



## CMMI® Practices for Maturity Levels 2+3

### CMMI V3.0 Source

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<http://processgroup.com/cmmi-svc-rsrcs/>

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### Revision History

| Version # | Date     | Author | Changes Made                               |
|-----------|----------|--------|--|
| 1         | 11/30/23 | Neil   | Created combined for all CMMI V3 practices |
|           |          |        |  |

## CMMI V3 Services and Development Summary

| Practice Area                                       | Capability Level 1 | Capability Level 2 | Capability Level 3 | Capability Level 4 | Capability Level 5 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Causal Analysis and Resolution (CAR)                | █                  | █                  | █                  | █                  | █                  |
| Decision Analysis and Resolution (DAR)              | █                  | █                  | █                  | █                  | █                  |
| Risk and Opportunity Management (RSK)               | █                  | █                  | █                  | █                  | █                  |
| Organizational Training (OT)                        | █                  | █                  | █                  | █                  | █                  |
| Process Management (PCM)                            | █                  | █                  | █                  | █                  | █                  |
| Process Asset Development (PAD)                     | █                  | █                  | █                  | █                  | █                  |
| Peer Reviews (PR)                                   | █                  | █                  | █                  | █                  | █                  |
| Verification and Validation (VV)                    | █                  | █                  | █                  | █                  | █                  |
| Continuity (CONT) – SVC only                        | █                  | █                  | █                  | █                  | █                  |
| Strategic Service Management (STSM) – SVC only      | █                  | █                  | █                  | █                  | █                  |
| Incident Resolution and Prevention (IRP) – SVC only | █                  | █                  | █                  | █                  | █                  |
| Technical Solution (TS) – DEV only                  | █                  | █                  | █                  | █                  | █                  |
| Product Integration (PI) – DEV only                 | █                  | █                  | █                  | █                  | █                  |
| Service Delivery Management (SDM) – SVC only        | █                  | █                  | █                  | █                  | █                  |
| Managing Performance & Measurement (MPM)            | █                  | █                  | █                  | █                  | █                  |
| Process Quality Assurance (PQA)                     | █                  | █                  | █                  | █                  | █                  |
| Configuration Management (CM)                       | █                  | █                  | █                  | █                  | █                  |
| Monitor and Control (MC)                            | █                  | █                  | █                  | █                  | █                  |
| Planning (PLAN)                                     | █                  | █                  | █                  | █                  | █                  |
| Estimating (EST)                                    | █                  | █                  | █                  | █                  | █                  |
| Requirements Development & Management (RDM)         | █                  | █                  | █                  | █                  | █                  |
| Governance (GOV)                                    | █                  | █                  | █                  | █                  | █                  |
| Implementation Infrastructure (II)                  | █                  | █                  | █                  | █                  | █                  |

- Maturity Level 2 = All Practice Areas (with DEV-only, SVC-only or both), implement Capability Level 1 and 2 practices.
- Maturity Level 3 = All Practice Areas (with DEV-only, SVC-only or both), implement Capability Level 1, 2, and 3 practices.
- Maturity Level 4 = All Practice Areas (with DEV-only, SVC-only or both), implement Capability Level 1, 2, 3 and 4 practices.
- Maturity Level 5 = All Practice Areas (with DEV-only, SVC-only or both), implement Capability Level 1, 2, 3, 4 and 5 practices.

## Practices for Maturity Levels 2+3

### Causal Analysis and Resolution (CAR) (core Practice Area)

|         |   |
|---------|---|
| CAR 2.1 | Select outcomes for analysis.   |
| CAR 2.2 | Analyze and address causes of outcomes.                                       |
| CAR 3.1 | Determine causes of selected outcomes by following an organizational process. |
| CAR 3.2 | Propose actions to address identified causes.                                 |
| CAR 3.3 | Implement selected action proposals.  |
| CAR 3.4 | Record cause analysis and resolution data.                                    |
| CAR 3.5 | Submit improvement proposals for changes proven to be effective.              |

### Configuration Management (CM) (core Practice Area)

|        |   |
|--------|---|
| CM 2.1 | Identify items to be placed under configuration management.   |
| CM 2.2 | Develop, keep updated, and use a configuration and change management system.  |
| CM 2.3 | Develop or release baselines for internal use or for delivery to the customer.  |
| CM 2.4 | Manage changes to the items under configuration management.   |
| CM 2.5 | Develop, keep updated, and use records describing items under configuration management.   |
| CM 2.6 | Perform configuration audits to maintain the integrity of configuration baselines, changes, and content of the configuration management system. |

