Process Areas by Process Area Category

**Acquisition Engineering**
- Acquisition Requirements Development (ARD)
- Acquisition Technical Management (ATM)
- Acquisition Validation (AVAL)
- Acquisition Verification (AVER)

**Project Management**
- Agreement Management (AM)
- Integrated Project Management (IPM)
- Project Monitoring and Control (PMC)
- Project Planning (PP)
- Quantitative Project Management (QPM)
- Requirements Management (REQM)
- Risk Management (RSKM)
- Solicitation and Supplier Agreement Development (SSAD)

**Process Management**
- Organizational Process Definition (OPD)
- Organizational Process Focus (OPF)
- Organizational Performance Management (OPM)
- Organizational Process Performance (OPP)
- Organizational Training (OT)

**Support**
- Causal Analysis and Resolution (CAR)
- Configuration Management (CM)
- Decision Analysis and Resolution (DAR)
- Measurement and Analysis (MA)
- Process and Product Quality Assurance (PPQA)
Generic Goals and Generic Practices

**GG 1 Achieve Specific Goals**
- GP 1.1 Perform Specific Practices

**GG 2 Institutionalize a Managed Process**
- GP 2.1 Establish an Organizational Policy
- GP 2.2 Plan the Process
- GP 2.3 Provide Resources
- GP 2.4 Assign Responsibility
- GP 2.5 Train People
- GP 2.6 Control Work Products
- GP 2.7 Identify and Involve Relevant Stakeholders
- GP 2.8 Monitor and Control the Process
- GP 2.9 Objectively Evaluate Adherence
- GP 2.10 Review Status with Higher Level Management

**GG 3 Institutionalize a Defined Process**
- GP 3.1 Establish a Defined Process
- GP 3.2 Collect Process Related Experiences
The SEI Series in Software Engineering represents a collaborative undertaking of the Carnegie Mellon Software Engineering Institute (SEI) and Addison-Wesley to develop and publish books on software engineering and related topics. The common goal of the SEI and Addison-Wesley is to provide the most current information on these topics in a form that is easily usable by practitioners and students.

Books in the series describe frameworks, tools, methods, and technologies designed to help organizations, teams, and individuals improve their technical or management capabilities. Some books describe processes and practices for developing higher-quality software, acquiring programs for complex systems, or delivering services more effectively. Other books focus on software and system architecture and product-line development. Still others, from the SEI’s CERT Program, describe technologies and practices needed to manage software and network security risk. These and all books in the series address critical problems in software engineering for which practical solutions are available.

Visit informit.com/sei for a complete list of available products.
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DECISION ANALYSIS AND RESOLUTION
INTEGRATED PROJECT MANAGEMENT
MEASUREMENT AND ANALYSIS
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ORGANIZATIONAL PROCESS FOCUS
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In today's increasingly global economy, it is imperative that organizations discover, sustain, and improve methods that consistently provide the highest quality products and services at the lowest possible cost. In the aerospace industry, this necessity is more critical than ever. Our nation faces a multitude of challenges, from preventing terrorist attacks to fighting wars on multiple fronts against enemies both foreign and domestic. Industry is adapting by incorporating new technology, becoming more agile, and building the flexibility to combat both physical and cyber threats against our customers and ourselves. It is essential that defense contractors employ methods for the entire lifecycle of ever more complex systems to optimize cost, schedule, technical, and workmanship standards and focus on enhancing the warfighter's ability to succeed the first time, every time.

Northrop Grumman Corporation and our Aerospace Sector are extremely proud to provide the nation with aerospace and defense capabilities. We strive to continually improve our ability to meet and exceed our customers' expectations and deliver best-in-class products and services. Specifically, in our role as the Prime Integration Contractor for the Minuteman III Intercontinental Ballistic Missile (ICBM) weapon system, the majority of our products are acquired from subcontractors, suppliers, and sub-tier suppliers. We partner with our customer and our entire supply chain to enhance the reliability, availability, and sustainability of the weapon system, while ensuring
requirements are accurately defined, allocated, maintained, and realized. Through this team dynamic, we have updated, enhanced, integrated, and maintained our nation’s ability to provide a highly robust and available deterrent against nuclear attack on the United States or its allies.

