

MATURITY LEVELS 2 & 3 GOALS AND PRACTICES

Based on

CMMI[®] for Services **CMMI-SVC v1.2**

Deletions based on 1.2-DEV: ~~xxxxxxxx~~ (red strikethrough)
Additions based on 1.2-DEV: xxxxxxxx (blue underline)
[Grammar changes are not highlighted]

Services model

<http://www.sei.cmu.edu/cmmi/tools/svc/download.cfm>

SEI comparison (DEV 1.2 & SVC 1.2)

<http://www.sei.cmu.edu/cmmi/casestudies/mappings/svc12-dev12.cfm>

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Level 2

REQUIREMENTS MANAGEMENT

The purpose of Requirements Management (REQM) is to manage the requirements of the project's products and product components and to identify inconsistencies between those requirements and the project's plans and work products.

SG 1	Requirements are managed and inconsistencies with project plans and work products are identified.	
	SP 1.1	Develop an understanding with the requirements providers on the meaning of the requirements.
	SP 1.2	Obtain commitment to requirements from project participants.
	SP 1.3	Manage changes to requirements as they evolve during the project.
	SP 1.4	Maintain bidirectional traceability among requirements and work products.
	SP 1.5	Identify inconsistencies between the project plans and work products and the requirements.
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.
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	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.

PROJECT PLANNING

The purpose of Project Planning (PP) is to establish and maintain plans that define project activities.

SG 1	Estimates of project planning parameters are established and maintained.	
	SP 1.1	Establish and maintain the project strategy.
	SP 1.2	Establish a top-level work breakdown structure (WBS) to estimate the scope of the project.
	SP 1.3	Establish and maintain estimates of work product and task attributes.
	SP 1.4	Define project lifecycle phases upon which to scope the planning effort.
	SP 1.5	Estimate the project's effort and cost for work products and tasks based on estimation rationale.
SG 2	A project plan is established and maintained as the basis for managing the project.	
	SP 2.1	Establish and maintain the project's budget and schedule.
	SP 2.2	Identify and analyze project risks.
	SP 2.3	Plan for the management of project data.
	SP 2.4	Plan for necessary resources to perform the project.
	SP 2.5	Plan for knowledge and skills needed to perform the project.
	SP 2.6	Plan the involvement of identified stakeholders.
	SP 2.7	Establish and maintain the overall project plan content.
SG 3	Commitments to the project plan are established and maintained.	
	SP 3.1	Review all plans that affect the project to understand project commitments.
	SP 3.2	Adjust the project plan to reconcile available and estimated resources.
	SP 3.3	Obtain commitment from relevant stakeholders responsible for performing and supporting plan execution.
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PROJECT MONITORING AND CONTROL

The purpose of Project Monitoring and Control (PMC) is to provide an understanding of the project's progress so that appropriate corrective actions can be taken when the project's performance deviates significantly from the plan.

SG 1	Actual performance and progress of the project are monitored against the project plan.	
	SP 1.1	Monitor the actual values of project planning parameters against the project plan.
	SP 1.2	Monitor commitments against those identified in the project plan.
	SP 1.3	Monitor risks against those identified in the project plan.
	SP 1.4	Monitor the management of project data against the project plan.
	SP 1.5	Monitor stakeholder involvement against the project plan.
	SP 1.6	Periodically review the project's progress, performance, and issues.
	SP 1.7	Review the project's accomplishments and results at selected project milestones.
SG 2	Corrective actions are managed to closure when the project's performance or results deviate significantly from the plan.	
	SP 2.1	Collect and analyze the issues and determine corrective actions necessary to address the issues.
	SP 2.2	Take corrective action on identified issues.
	SP 2.3	Manage corrective actions to closure.
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SERVICE DELIVERY

The purpose of Service Delivery (SD) 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.
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CONFIGURATION MANAGEMENT

The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits.

SG 1	Baselines of identified work products are established.	
	SP 1.1	Identify configuration items, components, and related work products to be placed under configuration management.
	SP 1.2	Establish and maintain a configuration management and change management system for controlling work products.
	SP 1.3	Create or release baselines for internal use and for delivery to the customer.
SG 2	Changes to the work products under configuration management are tracked and controlled.	
	SP 2.1	Track change requests for configuration items.
	SP 2.2	Control changes to configuration items.
SG 3	Integrity of baselines is established and maintained.	
	SP 3.1	Establish and maintain records describing configuration items.
	SP 3.2	Perform configuration audits to maintain the integrity of configuration baselines.
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MEASUREMENT AND ANALYSIS

The purpose of Measurement and Analysis (MA) is to develop and sustain a measurement capability that is used to support management information needs.