### Continuity (CONT) (Services domain)

|          |  |
|----------|--|
| CONT 2.1 | Identify and prioritize functions essential for continuity.                                    |
| CONT 2.2 | Identify and prioritize resources essential for continuity.                                    |
| CONT 2.3 | Develop, keep updated, and follow continuity plans to resume performing essential functions.   |
| CONT 3.1 | Develop and keep updated materials for continuity training.                                    |
| CONT 3.2 | Provide and evaluate continuity training according to the plan.                                |
| CONT 3.3 | Prepare, conduct, and analyze results from verification and validation of the continuity plan. |

### **Decision Analysis and Resolution (DAR) (core Practice Area)**

|         |   |
|---------|---|
| DAR 2.1 | Develop, keep updated, and use rules to determine when to follow a recorded process for criteria-based decisions. |
| DAR 2.2 | Develop criteria for evaluating alternatives.   |
| DAR 2.3 | Identify alternative solutions.   |
| DAR 2.4 | Select evaluation methods.  |
| DAR 2.5 | Evaluate and select solutions using criteria and methods.   |
| DAR 3.1 | Develop, keep updated, and use a description of role-based decision authority.                                    |

### **Estimating (EST) (core Practice Area)**

|         |  |
|---------|--|
| EST 2.1 | Develop, keep updated, and use the scope of what is being estimated.   |
| EST 2.2 | Develop and keep updated estimates for the size of the solution.   |
| EST 2.3 | Based on size estimates, develop and record effort, duration, and cost estimates and their rationale for the solution. |
| EST 3.1 | Develop and keep updated a recorded estimation method.   |
| EST 3.2 | Use the organizational measurement repository and process assets for estimating work.                                  |

### **Governance (GOV) (core Practice Area)**

|         |  |
|---------|--|
| GOV 2.1 | Senior management defines, keeps updated, and communicates organizational directives for process implementation and improvement based on organization needs and objectives.                  |
| GOV 2.2 | Senior management provides funding, resources, and training for developing, supporting, performing, improving, and evaluating adherence to processes.  |
| GOV 2.3 | Senior management identifies their information needs and uses the collected information to provide governance and oversight of effective process implementation and performance improvement. |
| GOV 2.4 | Senior management holds people accountable for adhering to organization directives and achieving process implementation and improvement objectives.  |
| GOV 3.1 | Senior management ensures that measures supporting objectives throughout the organization are collected, analyzed, and used.   |
| GOV 3.2 | Senior management ensures that competencies and processes are aligned with the objectives of the organization.   |

## Implementation Infrastructure (II) (core Practice Area)

|        |  |
|--------|--|
| II 2.1 | Provide sufficient resources, funding, and training for developing and performing processes. |
| II 2.2 | Develop and keep processes updated, and verify they are being followed.                      |
| II 3.1 | Use organizational processes and process assets to plan, manage, and perform the work.       |
| II 3.2 | Evaluate the adherence to and effectiveness of the organizational processes.                 |
| II 3.3 | Contribute process-related information or process assets to the organization.                |

## Incident Resolution and Prevention (IRP) (Services domain)

|         |  |
|---------|--|
| IRP 2.1 | Develop, keep updated, and follow an approach for incident resolution and prevention.                                    |
| IRP 2.2 | Monitor and resolve each incident to closure.  |
| IRP 2.3 | Communicate incident status.   |
| IRP 3.1 | Develop, keep updated, and use an incident management system for processing and tracking incidents and their resolution. |
| IRP 3.2 | Analyze selected incident and resolution data for prevention of future incidents.  |

## Managing Performance and Measurement (MPM) (core Practice Area)

|         |   |
|---------|---|
| MPM 2.1 | Derive and record measurement and performance objectives from selected business needs and objectives and keep them updated.       |
| MPM 2.2 | Develop, keep updated, and use operational definitions for measures.  |
| MPM 2.3 | Obtain specified measurement data according to the operational definitions.   |
| MPM 2.4 | Analyze performance and measurement data according to the operational definitions.  |
| MPM 2.5 | Store measurement data, measurement specifications, and analysis results according to the operational definitions.                |
| MPM 2.6 | Take actions to address identified issues with meeting measurement and performance objectives.                                    |
| MPM 3.1 | Develop, keep updated, and use organizational measurement and performance objectives traceable to business objectives.            |
| MPM 3.2 | Follow organizational processes and standards to develop and use operational definitions for measures and keep them updated.      |
| MPM 3.3 | Develop, keep updated, and follow a data quality process.   |
| MPM 3.4 | Develop, keep updated, and use the organization's measurement repository.   |
| MPM 3.5 | Analyze organizational performance using measurement and performance data to determine and address performance improvement needs. |
| MPM 3.6 | Periodically communicate performance results to the organization.   |