CMMI for Acquisition (CMMI-ACQ) enables a predictable, consistent, and reliable process for defining the requirements, defining an acquisition strategy, and capturing the best sources. The abilities to identify the right sources, execute properly defined subcontracts, and validate critical requirements are key contributors to ensure customers’ critical needs are satisfied. Our acquisition processes are the cornerstone by which we have managed a wide array of requirements and complex technical solutions to deliver high quality, robust products. Our success is largely due to our implementation of fundamental CMMI concepts within our processes. By achieving CMMI-ACQ maturity level 5, our customers have confidence in our processes as well as our products.

I encourage you to read this book with one goal in mind—continuous improvement of your organization’s acquisition performance. This book can guide you to improve every tier of your supply chain and thereby improve the products and services you ultimately deliver to your customers.

—Anthony W. Spehar
VP Missile Systems (MXS)
Strike & Surveillance Systems Division
Northrop Grumman Aerospace Systems
Clearfield, Utah
CMMI (Capability Maturity Model Integration) models are collections of best practices that help organizations to improve their processes. These models are developed by product teams with members from industry, government, and the Software Engineering Institute (SEI).

This model, called CMMI for Acquisition (CMMI-ACQ), provides a comprehensive integrated set of guidelines for acquiring products and services.

**Purpose**

The CMMI-ACQ model provides guidance for applying CMMI best practices in an acquiring organization. Best practices in the model focus on activities for initiating and managing the acquisition of products and services to meet the needs of customers and end users. Although suppliers can provide artifacts useful to the processes addressed in CMMI-ACQ, the focus of the model is on the processes of the acquirer.

The CMMI-ACQ V1.3 model is a collection of acquisition best practices from government and industry that is generated from the CMMI V1.3 Architecture and Framework.¹ CMMI-ACQ is based on the CMMI Model Foundation or CMF (i.e., model components

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¹ The CMMI Framework is the basic structure that organizes CMMI components and combines them into CMMI constellations and models.
common to all CMMI models and constellations\(^2\), the CMMI Acquisition Module, and the Software Acquisition Capability Maturity Model (SA-CMM) [SEI 2002]. CMMI-ACQ also incorporates work by acquisition organizations to adapt CMMI for use in an acquisition organization.

CMMI-ACQ provides a comprehensive set of best practices for acquiring products and services. CMMI for Development (CMMI-DEV) can be treated as a reference for supplier-executed activities in an acquisition initiative [SEI 2010a]. In those cases where the acquirer also has a role as a product or service developer (e.g., taking responsibility for the first few layers of product development and integration), CMMI-DEV (in particular the Requirements Development, Technical Solution, and Product Integration process areas) should also be used to improve the acquirer’s product or service development processes.

**Model Acknowledgments**

Many talented people were involved in the development of the V1.3 CMMI Product Suite. Three primary groups were the CMMI Steering Group, Product Team, and Configuration Control Board (CCB).

The Steering Group guided and approved the plans of the Product Team, provided consultation on significant CMMI project issues, and ensured involvement from a variety of interested communities.

The Steering Group oversaw the development of the Acquisition constellation, recognizing the importance of providing best practices to acquirers.

The Product Team wrote, reviewed, revised, discussed, and agreed on the structure and technical content of the CMMI Product Suite, including the framework, models, training, and appraisal materials. Development activities were based on multiple inputs. These inputs included an A-Specification and guidance specific to each release provided by the Steering Group, source models, change requests received from the user community, and input received from pilots and other stakeholders.

