

Senior Management

Reporting “Senior Management” as a support function

Guidance on when it is appropriate to report senior management in the organizational scope of an appraisal

We have recently recognized a trend in appraisal submissions, wherein the organizational scope includes the organization’s senior management as a support function. However, during the course of our review, we have often found this group’s role in the OU to be purely supervisory. The senior management frequently does not perform many of the specific and generic practices for the process areas (PAs) that have been included in the support function’s PA scope.

As defined by the SCAMPI Method Definition Document (MDD) Version 1.3b, a support function is, “An organizational group that provides products and/or services for a bounded set of activities needed by other portions of the organization.” These groups support basic units within the organizational unit (OU) by performing the full set of specific and generic practices for a PA, either at the project or organizational level. In the cases described above, the senior management was not operating in this way.

If the senior managers act as one cohesive unit that performs all specific and generic practices for one or more PAs, it is correct to list them as a support function in the SAS record.

Senior managers who do not perform any one PA may be considered a FAR group, and provide information during onsite interviews. Their work should not be represented as an independent support function, however. Some lead appraisers have identified the senior managers’ participation in the OU as being part of the body of work performed by the organization’s Engineering Process Group (EPG), since they perform or assist in the practices within this group’s PA scope. Others have excluded the senior management from the OU altogether, as their work does not directly contribute to the projects and services being appraised.

Questions regarding this Quality Tip can be sent to scampi-quality@cmmiinstitute.com.