**Monitor and Control (MC) (core Practice Area)**

|        |   |
|--------|---|
| MC 2.1 | Track actual results against estimates for size, effort, schedule, resources, knowledge and skills, and budget. |
| MC 2.2 | Track the involvement of identified stakeholders and commitments.   |
| MC 2.3 | Monitor the transition to operations and support.   |
| MC 2.4 | Take corrective actions when actual results differ significantly from planned results and manage to closure.    |
| MC 3.1 | Manage the project using the project plan and the project process.  |
| MC 3.2 | Manage critical dependencies and activities.  |
| MC 3.3 | Monitor the work environment to identify issues.  |
| MC 3.4 | Manage and resolve issues with affected stakeholders.   |

**Organizational Training (OT) (core Practice Area)**

|        |  |
|--------|--|
| OT 2.1 | Identify training needs.   |
| OT 2.2 | Train personnel and keep records.  |
| OT 3.1 | Develop and keep updated the organization's strategic and short-term training needs.           |
| OT 3.2 | Coordinate training needs and delivery between the projects and the organization.              |
| OT 3.3 | Develop, keep updated, and follow organizational strategic and short-term training plans.      |
| OT 3.4 | Develop, keep updated, and use a training capability to address organizational training needs. |
| OT 3.5 | Assess and report the effectiveness of the organization's training program.                    |
| OT 3.6 | Record, keep updated, and use the set of organizational training records.                      |

**Peer Reviews (PR) (core Practice Area)**

|        |  |
|--------|--|
| PR 2.1 | Develop and keep updated procedures and supporting materials used to prepare for and perform peer reviews. |
| PR 2.2 | Select work products to be peer reviewed.  |
| PR 2.3 | Prepare and perform peer reviews on selected work products using established procedures.                   |
| PR 2.4 | Resolve issues identified in peer reviews.   |
| PR 3.1 | Analyze results and data from peer reviews.  |

### Planning (PLAN) (core Practice Area)

|          |   |
|----------|---|
| PLAN 2.1 | Develop and keep updated the approach for accomplishing the work.   |
| PLAN 2.2 | Plan for the knowledge and skills needed to perform the work.   |
| PLAN 2.3 | Based on recorded estimates, develop, and keep the budget and schedule updated.   |
| PLAN 2.4 | Plan the involvement of identified stakeholders.  |
| PLAN 2.5 | Plan transition to operations and support.  |
| PLAN 2.6 | Ensure plans are feasible by reconciling estimates against capacity and availability of resources.                                  |
| PLAN 2.7 | Develop the project plan, ensure consistency among its elements, and keep it updated.   |
| PLAN 2.8 | Review plans and obtain commitments from affected stakeholders.   |
| PLAN 3.1 | Use the organization's set of standard processes and tailoring guidelines to develop, keep updated, and follow the project process. |
| PLAN 3.2 | Develop a plan and keep it updated, using the project process, the organization's process assets, and the measurement repository.   |
| PLAN 3.3 | Identify and negotiate critical dependencies.   |
| PLAN 3.4 | Plan for the project environment and keep it updated based on the organization's standards.   |

### Process Asset Development (PAD) (core Practice Area)

|         |   |
|---------|---|
| PAD 2.1 | Determine what process assets will be needed to perform the work.   |
| PAD 2.2 | Develop, buy, or reuse process assets.  |
| PAD 2.3 | Make processes and assets available.  |
| PAD 3.1 | Develop, keep updated, and follow a strategy for building and updating process assets.  |
| PAD 3.2 | Develop, record, and keep updated a process architecture that describes the structure of the organization's processes and process assets. |
| PAD 3.3 | Develop, keep updated, and make the organization's processes and assets available for use in a process asset library.                     |
| PAD 3.4 | Develop, keep updated, and use tailoring criteria and guidelines for the set of standard processes and assets.                            |
| PAD 3.5 | Develop, keep updated, and make work environment standards available for use.   |
| PAD 3.6 | Develop, keep updated, and make organizational measurement and analysis standards available for use.                                      |

### **Process Change Management (PCM) (core Practice Area)**

|         |   |
|---------|---|
| PCM 2.1 | Identify improvements to the processes and process assets.  |
| PCM 2.2 | Develop, keep updated, and follow plans for implementing selected process improvements.                             |
| PCM 3.1 | Develop, keep updated, and use process improvement objectives traceable to the business objectives.                 |
| PCM 3.2 | Identify processes that are the largest contributors to meeting business objectives.                                |
| PCM 3.3 | Explore and evaluate potential new processes, techniques, methods, and tools to identify improvement opportunities. |
| PCM 3.4 | Provide support for implementing, deploying, and sustaining process improvements.                                   |
| PCM 3.5 | Deploy organizational standard processes and process assets.  |
| PCM 3.6 | Evaluate and report the effectiveness of deployed improvements in achieving process improvement objectives.         |