The CCB is the official mechanism for controlling changes to CMMI models, appraisal related documents, and *Introduction to CMMI* training. As such, this group ensures integrity over the life of the product suite by reviewing all proposed changes to the baseline

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2. A constellation is a collection of CMMI components that are used to construct models, training materials, and appraisal related documents for an area of interest (e.g., development, acquisition, services).
and approving only those changes that satisfy identified issues and meet criteria for the upcoming release.

Members of the groups involved in developing CMMI-ACQ V1.3 are listed in Appendix C.

**Audience**

The audience for CMMI-ACQ includes anyone interested in process improvement in an acquisition environment. Whether you are familiar with the concept of Capability Maturity Models or are seeking information to begin improving your acquisition processes, CMMI-ACQ will be useful to you. This model is also intended for organizations that want to use a reference model for an appraisal of their acquisition related processes.³

**Organization of This Document**

This document is organized into three main parts:

- Part One: About CMMI for Acquisition
- Part Two: Generic Goals and Generic Practices, and the Process Areas
- Part Three: The Appendices and Glossary

Part One: About CMMI for Acquisition, consists of six chapters:

- Chapter 1, Introduction, offers a broad view of CMMI and the Acquisition constellation, concepts of process improvement, and the history of models used for process improvement and different process improvement approaches.
- Chapter 2, Process Area Components, describes all of the components of the CMMI-ACQ process areas.⁴
- Chapter 3, Tying It All Together, assembles the model components and explains the concepts of maturity levels and capability levels.
- Chapter 4, Relationships Among Process Areas, provides insight into the meaning and interactions among the CMMI-ACQ process areas.

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³ An appraisal is an examination of one or more processes by a trained team of professionals using a reference model (e.g., CMMI-ACQ) as the basis for determining strengths and weaknesses.

⁴ A process area is a cluster of related practices in an area that, when implemented collectively, satisfies a set of goals considered important for making improvement in that area. This concept is covered in detail in Chapter 2.
Preface

- Chapter 5, Using CMMI Models, describes paths to adoption and the use of CMMI-ACQ for process improvement and benchmarking of practices in an acquisition organization.
- Chapter 6, Essays on CMMI-ACQ in Government and Industry, contains essays from invited contributors about topics related to CMMI-ACQ.

Part Two: Generic Goals and Generic Practices, and the Process Areas, contains all of this CMMI model’s required and expected components. It also contains related informative components, including subpractices, notes, examples, and example work products.

Part Two contains 23 sections. The first section contains the generic goals and practices. The remaining 22 sections each represent one of the CMMI-ACQ process areas.

To make these process areas easy to find, they are organized alphabetically by process area acronym. Each section contains descriptions of goals, best practices, and examples.

Part Three: The Appendices, consists of four sections:

- Appendix A: References, contains references you can use to locate documented sources of information such as reports, process improvement models, industry standards, and books that are related to CMMI-ACQ.
- Appendix B: Acronyms, defines the acronyms used in the model.
- Appendix C: CMMI Version 1.3 Project Participants, contains lists of team members who participated in the development of CMMI-ACQ V1.3.
- Appendix D: Glossary, defines many of the terms used in CMMI-ACQ.

Finally, the Book Contributors section, provides information about the book’s authors and those who contributed essays for Chapter 6.

How to Use This Document

Whether you are new to process improvement, new to CMMI, or already familiar with CMMI, Part One can help you understand why CMMI-ACQ is the model to use for improving your acquisition processes.

Readers New to Process Improvement

If you are new to process improvement or new to the Capability Maturity Model (CMM) concept, we suggest that you read Chapter 1
first. Chapter 1 contains an overview of process improvement that explains what CMMI is all about.

Next, skim Part Two, including generic goals and practices and specific goals and practices, to get a feel for the scope of the best practices contained in the model. Pay close attention to the purpose and introductory notes at the beginning of each process area.

In Part Three, look through the references in Appendix A and select additional sources you think would be beneficial to read before moving forward with using CMMI-ACQ. Read through the acronyms and glossary to become familiar with the language of CMMI. Then, go back and read the details of Part Two.

