Organization Names
Identifying the Organization(s) of Record for an Appraisal

The name(s) of the organization(s) being appraised (i.e., the organization(s) of record) should be clearly and accurately identified in the CMMI Appraisal System (CAS). When preparing a CAS record, the full, publicly recognized name(s) of the organization(s) should be stated in the Organizational Info tab. To be considered an organization of record, a company's employees must be tasked with project-level work in the Organizational Unit (OU) being appraised. Project-level work, in this context, means engagement in the direct, tangible creation and/or delivery of a product, service, etc. This can include work performed by developers, designers, service delivery staff, service managers, selection teams, technical staff, acceptance testers, etc., depending on the model view(s) and scope of work involved in the defined OU for the appraisal.

When a corporate parent company is listed as an organization of record, its direct employees (i.e., personnel whose responsibilities serve that organization first and foremost) must perform project-level work within the OU. If that work is performed entirely by the staff of a subsidiary organization, only the subsidiary can be listed in the Organization Name field in CAS. Though these staff members may technically be considered employees of both the subsidiary and the parent company, they are acting on behalf of the subsidiary first, and therefore represent that company in the work.

When reviewing a CAS record for a multi-organization appraisal in which more than one company appears in the Organization Name field, Quality Management attempts to learn more about the working relationship between the participating companies to confirm each organization's involvement at the project level in the OU.

During review of some multi-organization appraisals, Lead Appraisers (LAs) have described a situation in which one of the organizations is the corporate parent of the other(s) and contributes to the OU by providing management and monitoring of the standard organizational process set. It is important to note, however, that this does not represent a multi-organization OU, as defined in the May 2013 Quality Tip, *Multi-Organization Appraisals*:

> Appraisal results of multi-organization appraisals may only be delivered and reported if the Appraisal Team Leader (ATL) can provide sufficient evidence to demonstrate that the appraised organizations:

> - share an inter-Organizational Unit
> - have synchronized all of their efforts toward their common goals in the delivery of specific products or services
> - share the same business units, processes, funding, schedule, and deliverables
> - have appraisal results that are generalized to a common inter-Organizational Unit

- have a CAS record that clearly reflects the scope of the appraisal being the synchronized effort within the inter-Organizational Unit

In the OU of an acceptable multi-organization appraisal, employees from each company form an integrated team that develops and delivers one or more projects. Neither the use of a parent company's process set nor its support functions is sufficient for that company to be recognized as one of the organizations of record. In addition, every project in the OU must feature this integrated work by all organizations of record for the appraisals. For example, if three companies are listed in the Organization Name field in CAS, but a subset of the projects in the OU are created by only two of these businesses, then that subset must be excluded from the OU.

It is important that the organization of record be clearly and transparently identified in all appraisal artifacts and in CAS.

Questions regarding this Quality Tip can be sent to quality@cmmiinstitute.com.