PROCESS AREAS BY CONSTELLATION

Process Category	Project Management	Support	Process Management
Core Process Areas Applicable to All Constellations	Integrated Project Management (IPM) [ML 3] Project Monitoring and Control (PMC) [ML 2] Project Planning (PP) [ML 2] Quantitative Project Management (QPM) [ML 4] Requirements Management (REQM) [ML 2] *{REQM is in the Engineering category in CMMI-DEV}* Risk Management (RSKM) [ML 3]	Causal Analysis and Resolution (CAR) [ML 5] Configuration Management (CM) [ML 2] Decision Analysis and Resolution (DAR) [ML 3] Measurement and Analysis (MA) [ML 2] Process and Product Quality Assurance (PPQA) [ML 2]	Organizational Innovation and Deployment (OID) [ML 5] Organizational Process Definition (OPD) [ML 3] Organizational Process Focus (OPF) [ML 3] Organizational Process Performance (OPP) [ML 4] Organizational Training (OT) [ML 3]

Constellation	Development (CMMI-DEV)	Acquisition (CMMI-ACQ)	Service Establishment and Delivery (CMMI-SVC)
Constellation-Specific Process Areas	Product Integration (PI) [ML 3] Requirements Development (RD) [ML 3] *Supplier Agreement Management (SAM) [Project Management ML 2]* Technical Solution (TS) [ML 3] Validation (VAL) [ML 3] Verification (VER) [ML 3]	Agreement Management (AM) [ML 2] Acquisition Requirements Development (ARD) [ML 2] Acquisition Technical Management (ATM) [ML 3] Acquisition Validation (AVAL) [ML 3] Acquisition Verification (AVER) [ML 3] Solicitation and Supplier Agreement Development (SSAD) [ML 2]	Capacity and Availability Management (CAM) [Project Management, ML 3] Incident Resolution and Prevention (IRP) [ML 3] *Supplier Agreement Management (SAM) [Project Management ML 2]* Service Continuity (SCON) [Project Management ML 3] Service Delivery (SD) [ML 2] *Service System Development (SSD) [ML 3]* Service System Transition (SST) [ML 3] Strategic Service Management (STSM)* [ML 3]

Relation of Process Areas to Maturity Levels is denoted by the bracketed MLs. The application of *italicized Process Areas* is optional, based on business and technical needs of the organization. Process Area Specific Goals and Specific Practices are presented alphabetically by Core PA acronym and then by Constellation PA acronym. For more complete information on the details of implementation of each model constellation, refer to the appropriate model document.

CMMI-ACQ PROCESS AREAS

Process Management		Organizational Process Focus Organizational Process Definition Organizational Training	Organizational Process Performance	Organizational Innovation and Deployment
Project Management	Requirements Management Project Planning Project Monitoring and Control	Integrated Project Management Risk Management	Quantitative Project Management	
Acquisition	Agreement Management Acquisition Requirements Development Solicitation and Supplier Agreement Development	Acquisition Technical Management Acquisition Validation Acquisition Verification		
Support	Configuration Management Process and Product Quality Assurance Measurement and Analysis	Decision Analysis and Resolution		Causal Analysis and Resolution

CMMI-SVC PROCESS AREAS

Process Management		Organizational Process Focus Organizational Process Definition Organizational Training	Organizational Process Performance	Organizational Innovation and Deployment
Project Management	Requirements Management Project Planning Project Monitoring and Control *Supplier Agreement Management*	Integrated Project Management Risk Management Capacity and Availability Management Service Continuity	Quantitative Project Management	
Service Establishment and Delivery	Service Delivery	Incident Resolution and Prevention Service System Transition Strategic Service Management *Service System Development*		
Support	Configuration Management Process and Product Quality Assurance Measurement and Analysis	Decision Analysis and Resolution		Causal Analysis and Resolution

CMMI-SVC PROCESS AREAS

CAM CAPACITY AND AVAILABILITY MANAGEMENT Project Mgt ML 3

The purpose of Capacity and Availability Management is to ensure effective service system performance and ensure that resources

are provided and used effectively to support service requirements.

SG 1 Preparation for capacity and availability management is conducted.

SP 1.1 Establish and maintain a strategy for capacity and availability management.