**Readers Experienced with Process Improvement**

If you are new to CMMI but have experience with other process improvement models, such as the Software Acquisition CMM, you will immediately recognize many similarities in their structure and content [SEI 2002].

We recommend that you read Part One to understand how CMMI is different from other process improvement models. If you have experience with other models, you may want to select which sections to read first. Read Part Two with an eye for best practices you recognize from the models that you have already used. By identifying familiar material, you will gain an understanding of what is new, what has been carried over, and what is familiar from the models you already know.

Next, review the glossary to understand how some terminology can differ from that used in the process improvement models you know. Many concepts are repeated, but they may be called something different.

**Readers Familiar with CMMI**

If you have reviewed or used a CMMI model before, you will quickly recognize the CMMI concepts discussed and the best practices presented. As always, the improvements that the CMMI Product Team made to CMMI for the V1.3 release were driven by user input. Change requests were carefully considered, analyzed, and implemented.

Some significant improvements you can expect in CMMI-ACQ V1.3 include the following:

- High maturity process areas are significantly improved to reflect industry best practices, including a new specific goal and several new specific practices in the process area that was renamed from
Organizational Innovation and Deployment (OID) to Organizational Performance Management (OPM).

- Improvements were made to the model architecture that simplify the use of multiple models.
- The informative material was improved, including adding guidance about using preferred suppliers in SSAD and AM.
- Glossary definitions and model terminology were improved to enhance the clarity, accuracy, and usability of the model.
- The level 4 and 5 generic goals and practices were eliminated as well as capability levels 4 and 5 to appropriately focus high maturity on the achievement of business objectives, which is accomplished by applying capability levels 1–3 to the high maturity process areas (Causal Analysis and Resolution, Quantitative Project Management, Organizational Performance Management, and Organizational Process Performance).

For a more complete and detailed list of improvements, see www.sei.cmu.edu/cmmi/tools/cmmiv1-3/.

Additional Information and Reader Feedback

Many sources of information about CMMI are listed in Appendix A and are also published on the CMMI website—www.sei.cmu.edu/cmmi/.

Your suggestions for improving CMMI are welcome. For information on how to provide feedback, see the CMMI website at www.sei.cmu.edu/cmmi/tools/cr/. If you have questions about CMMI, send email to cmmi-comments@sei.cmu.edu.
This book wouldn’t be possible without the efforts of a multitude of dedicated people working together on CMMI-based process improvement. The complete CMMI-ACQ model is contained in this book, which was created by the CMMI Product Team. This team included members from different organizations and backgrounds. Ultimately, without the work of those involved in the CMMI project since it began in 1998, this book would not exist.

We would also like to acknowledge those who directly contributed to this book. The contributing authors who wrote essays for Chapter 6 added significantly to the book’s value. All of these authors were willing to share their insights and experiences and met aggressive deadlines to do so: Richard Freeman, Richard Frost, Tom Keuten, Ashok Gurumurthy, Claude Bolton, Dan Lutrell, Steve Kelley, Mary Ann Lapham, Madhav Panwar, and Craig Meyers. We are delighted that they agreed to contribute their experiences to our book.

We are grateful to Anthony W. Spehar for his kind words in the foreword.

Special thanks go to Addison-Wesley Publishing Partner, Peter Gordon, for his assistance, experience, and advice. We’d also like to thank Kim Boedigheimer, Curt Johnson, Stephane Nakib, Julie Nahil, Megan Guiney, and Jill Hobbs for their help with the book’s publication and promotion.
From Brian Gallagher

I would like to thank Valerie, Caitlin, Rachel, and Gabriel for their patience and understanding, and my parents Ed and Earlene and in-laws Alice and Lynn for their wisdom. Special thanks to my daughter Ashley for her bravery and her service in Iraq as the U.S. Army’s #1 Medic. Finally, as always, I would like to dedicate my contribution to this book to my son Brian. Not a day goes by without you in our thoughts, prayers, and hearts.