SG 1	Measurement objectives and activities are aligned with identified information needs and objectives.	
	SP 1.1	Establish and maintain measurement objectives that are derived from identified information needs and objectives.
	SP 1.2	Specify measures to address measurement objectives.
	SP 1.3	Specify how measurement data is obtained and stored.
	SP 1.4	Specify how measurement data are analyzed and communicated.
SG 2	Measurement results, which address identified information needs and objectives, are provided.	
	SP 2.1	Obtain specified measurement data.
	SP 2.2	Analyze and interpret measurement data.
	SP 2.3	Manage and store measurement data, measurement specifications, and analysis results.
	SP 2.4	Communicate results of measurement and analysis activities to all relevant stakeholders.
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PROCESS AND PRODUCT QUALITY ASSURANCE

The purpose of Process and Product Quality Assurance (PPQA) is to provide staff and management with objective insight into processes and associated work products.

SG 1	Adherence of the performed process and associated work products to applicable process descriptions, standards, and procedures is objectively evaluated.	
	SP 1.1	Objectively evaluate designated performed processes against applicable process descriptions, standards, and procedures.
	SP 1.2	Objectively evaluate designated work products against applicable process descriptions, standards, and procedures.
SG 2	Noncompliance issues are objectively tracked and communicated, and resolution is ensured.	
	SP 2.1	Communicate quality issues and ensure the resolution of noncompliance issues with the staff and managers.
	SP 2.2	Establish and maintain records of quality assurance activities.
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SUPPLIER AGREEMENT MANAGEMENT

The purpose of Supplier Agreement Management (SAM) is to manage the acquisition of products and services from suppliers.

SG 1	Agreements with the suppliers are established and maintained.	
	SP 1.1	Determine the type of acquisition for each product or product component to be acquired.
	SP 1.2	Select suppliers based on an evaluation of their ability to meet the specified requirements and established criteria.
	SP 1.3	Establish and maintain supplier agreements.
SG 2	Agreements with suppliers are satisfied by both the project and the supplier.	
	SP 2.1	Perform activities with the supplier as specified in the supplier agreement.
	SP 2.2	Select, monitor, and analyze processes used by the supplier.
	SP 2.3	Select and evaluate work products from the supplier.
	SP 2.4	Ensure that the supplier agreement is satisfied before accepting the acquired product.
	SP 2.5	Ensure the transition of acquired products from the supplier to the project as appropriate.
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Level 3

SERVICE SYSTEM TRANSITION

The purpose of Service System Transition (SST) 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.
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	GP 2.1	Establish and maintain an organizational policy for planning and performing the process.
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INCIDENT RESOLUTION AND PREVENTION

The purpose of Incident Resolution and Prevention (IRP) 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.
SG3	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.
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CAPACITY AND AVAILABILITY MANAGEMENT

The purpose of Capacity and Availability Management (CAM) 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.
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SERVICE CONTINUITY

The purpose of Service Continuity (SCON) 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.
SG3	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.
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STRATEGIC SERVICE MANAGEMENT

The purpose of Strategic Service Management (STSM) 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.
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INTEGRATED PROJECT MANAGEMENT +IPPD

The purpose of Integrated Project Management (IPM) is to establish and manage the project and the involvement of the relevant stakeholders according to an integrated and defined process that is tailored from the organization's set of standard processes.

IPP Addition

~~For IPPD, Integrated Project Management +IPPD also covers the establishment of a shared vision for the project and the establishment of integrated teams that will carry out objectives of the project.~~

SG 1	The project is conducted using a defined process tailored from the organization's set of standard processes.	
	SP 1.1	Establish and maintain the project's defined process from project startup through the life of the project.
	SP 1.2	Use the organizational process assets and the measurement repository for estimating and planning project activities.
	SP 1.3	Establish and maintain the project's work environment based on the organization's work environment standards.
	SP 1.4	Integrate the project plan and other plans that affect the project to describe the project's defined process.
	SP 1.5	Manage the project using the project plan, other plans that affect the project, and the project's defined process.
	SP 1.6	Establish and maintain integrated teams.
	SP 1.7	Contribute work products, measures, and documented experiences to organizational process assets.
SG 2	Coordination and collaboration between the project and relevant stakeholders are conducted.	
	SP 2.1	Manage the involvement of relevant stakeholders in the project.
	SP 2.2	Participate with relevant stakeholders to identify, negotiate, and track critical dependencies.
	SP 2.3	Resolve issues with relevant stakeholders.
<i>The next goal (SG 3) is an optional IPPD extension. It is performed only when the IPPD model is selected.</i>		
SG 3	The project is managed using IPPD principles.	
	SP 3.1	Establish and maintain a shared vision for the project.
	SP 3.2	Establish and maintain the integrated team structure for the project.
	SP 3.3	Allocate requirements, responsibilities, tasks, and interfaces to teams in the integrated team structure.
	SP 3.4	Establish and maintain integrated teams in the structure.
	SP 3.5	Ensure collaboration among interfacing teams.
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 of the process 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.

RISK MANAGEMENT

The purpose of Risk Management (RSKM) is to identify potential problems before they occur, so that risk-handling activities may be planned and invoked as needed across the life of the product or project to mitigate adverse impacts on achieving objectives.