SP 1.2 Select measures and analytic techniques to be used in managing the capacity and availability of the service system.

SP 1.3 Establish and maintain service system representations to support capacity and availability management.

SG 2 Capacity and availability are monitored and analyzed to manage resources and demand.

SP 2.1 Monitor and analyze capacity against thresholds.

SP 2.2 Monitor and analyze availability against targets.

SP 2.3 Report capacity and availability management data to relevant stakeholders.

IRM INCIDENT RESOLUTION AND PREVENTION Service Delivery ML 3

The purpose of Incident Resolution and Prevention is to ensure timely and effective resolution of service incidents and prevention of service incidents as appropriate.

SG 1 Preparation for incident resolution and prevention is conducted.

SP 1.1 Establish and maintain an approach to incident resolution and prevention

SP 1.2 Establish and maintain an incident management system for processing and tracking incident information.

SG 2 Incidents are identified, controlled, and addressed.

SP 2.1 Identify incidents and record information about them.

SP 2.2 Analyze incident data to determine the best course of action.

SP 2.3 Apply workarounds to selected incidents

SP 2.4 Address underlying causes of selected incidents.

SP 2.5 Monitor the status of incidents to closure and escalate if necessary.

SP 2.6 Communicate the status of incidents.

IRM INCIDENT RESOLUTION AND PREVENTION, continued

SG 3 Approaches to address selected incidents are defined to prevent the future occurrence of incidents or mitigate their impact.

SP 3.1 Select and analyze the underlying causes of incidents.

SP 3.2 Identify the underlying causes of selected incidents and create an action proposal to address these causes.

SP 3.3 Establish and maintain workarounds for selected incidents.

SAM SUPPLIER AGREEMENT MANAGEMENT Project Mgt ML2

Same as in CMMI-DEV with minor changes as noted. See page 14 for details.

SCON SERVICE CONTINUITY Project Management ML3

The purpose of Service Continuity is to establish and maintain plans to ensure continuity of services during and following any significant disruption of normal operations.

SG 1 The essential functions and resources on which services depend are identified and documented.

SP 1.1 Identify and prioritize the essential functions that must be performed to ensure service continuity.

SP 1.2 Identify and prioritize the essential resources required to ensure service continuity.

SG 2 Preparations are made for service continuity.

SP 2.1 Establish and maintain service continuity plans that enable the organization to resume performing essential functions.

SP 2.2 Establish and maintain training for service continuity.

SP 2.3 Provide and evaluate training in the execution of the service continuity plan.

SG 3 The service continuity plan is verified and validated.

SP 3.1 Prepare for the verification and validation of the service continuity plan.

SP 3.2 Verify and validate the service continuity plan.

SP 3.3 Analyze the results of validation and verification activities.

SD SERVICE DELIVERY Service Delivery ML2

The purpose of Service Delivery is to deliver services in accordance with service agreements.

SG 1 Service agreements are established and maintained.

SP 1.1 Analyze existing service agreements and service data to prepare for expected new agreements.

SP 1.2 Establish and maintain the service agreement.

SG 2 Preparation for service delivery is conducted.

SP 2.1 Establish and maintain the approach to be used for service delivery and service system operations.

SP 2.2 Confirm the readiness of the service system to enable the delivery of services.

SP 2.3 Establish and maintain a request management system for processing and tracking request information.

SG 3 Services are delivered in accordance with service agreements.

SP 3.1 Receive and process service requests in accordance with service agreements.

SP 3.2 Operate the service system to deliver services in accordance with service agreements.

SP 3.3 Maintain the service system to ensure the continuation of service delivery.

SSD SERVICE SYSTEM DEVELOPMENT Service Delivery ML 3

The purpose of Service System Development (an addition) is to analyze, design, develop, integrate, verify, and validate service systems, including service system components, to satisfy existing or anticipated service agreements.

SG 1 Stakeholder needs, expectations, constraints, and interfaces are collected, analyzed, and transformed into validated service system requirements.

SP 1.1 Collect and transform stakeholder needs, expectations, constraints, and interfaces into stakeholder requirements.

SP 1.2 Refine and elaborate stakeholder requirements to develop service system requirements.