From Mike Phillips

For this second edition, I would again like to thank my wife Connie for her understanding and acknowledging the time needed to help create this update. It has been a delight to work again with two great teams—one that helped us all refine the three “constellations” for the CMMI Product Suite, and my three coauthors of the additional perspectives we have sought to provide. I’d like to dedicate my contribution to the Chief Architect of our approach to CMMI, the late Dr. Roger Bate. His friendship and guidance over the years keep him close in my memories.

From Karen Richter

I would like to thank my sponsors from the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD [AT&L]), Mr. Mark Schaeffer and Ms. Kristen Baldwin, for their unwavering and continued support for my CMMI work over the past 12 years. At the Institute for Defense Analyses (IDA), I would like to thank the Vice President for Programs, Mr. Philip Major, and my Division Director, Mr. Michael Dominguez, for their support to coauthor this book.

From Sandy Shrum

Working simultaneously on three CMMI books has tested my limits in many ways. Those who have helped me along the journey provided both professional and personal support.

Many thanks to Rhonda Brown and Mike Konrad for their partnership during CMMI model development. They are peerless as team members and friends. Our joint management of the CMMI Core Model Team was not only effective, but also enjoyable.
Affectionate thanks to my boyfriend Jimmy Orsag for his loving support and for helping me keep my focus and sense of humor through all the hours of work preparing three manuscripts. Heartfelt thanks to my parents, John and Eileen Maruca, for always being there for me no matter what and for instilling my strong work ethic.

Finally, thanks to the coauthors of all three CMMI books: Brandon Buteau, Mary Beth Chrissis, Eileen Forrester, Brian Gallagher, Mike Konrad, Mike Phillips, and Karen Richter. They are all terrific to work with. Without their understanding, excellent coordination, and hard work, I would never have been able to participate.
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Now more than ever, organizations are increasingly becoming acquirers\(^1\) of needed capabilities by obtaining products and services from suppliers and developing less and less of these capabilities in-house. This widely adopted business strategy is designed to improve an organization's operational efficiencies by leveraging suppliers' capabilities to deliver quality solutions rapidly, at lower cost, and with the most appropriate technology.

Acquisition of needed capabilities is challenging because acquirers have overall accountability for satisfying the end user while allowing the supplier to perform the tasks necessary to develop and provide the solution.

Mismanagement, the inability to articulate customer needs, poor requirements definition, inadequate supplier selection and contracting processes, insufficient technology selection procedures, and uncontrolled requirements changes are factors that contribute to project failure. Responsibility is shared by both the supplier and the acquirer. The majority of project failures could be avoided if the acquirer learned how to properly prepare for, engage with, and manage suppliers.

\(^1\) In CMMI-ACQ, the terms *project* and *acquirer* refer to the acquisition project; the term *organization* refers to the acquisition organization.
In addition to these challenges, an overall key to a successful acquirer–supplier relationship is communication.

Unfortunately, many organizations have not invested in the capabilities necessary to effectively manage projects in an acquisition environment. Too often acquirers disengage from the project once the supplier is hired. Too late they discover that the project is not on schedule, deadlines will not be met, the technology selected is not viable, and the project has failed.

The acquirer has a focused set of major objectives. These objectives include the requirement to maintain a relationship with end users to fully comprehend their needs. The acquirer owns the project, executes overall project management, and is accountable for delivering the product or service to the end users. Thus, these acquirer responsibilities can extend beyond ensuring the product or service is delivered by chosen suppliers to include activities such as integrating the overall product or service, ensuring it makes the transition into operation, and obtaining insight into its appropriateness and adequacy to continue to meet customer needs.

CMMI for Acquisition (CMMI-ACQ) enables organizations to avoid or eliminate barriers in the acquisition process through practices and terminology that transcend the interests of individual departments or groups.

