

Should A Level-1 Organization Buy or Build Level-2 Procedures?

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Thesis

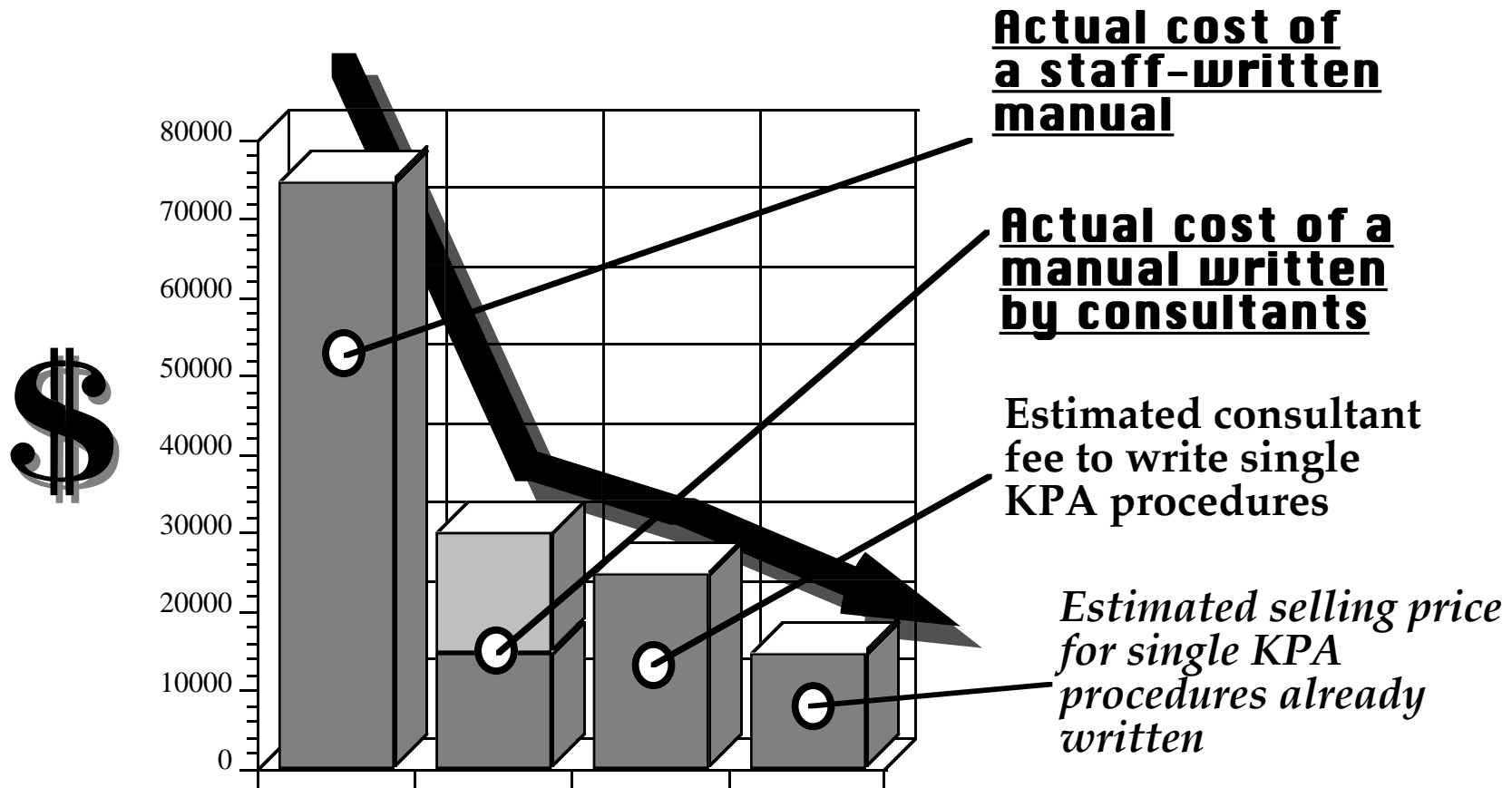
It is often better for a Level-1 organization to buy Level-2 procedures than to build them, **for example in cases where**



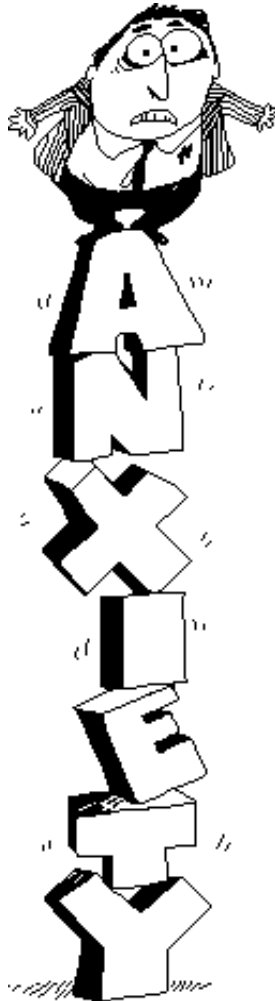
in-house procedures or in-house skills that can be turned into procedures don't exist.

It these cases, it costs less to buy than to build and it's better for organizational morale

Data: Lower Cost



Data: Higher Morale



"I can't write Level-2 <fill in the blank> procedures, I've never done <fill in the blank>! How am I supposed to learn enough about it to write good procedures?"

"What level of detail should I write? Just take a quick look at this to see if I'm at the right level of detail."

"What do you expect from a Level-0 organization?"

VS.

"I read the manual...it makes sense to me."

"I can tailor the manual and instantiate it for my project, and I've got my plan."

"At least we knew enough to buy a good manual."

Each organization is different -- my organization can't just buy another organization's process! Can it?

Processes are composed of procedures like cookies are composed of sugar, milk, and flour. Good managers create good processes, like good cooks create good cookies, by putting the right ingredient procedures together in the right amounts at the right times. Everyone knows that good ingredients are no guarantee of a good cookie, and good cookies are not always made of the best ingredients.

After the procedures have been collected for a process, someone still has to organize them into a process, choose appropriate methods to implement them, write appropriate instructions for each project, and train the proper personnel to carry out the instructions. So, collecting level 2 procedures is only part of process improvement.

Life saver or sinker?

(Too many procedures to follow can sink software development.
Too many procedures to write can sink process improvement.)

