



Organization	
Organization Name:	InnoWave Technologies
Organizational Unit:	Software Development
Appraisal Sponsor Name:	Pedro Pinto
Lead Appraiser Name:	Jose Arias
Partner Name:	Strongstep-Innovation in Software Quality

Organizational Unit Description	
Basic Units / Support Functions:	Rating and Billing Lisbon, Lisbon Portugal PMO (Project Management Office) Lisbon, Lisbon Portugal Quality Team Lisbon, Lisbon Portugal InnSpect Release 9.0 Lisbon, Lisbon Portugal TAM (II) Lisbon, Lisbon Portugal Human Resource Management Lisbon, Lisbon Portugal Tech-O Lisbon, Lisbon Portugal View Detail

Organizational Sample Size	
% of people included:	56
% of projects/units included:	42
Org Scope Description:	Current project portfolio within the organizational unit is of 7 active projects from which 3 have been selected as part of the sample for the appraisal. Four out of the 6 support functions have been identified as part of the scope, which provide some kind of service or participate with dedicated resources as part of the selected project: <ul style="list-style-type: none"> • Human Resources (HR) • Quality Management (Quality Team) • Project Management Office (PMO) • Finance and Accounting (F&A) • IT Support • Tech-O

Appraisal Description	
Last Day of Appraisal Onsite:	Jan 27, 2017
Appraisal Expiration Date:	Jan 27, 2020
Appraisal Method Used:	SCAMPI V1.3 A
Model Information:	CMMI-DEV v1.3

Sampling Summary	
Sampling Factors:	<p>Location (Not Relevant: Not relevant. The work is performed in one location.)</p> <p>Customer (Not Relevant: Not relevant. The different project follow InnoWave methodology and processes defined independently from the customer.)</p> <p>Size (Not Relevant: Not relevant. Projects within the scope of the CMMI initiative follow same processes and guidelines regarding the size.)</p> <p>Organizational Structure (Not Relevant: Not relevant. All projects are planned and executed within the same organizational unit structure at InnoWave.)</p> <p>Type of Work: Projects follow two different type of development lifecycles: traditional waterfall and agile based on SCRUM principle.</p> <p>Sampling Factor Values:</p> <p>Fixed Price Project (Type of Work): Projects that follow the traditional waterfall approach, normally subject to the agreement established at the proposal level with external customers</p> <p>Product (Type of Work): Project planned and executed based on SCRUM principles, mainly related to internal R&D activities with a defined roadmap and vision of the product but flexibility at the time of determining scope.</p> <p>Subgroups:</p> <p>SG1: Projects that follow the traditional waterfall approach, normally subject to the agreement established at the proposal level with external customers. 50 People, 5 Basic Units - Fixed Price Project</p> <p>SG2: Project planned and executed based on SCRUM principles, mainly related to internal R&D activities with a defined roadmap and vision of the product but flexibility at the time of determining scope. 15 People, 2 Basic Units - Product</p>

Model Scope and Appraisal Ratings			
CMMI-DEV v1.3			
Level 2	Level 3	Level 4	Level 5
Satisfied REQM	Satisfied RD	Out of Scope OPP	Out of Scope OPM
Satisfied PP	Satisfied TS	Out of Scope QPM	Out of Scope CAR
Satisfied PMC	Satisfied PI		
Not Applicable SAM	Satisfied VER		
Satisfied MA	Satisfied VAL		
Satisfied PPQA	Satisfied OPF		
Satisfied CM	Satisfied OPD		
	Satisfied OT		
	Satisfied IPM		
	Satisfied RSKM		
	Satisfied DAR		

Maturity Level: Maturity Level 3