

## Observation Coaching Parameters and Requirements

The purpose of coaching is to ensure the necessary learning has occurred. During observation activities, Observers provide coaching to the Candidate.

### Consider coaching under the following conditions (non-exhaustive):

- Candidate has overlooked a relevant detail.
- Candidate did not approach an activity in an effective or efficient manner.
- Candidate demonstrates an inaccurate interpretation of a practice or process.
- Candidate misses some considerations in planning or execution.
- Candidate demonstrates difficulty in communicating with team and/or organization.

### Coaching does not apply under the following conditions (non-exhaustive):

- Candidates that exhibit blatant ethical or professional issues (e.g., dishonesty, inappropriate behavior, or soliciting work for their own business) should be referred to the Quality Governance Team.
- Candidates who exhibit foundational issues will fail the observation.

## Example Coaching Activities

Observers will need to tailor their coaching activities to the areas where the Candidate needs support. Coaching examples include:

- Candidate reviews planning checklist and considerations with an experienced Appraiser Team Leader (ATL).
- Candidate observes a validation session delivered by an experienced ATL.
- Candidate reviews common industry terminology with an experienced ATL.
- Candidate is observed facilitating an interview by a coach who can provide guidance on active listening.
- Candidate reviews the Model Viewer alongside MDDAP® case studies with an experienced ATL to understand the applicability of CMMI Practice Areas.
- Candidate shadows an experienced ATL discussing the nuances between an appraisal and audit.
- Candidate participates as an Appraisal Team Member (ATM) on additional MDDAP appraisals with different ATLs.

## High-Level Coaching Process

The high-level coaching process includes:

- Observer reviews Observation Coaching Parameters and Requirements.
- Observer provides coaching during the observation.
- If appropriate, the Observer includes suggested coaching in the Observation Report.

- Quality Governance Team reviews the proposed coaching plan from the Observer, records the final coaching plan, and communicates coaching to the Candidate. The final coaching plan includes details regarding actions/assignments, time frames, and grading criteria (pass/fail).
- Candidate completes defined coaching actions with an assigned coach who then provides coaching documentation and an updated evaluation (if applicable) to the Quality Governance Team.
- Quality Governance Team reviews the coaching and makes a recommendation to pass or fail the Candidate (if the Candidate scored 79% or less). If they fail, the Candidate must retake the MDDAP Lead Appraiser Training if they want to try pursuing the certification again.

Refer to the Observation Process for further details on the observation activities.