted to specific individuals, such as those new to the organization or novices in a workforce competency. In many cases at the Defined Level, participation in mentoring activities may be voluntary.

1. Within each appropriate workforce competency, mentoring is made available.

Examples of objectives for mentoring include the following:

- Orientation and adjustment to the organization
- Development of specific knowledge and skills
- Learning how to perform processes within the organization
- Development of workforce competencies
- Preparation of specific management or executive skills
- One-on-one personal attention
- Improved group effectiveness
- Workgroup development
- Career advice and development
- Counseling and advice concerning problems

2. Individuals willing to act as mentors are prepared to perform their responsibilities.
 - ☐ Experienced and capable individuals are invited to volunteer to perform mentoring activities.

- ☐ Candidate mentors are evaluated to ensure they have the required personal skills and capability in relevant workforce competencies to perform mentoring activities effectively.
 - ☐ Mentors receive training or orientation in mentoring skills.
3. Mentors and those being mentored establish arrangements for conducting their mentoring relationship.
 4. Mentors provide timely feedback and guidance to those they mentor.

Examples of issues that might be addressed when providing feedback and guidance during mentoring include the following:

- Evaluation of work performance
- Use of time and setting priorities
- Interpersonal style and skills
- Decision making
- Knowledge, skills, or process abilities needing development
- Barriers to job performance or career growth
- Understanding the organization

Practice 7

The organization supports communication among those comprising a competency community.

The members of a workforce that share the common knowledge, skills, and process abilities of a particular workforce competency constitute a *competency community*. Much competency development occurs through information exchanges among those within a competency community. When fostered, these “communities of practice” [Wenger 00, Wenger 98, Brown 00] can function as self-organizing mechanisms for sharing competency-based information and learning among members of a competency community. This form of competency development supplements other competency development activities performed in the organization.

Examples of mechanisms for supporting communication within a competency community include the following:

- Periodic meetings
- Informal discussions
- Professional activities
- Social gatherings
- Peer group reviews, boards, and similar activities
- Periodic newsletters or bulletins
- Updated technical, process, or business documentation
- Electronic bulletin boards, web pages, and other forms of computer-mediated communication and networking
- Information repositories

Practice 8

Competency-based experience and information is captured and made available to those within a competency community.

1. Those within a competency community identify the data, experience, and other forms of competency-related information that represent effective sources of learning for other members of the competency community.
2. Those within a competency community capture data and other forms of information that can become a source of learning for others in the competency.
3. Competency-based data and information are stored in appropriate repositories.
4. Responsible individuals periodically update and maintain the information repositories used within a competency community.

Measurement and Analysis

Measurement 1 **Measurements are made and used to determine the status and performance of Competency Development activities within each unit and across the organization.**

Examples of measurements include the following:

- Amount of time spent in developing the knowledge, skills, and process abilities underlying the organization's workforce competencies
- Number of people and amount of effort involved in developing or delivering Competency Development activities
- Amount of effort to define and document competency-based processes
- Amount and types of communication within a competency community
- Amount of effort spent on capturing and documenting competency-based information
- Amount of process or competency-based experience and information available in repositories
- Rate of progress in competency development activities

Measurement 2 **Measurements are made and used to determine the quality of Competency Development activities.**

Examples of measurements of the quality of Competency Development activities include the following:

- Individual ratings of the effectiveness of each competency development method
- Level of knowledge, skill, or process ability developed in each workforce competency through different development methods
- Performance-based evidence of increases in knowledge, skills, or process abilities in each workforce competency
- Results of certification programs, where appropriate
- Rate at which individuals requests access to different training programs or methods

Verifying Implementation

Verification 1 **A responsible individual(s) verifies that Competency Development activities are conducted according to the organization's documented policies, practices, procedures, and, where appropriate, plans; and addresses noncompliance.**

These reviews verify that:

1. Competency Development activities comply with the organization's policies and stated values.
2. Competency Development practices and activities comply with relevant laws and regulations.
3. Competency Development activities are performed according to the organization's documented practices and procedures.

4. Noncompliance issues are handled appropriately.
5. Competency development methods and materials are consistent with the existing and anticipated conditions and needs of the organization.

Verification 2

Executive management periodically reviews the Competency Development activities, status, and results; and resolves issues.

These reviews verify:

1. Appropriateness of Competency Development activities at the organizational and unit levels.
2. Progress in performing Competency Development activities.
3. Results from reviews of Competency Development practices and activities.

Refer to Verification 1 for information regarding reviews of Competency Development activities to ensure adherence to the following:

- Relevant laws and regulations
- Organizational policies, practices, and procedures

4. Status of resolution of noncompliance issues.
5. Trends related to competency development.
6. Effectiveness of Competency Development activities in achieving planned objectives in the organization's workforce competencies.

Verification 3

The definition and use of data on competency development are periodically audited for compliance with organizational policies.