CMMI-ACQ contains 22 process areas. Of those process areas, 16 are core process areas that cover Process Management, Project Management, and Support process areas.²

² A core process area is a process area that is common to all CMMI models. A shared process area is shared by at least two CMMI models, but not all of them.
Six process areas focus on practices specific to acquisition, addressing agreement management, acquisition requirements development, acquisition technical management, acquisition validation, acquisition verification, and solicitation and supplier agreement development.

All CMMI-ACQ model practices focus on the activities of the acquirer. Those activities include supplier sourcing; developing and awarding supplier agreements; and managing the acquisition of capabilities, including the acquisition of both products and services. Supplier activities are not addressed in this document. Suppliers and acquirers who also develop products and services should consider using the CMMI-DEV model.

About Process Improvement

In its research to help organizations to develop and maintain quality products and services, the Software Engineering Institute (SEI) has found several dimensions that an organization can focus on to improve its business. Figure 1.1 illustrates the three critical dimensions that organizations typically focus on: people, procedures and methods, and tools and equipment.

What holds everything together? It is the processes used in your organization. Processes allow you to align the way you do business. They allow you to address scalability and provide a way to incorporate knowledge of how to do things better. Processes allow you to leverage your resources and to examine business trends.

AUTHORS’ NOTE

Another advantage of using CMMI models for improvement is that they are extremely flexible. CMMI doesn’t dictate which processes to use, which tools to buy, or who should perform particular processes. Instead, CMMI provides a framework of flexible best practices that can be applied to meet the organization’s business objectives no matter what they are.
This is not to say that people and technology are not important. We are living in a world where technology is changing at an incredible speed. Similarly, people typically work for many companies throughout their careers. We live in a dynamic world. A focus on process provides the infrastructure and stability necessary to deal with an ever-changing world and to maximize the productivity of people and the use of technology to be competitive.

Manufacturing has long recognized the importance of process effectiveness and efficiency. Today, many organizations in manufacturing and service industries recognize the importance of quality processes. Process helps an organization’s workforce to meet business objectives by helping them to work smarter, not harder, and with improved consistency. Effective processes also provide a vehicle for introducing and using new technology in a way that best meets the business objectives of the organization.

**About Capability Maturity Models**

A Capability Maturity Model (CMM), including CMMI, is a simplified representation of the world. CMMs contain the essential elements of effective processes. These elements are based on the concepts developed by Crosby, Deming, Juran, and Humphrey.

In the 1930s, Walter Shewhart began work in process improvement with his principles of statistical quality control [Shewhart 1931].
These principles were refined by W. Edwards Deming [Deming 1986], Phillip Crosby [Crosby 1979], and Joseph Juran [Juran 1988]. Watts Humphrey, Ron Radice, and others extended these principles further and began applying them to software in their work at IBM (International Business Machines) and the SEI [Humphrey 1989]. Humphrey's book, *Managing the Software Process*, provides a description of the basic principles and concepts on which many of the Capability Maturity Models (CMMs) are based.

The SEI has taken the process management premise, “the quality of a system or product is highly influenced by the quality of the process used to develop and maintain it,” and defined CMMs that embody this premise. The belief in this premise is seen worldwide in quality movements, as evidenced by the International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) body of standards.

CMMs focus on improving processes in an organization. They contain the essential elements of effective processes for one or more disciplines and describe an evolutionary improvement path from ad hoc, immature processes to disciplined, mature processes with improved quality and effectiveness.

Like other CMMs, CMMI models provide guidance to use when developing processes. CMMI models are not processes or process descriptions. The actual processes used in an organization depend on many factors, including application domains and organization structure and size. In particular, the process areas of a CMMI model typically do not map one to one with the processes used in your organization.

The SEI created the first CMM designed for software organizations and published it in a book, *The Capability Maturity Model: Guidelines for Improving the Software Process* [SEI 1995].

Today, CMMI is an application of the principles introduced almost a century ago to this never-ending cycle of process improvement. The value of this process improvement approach has been confirmed over time. Organizations have experienced increased productivity and quality, improved cycle time, and more accurate and predictable schedules and budgets [Gibson 2006].

