



TenStep Supplemental Paper

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P- CMM (People-Capability Maturity Model)

The P-CMM is meant to radically improve the ability of software organizations to attract, develop, motivate, organize, and retain the talent needed to continuously improve software development capability.

P-CMM is designed to allow software organizations to integrate workforce improvement with software process improvement programs guided by the Software-Capability Maturity Model. The P-CMM can also be used by any kind of organization as a guide for improving its people-related and workforce practices.

In fields such as HR and organizational development, the P-CMM provides organizations with guidance on how to gain control of their processes for managing and developing their workforce. The P-CMM helps organizations to characterize the maturity of their workforce practices, guide a program of continuous workforce development, set priorities for immediate actions, integrate workforce development with process improvement, and establish a culture of organizational excellence. It describes an evolutionary improvement path from ad hoc and inconsistently performed practices to a mature, disciplined development of the knowledge, skills, and motivation of the work force, just as the CMM describes an evolutionary improvement path for the software processes within an organization.

The P-CMM consists of five maturity levels that lay successive foundations for continuously improving talent, developing effective teams, and successfully managing the people assets of the organization.

The five maturity levels of the P-CMM are:

- 1) Initial
- 2) Repeatable
- 3) Defined
- 4) Managed
- 5) Optimizing

For Level 1, each maturity level is parsed into several key process areas that an organization should focus on to improve its workforce capability. Each key process area is described in terms of the key practices that contribute to satisfying its goals. The key practices describe the infrastructure and activities that contribute most to the effective implementation and institutionalization of the key process area.

The key process areas at Level 2 focus on instilling basic discipline into workforce areas. They are:

- Work Environment
- Communication



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- Staffing
- Performance Management
- Training
- Compensation

The key process areas at Level 3 address issues surrounding the identification of the organization's primary competencies and aligning its people management activities with them. They are:

- Knowledge and Skills Analysis
- Workforce Planning
- Competency Development
- Career Development
- Competency-Based Practices
- Participatory Culture

The key process areas at Level 4 focus on quantitatively managing organizational growth in people management capabilities and in establishing competency-based teams. They are:

- Mentoring
- Team Building
- Team-Based Practices
- Organizational Competency Management
- Organizational Performance Alignment

The key process areas at Level 5 cover issues that address the continuous improvement of methods for developing competency at both the organizational and the individual level. They are:

- Personal Competency Development
- Coaching
- Continuous Workforce Innovation

P-CMM is an excellent framework for not just improving individual capability and developing effective group and organizational culture, but also for helping to address certain strategic workforce issues.