SG 1	Preparation for risk management is conducted.	
	SP 1.1	Determine risk sources and categories.
	SP 1.2	Define parameters used to analyze and categorize risks and to control the risk management effort.
	SP 1.3	Establish and maintain the strategy to be used for risk management.
SG 2	Risks are identified and analyzed to determine their relative importance.	
	SP 2.1	Identify and document risks.
	SP 2.2	Evaluate and categorize each identified risk using defined risk categories and parameters, and determine its relative priority.
SG 3	Risks are handled and mitigated, as appropriate, to reduce adverse impacts on achieving objectives.	
	SP 3.1	Develop a risk mitigation plan for the most important risks to the project, as defined by the risk management strategy.
	SP 3.2	Monitor the status of each risk periodically and implement the risk mitigation plan as appropriate.
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.
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ORGANIZATIONAL PROCESS DEFINITION + IPPD

The purpose of Organizational Process Definition (OPD) is to establish and maintain a usable set of organizational process assets and work environment standards.

IPPD-Addition

~~For IPPD, Organizational Process Definition + IPPD also covers the establishment of organizational rules and guidelines that enable conducting work using integrated teams.~~

SG 1	A set of organizational process assets is established and maintained.	
	SP 1.1	Establish and maintain the organization's set of standard processes.
	SP 1.2	Establish and maintain descriptions of lifecycle models approved for use in the organization.
	SP 1.3	Establish and maintain tailoring criteria and guidelines for the organization's set of standard processes.
	SP 1.4	Establish and maintain the organization's measurement repository.
	SP 1.5	Establish and maintain the organization's process asset library.
	SP 1.6	Establish and maintain work environment standards.
	SP 1.7	Establish and maintain organizational rules and guidelines for the structure, formation, and operation of integrated teams.
<i>The next goal (SG 2) is an optional IPPD extension. It is performed only when the IPPD model is selected.</i>		
SG 2	Organizational rules and guidelines, which govern the operation of integrated teams, are provided.	
	SP 2.1	Establish and maintain empowerment mechanisms to enable timely decision making.
	SP 2.2	Establish and maintain organizational rules and guidelines for structuring and forming integrated teams.
	SP 2.3	Establish and maintain organizational guidelines to help team members balance their team and home organization responsibilities.
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.
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	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.

DECISION ANALYSIS AND RESOLUTION

The purpose of Decision Analysis and Resolution (DAR) is to analyze possible decisions using a formal evaluation process that evaluates identified alternatives against established criteria.

SG 1	Decisions are based on an evaluation of alternatives using established criteria.	
	SP 1.1	Establish and maintain guidelines to determine which issues are subject to a formal evaluation process.
	SP 1.2	Establish and maintain criteria for evaluating alternatives, and the relative ranking of these criteria.
	SP 1.3	Identify alternative solutions to address issues.
	SP 1.4	Select evaluation methods.
	SP 1.5	Evaluate alternative solutions using established criteria and methods.
	SP 1.6	Select solutions from alternatives based on evaluation criteria.
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.
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ORGANIZATIONAL PROCESS FOCUS

The purpose of Organizational Process Focus (OPF) is to plan, implement and deploy organizational process improvements based on a thorough understanding of current strengths and weaknesses of the organization's processes and process assets.

SG 1	Strengths, weaknesses, and improvement opportunities for the organization's processes are identified periodically and as needed.	
	SP 1.1	Establish and maintain the description of the process needs and objectives for the organization.
	SP 1.2	Appraise the organization's processes periodically and as needed to maintain an understanding of their strengths and weaknesses.
	SP 1.3	Identify improvements to the organization's processes and process assets.
SG 2	Process actions that address improvements to the organization's processes and process assets are planned and implemented.	
	SP 2.1	Establish and maintain process action plans to address improvements to the organization's processes and process assets.
	SP 2.2	Implement process action plans.
SG 3	The organizational process assets are deployed across the organization and process-related experiences are incorporated into the organizational process assets.	
	SP 3.1	Deploy organizational process assets across the organization.
	SP 3.2	Deploy the organization's set of standard processes to projects at their startup and deploy changes to them as appropriate throughout the life of each project.
	SP 3.3	Monitor the implementation of the organization's set of standard processes and use of process assets on all projects.
	SP 3.4	Incorporate process-related work products, measures, and improvement information derived from planning and performing the process into organizational process assets.
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.
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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.

ORGANIZATIONAL TRAINING

The purpose of Organizational Training (OT) is to develop skills and knowledge of people so they can perform their roles effectively and efficiently.

SG 1	A training capability, which supports the organization's management and technical roles, is established and maintained.	
	SP 1.1	Establish and maintain strategic training needs of the organization.
	SP 1.2	Determine which training needs are the responsibility of the organization and which are left to the individual project or support group.
	SP 1.3	Establish and maintain an organizational training tactical plan.
	SP 1.4	Establish and maintain a training capability to address organizational training needs.
SG 2	Training necessary for individuals to perform their roles effectively is provided.	
	SP 2.1	Deliver the training following the organizational training tactical plan.
	SP 2.2	Establish and maintain records of the organizational training.
	SP 2.3	Assess the effectiveness of the organization's training program.
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.
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SERVICE SYSTEM DEVELOPMENT (THIS PA IS OPTIONAL)

The purpose of Service System Development (SSD) 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.
SG3	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.
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.
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