## Evolution of CMMI

The CMM Integration project was formed to sort out the problem of using multiple CMMs. The combination of selected models into a single improvement framework was intended for use by organizations in their pursuit of enterprise-wide process improvement.
Developing a set of integrated models involved more than simply combining existing model materials. Using processes that promote consensus, the CMMI Product Team built a framework that accommodates multiple constellations.

The first model to be developed was the CMMI for Development model (then simply called “CMMI”). Figure 1.2 illustrates the models that led to CMMI Version 1.3.

Initially, CMMI was one model that combined three source models: the Capability Maturity Model for Software (SW-CMM) v2.0 draft C, the Systems Engineering Capability Model (SECM) [EIA 2002], and the Integrated Product Development Capability Maturity Model (IPD-CMM) v0.98.

These three source models were selected because of their successful adoption or promising approach to improving processes in an organization.

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### FIGURE 1.2
The History of CMMs

3. EIA 731 SECM is the Electronic Industries Alliance standard 731, or the Systems Engineering Capability Model. INCOSE SECAM is the International Council on Systems Engineering Systems Engineering Capability Assessment Model [EIA 2002a].
The first CMMI model (V1.02) was designed for use by development organizations in their pursuit of enterprise-wide process improvement. It was released in 2000. Two years later version 1.1 was released and four years after that, version 1.2 was released.

By the time that version 1.2 was released, two other CMMI models were being planned. Because of this planned expansion, the name of the first CMMI model had to change to become CMMI for Development and the concept of constellations was created.

The CMMI for Acquisition model was released in 2007 [SEI 2007a]. Since it built on the CMMI for Development Version 1.2 model, it also was named Version 1.2. Two years later the CMMI for Services model was released. It built on the other two models and also was named Version 1.2.

In 2008 plans were drawn to begin developing Version 1.3, which would ensure consistency among all three models and improve high maturity material. Version 1.3 of CMMI for Acquisition [Gallagher 2011], CMMI for Development [Chrissis 2011, SEI 2010a], and CMMI for Services [Forrester 2011, SEI 2010b] were released in November 2010.

CMMI Framework

The CMMI Framework provides the structure needed to produce CMMI models, training, and appraisal components. To allow the use of multiple models within the CMMI Framework, model components are classified as either common to all CMMI models or applicable to a specific model. The common material is called the “CMMI Model Foundation” or “CMF.”
The components of the CMF are part of every model generated from the CMMI Framework. Those components are combined with material applicable to an area of interest (e.g., acquisition, development, services) to produce a model.

A “constellation” is defined as a collection of CMMI components that are used to construct models, training materials, and appraisal related documents for an area of interest (e.g., acquisition, development, services). The Acquisition constellation’s model is called “CMMI for Acquisition” or “CMMI-ACQ.”

CMMI for Acquisition

The CMMI Steering Group initially approved a small introductory collection of acquisition best practices called the Acquisition Module (CMMI-AM), which was based on the CMMI Framework. While it described best practices, it was not intended to become an appraisable model nor a model suitable for process improvement purposes. A similar, but more up-to-date document, *CMMI for Acquisition Primer*, is now available [Richter 2008].

General Motors partnered with the SEI to create the initial Acquisition model draft that was the basis for this model. The model now represents the work of many organizations and individuals from industry, government, and the SEI.

When using this model, use professional judgment and common sense to interpret it for your organization. That is, although the process areas described in this model depict behaviors considered best practices for most acquirers, all process areas and practices should be interpreted using an in-depth knowledge of CMMI-ACQ, your organizational constraints, and your business environment [SEI 2007b].

This document is a reference model that covers the acquisition of needed capabilities. Capabilities are acquired in many industries, including aerospace, banking, computer hardware, software, defense, automobile manufacturing, and telecommunications. All of these industries can use CMMI-ACQ.
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