

Sun/StorageTek Automated Tape Solutions Software Engineering (ATS-SE) Business Unit CMMI-based Process Improvement



Snapshots of CMMI-based Process Improvement

- Conducted Cost of Quality Appraisal to identify losses and productivity opportunities
- Initiated a Capability Maturity Model Integration-based program leveraging the Rational Unified Process
- Achieved a 35% improvement in productivity within the first year

“ I had immediate confidence in **cognence's** knowledge, experience, and work methodologies and how they engaged people in my organization. It can be difficult to instill confidence and compliance when a company has its own culture and legacy. **cognence** came in and showed an approach that demonstrated that what they would do would fit. Over the course of one year, **cognence** was able to help unlock millions of dollars of productivity by helping us improve our software engineering capabilities. ”

Russ Kennedy
 Director of Software Engineering

Situation: Sun/StorageTek's software engineering unit develops sophisticated products that help companies manage and protect mission-critical information. Any software-related defects in these systems can introduce data loss issues. Thus, extremely high software quality and reliability are very important to both StorageTek and their customers.

“From our first meeting we had a good rapport and I realized that we shared the same agenda—results.” - Michael Madigan, StorageTek Engineering Project Manager

Challenge: Significant time and money was being spent fixing software problems and not developing new systems. Though they attempted process improvements in the past, the business unit was unable to secure buy-in from key players throughout the organization or achieve any measurable results.

Solution: **cognence** initiated a Capability Maturity Model Integration (CMMI)-based program leveraging the Rational Unified Process to improve Sun/StorageTek's ATS-SE business unit performance. Cost of Quality Appraisals were conducted to quantify the amount of money spent on unproductive activities. **cognence** then built a “guiding coalition” within the organization and collaborated with them to form and execute a plan to address the weaknesses. This collaborative effort ensured that the business goals and environment were taken into account as the program was implemented.

Results: Within the first year, the ATS-SE business unit achieved a 35% improvement in productivity, amounting to millions of dollars. In addition, there is improved adherence to each key process area outlined by the CMMI. Though still on the journey to their ultimate goal, “we have made significant improvement in repeatability, measurement and metrics. The process framework is now in place.”

*“Using the CMMI as a framework, **cognence** helped us more effectively manage a key supplier, improve their deliverables to us, and save \$150,000 in contract fees.”* - Frank Molnar, StorageTek Engineering Project Manager

What's the best thing that **cognence has brought to the table that no one else has been able to do?**

“Enthusiasm for process improvement. They've instilled this from a cultural standpoint across the entire organization which has helped everyone stick with the changes.” - Russ Kennedy, StorageTek Director of Software Engineering

