

CMMI is a world class improvement model that supports product development and service delivery. It has helped thousands of development and service organizations worldwide to get control of and improve business processes. CMMI consists of a reference model, training, and standard appraisal methods. Based on philosophies of Deming and Crosby, the CMMI promotes improvement in stages.

Executing at CMMI Maturity Level 2 means that the organization has institutionalized the following process areas on projects:

Requirements Management	Supplier Agreement Management
Configuration Management	Product and Process Quality Assurance
Project Planning	Measurement and Analysis
Project Monitoring and Control	

At maturity level 2, projects gain control. Aligning with the CMMI in the above areas has fixed missing or poorly executed elements of the business process. Each project may have its own process, but the process has addressed the key elements in the above areas. There are fewer surprises, emergencies, and shooting from the hip.

Executing at CMMI Maturity Level 3 means that the organization has institutionalized the following process areas across the organization:

Requirements Development	Integrated Project Management
Technical Solution	Risk Management
Product Integration	Decision Analysis and Resolution
Verification	Organizational Process Focus
Validation	Organizational Process Definition
	Organizational Training

At maturity level 3, there is a focus on a business process that supports the needs of the organization. Key stakeholders achieve consensus on standard processes that align with the above areas, and a variety of approved sub-processes are used across projects. To the maturity level 2 process areas, the organization adds process tailoring guidelines and mechanisms to collect improvement information.

Achieving maturity level 3 means that the organization has all the mechanisms in place to pursue excellence in performing the work.

Aligning with CMMI has proven to reduce costs, reduce cycle time, improve team moral, and improve product quality. See [CMMI Performance Results](#) on the SEI Web Site.