SP 1.3 Analyze and validate requirements, and define required service system functionality.

SG 2 Service system components are selected, designed, implemented, and integrated.

SP 2.1 Select service system solutions from alternative solutions.

SP 2.2 Develop designs for the service system and service system components.

SP 2.3 Manage internal and external interface definitions, designs, and changes for service systems.

SP 2.4 Implement the service system design.

SP 2.5 Assemble and integrate implemented service system components into a verifiable service system.

SG 3 Selected service system components and services are verified and validated to ensure correct service delivery.

SP 3.1 Establish and maintain an approach and an environment for verification and validation.

SP 3.2 Perform peer reviews on selected service system components.

SP 3.3 Verify selected service system components against their specified requirements.

SP 3.4 Validate the service system to ensure that it is suitable for use in the intended delivery environment and meets stakeholder expectations.

SST SERVICE SYSTEM TRANSITION Service Delivery ML 3

The purpose of Service System Transition is to deploy new or significantly changed service system components while managing their effect on ongoing service delivery.

SG 1 Preparation for service system transition is conducted.

SP 1.1 Analyze the functionality and compatibility of the current and future service systems to minimize impact on service delivery.

SP 1.2 Establish and maintain plans for specific transitions of the service system.

SP 1.3 Prepare relevant stakeholders for changes in services and service systems.

SG 2 The service system is deployed to the delivery environment.

SP 2.1 Systematically deploy service system components into the delivery environment based on transition planning.

SP 2.2 Assess the impacts of the transition on stakeholders and service delivery, and take appropriate corrective action..

STSM STRATEGIC SERVICE MANAGEMENT Service Delivery ML 3

The purpose of Strategic Service Management is to establish and maintain standard services in concert with strategic needs and plans.

SG 1 Strategic needs and plans for standard services are established and maintained.

SP 1.1 Gather and analyze data about the strategic needs and capabilities of the organization.

SP 1.2 Establish and maintain plans for standard services.

SG 2 A set of standard services is established and maintained .

SP 2.1 Establish and maintain properties of the organization's set of standard services and service levels.

SP 2.2 Establish and maintain descriptions of the organization's defined standard services.

GENERIC GOALS AND GENERIC PRACTICES

The generic goals and practices apply to all Process Areas (PA's), with elaborations as appropriate for each PA.

GG 1 The process supports and enables achievement of the specific goals of the process area by transforming identifiable input work products to produce identifiable output work products.

GP 1.1 Perform the specific practices of the process area to develop work products and provide services to achieve the specific goals of the process area.

GG 2 The process is institutionalized as a managed process.

GP 2.1 Establish and maintain an organizational policy for planning and performing the process.

GP 2.2 Establish and maintain the plan for performing the process.

GP 2.3 Provide adequate resources for performing the process, developing the work products, and providing the services of the process.

GP 2.4 Assign responsibility and authority for performing the process, developing the work products, and providing the services of the process.

GP 2.5 Train the people performing or supporting the process as needed.

GP 2.6 Place designated work products of the process under appropriate levels of control.

GP 2.7 Identify and involve the relevant stakeholders as planned.

GP 2.8 Monitor and control the process against the plan for performing the process and take appropriate corrective action.

GP 2.9 Objectively evaluate adherence of the process against its process description, standards, and procedures, and address noncompliance.

GP 2.10 Review the activities, status, and results of the process with higher level management and resolve issues.

GG 3 The process is institutionalized as a defined process.

GP 3.1 Establish and maintain the description of a defined process.

GP 3.2 Collect work products, measures, measurement results, and improvement information derived from planning and performing the process to support the future use and improvement of the organization's processes and process assets.

GG 4 The process is institutionalized as a quantitatively managed process.

GP 4.1 Establish and maintain quantitative objectives for the process that address quality and process performance based on customer needs and business objectives.

GP 4.2 Stabilize the performance of one or more sub-processes to determine the ability of the process to achieve the established quantitative quality and process-performance objectives.

GG 5 The process is institutionalized as an optimizing process.

GP 5.1 Ensure continuous improvement of the process in fulfilling the relevant business objectives of the organization.

GP 5.2 Identify and correct the root causes of defects and other problems in the process.