### **Process Quality Assurance (PQA) (core Practice Area)**

|         |  |
|---------|--|
| PQA 2.1 | Develop, keep updated, and follow a quality assurance approach and plan based on historical quality data.  |
| PQA 2.2 | Throughout the project, objectively evaluate selected performed processes and work products against the recorded process and applicable standards. |
| PQA 2.3 | Communicate quality and non-compliance issues and ensure their resolution.   |
| PQA 2.4 | Record and use results of quality assurance activities.  |
| PQA 3.1 | Identify and record opportunities for improvement during quality assurance activities.   |



## Product Integration (PI) (Development domain)

|        |  |
|--------|--|
| PI 2.1 | Develop, keep updated, and follow an integration strategy.   |
| PI 2.2 | Develop, keep updated, and use the integration environment.  |
| PI 2.3 | Develop, keep updated, and follow procedures and criteria for integrating solutions and components.                                      |
| PI 2.4 | Confirm, prior to integration, that each component has been properly identified and operates according to its requirements and design.   |
| PI 2.5 | Evaluate integrated components to ensure conformance to the solution's requirements and design.  |
| PI 2.6 | Integrate solutions and components according to the integration strategy.  |
| PI 3.1 | Review and keep updated interface or connection descriptions for coverage, completeness, and consistency throughout the solution's life. |
| PI 3.2 | Confirm, prior to integration, that component interfaces or connections comply with interface or connection descriptions.                |
| PI 3.3 | Evaluate integrated components for interface or connection compatibility.  |

## Requirements Development and Management (RDM) (core Practice Area)

|         |  |
|---------|--|
| RDM 2.1 | Elicit stakeholder needs, expectations, constraints, and interfaces or connections, and confirm understanding of requirements. |
| RDM 2.2 | Transform stakeholder needs, expectations, constraints, and interfaces or connections into prioritized customer requirements.  |
| RDM 2.3 | Obtain commitment from project participants that they can implement the requirements.  |
| RDM 2.4 | Develop, record, and maintain bidirectional traceability among requirements and activities or work products.                   |
| RDM 2.5 | Ensure that plans and activities or work products remain consistent with requirements.   |
| RDM 3.1 | Develop and keep requirements updated for the solution and its components.   |
| RDM 3.2 | Develop operational concepts and scenarios.  |
| RDM 3.3 | Allocate the requirements to be implemented.   |
| RDM 3.4 | Identify, develop, and keep updated interface or connection requirements.  |
| RDM 3.5 | Ensure that requirements are necessary and sufficient.   |
| RDM 3.6 | Balance stakeholder needs and constraints.   |
| RDM 3.7 | Validate requirements to ensure the resulting solution will perform as intended in the target environment.                     |

### **Risk and Opportunity Management (RSK) (core Practice Area)**

|         |  |
|---------|--|
| RSK 2.1 | Analyze identified risks or opportunities.   |
| RSK 2.2 | Monitor identified risks or opportunities and communicate status to affected stakeholders.       |
| RSK 3.1 | Identify and use risk or opportunity categories.   |
| RSK 3.2 | Define and use parameters for risk or opportunity analysis and handling.                         |
| RSK 3.3 | Develop and keep updated a risk or opportunity management strategy.                              |
| RSK 3.4 | Develop and keep updated risk or opportunity management plans.                                   |
| RSK 3.5 | Manage risks or opportunities by implementing planned risk or opportunity management activities. |

### **Service Delivery Management (SDM) (Services domain)**

|         |   |
|---------|---|
| SDM 2.1 | Develop, record, keep updated, and follow service agreements.   |
| SDM 2.2 | Receive and process service requests in accordance with service agreements.                           |
| SDM 2.3 | Deliver services in accordance with service agreements.   |
| SDM 2.4 | Analyze existing service agreements and service data to prepare for updated or new agreements.        |
| SDM 2.5 | Develop, record, keep updated, and follow the approach for operating and changing the service system. |
| SDM 2.6 | Confirm the readiness of the service system to support the delivery of services.                      |
| SDM 3.1 | Develop, record, keep updated, and use organizational standard service systems and agreements.        |

### **Strategic Service Management (STSM) (Services domain)**

|          |  |
|----------|--|
| STSM 2.1 | Develop, keep updated, and use descriptions of current services.   |
| STSM 2.2 | Collect, record, and analyze data about strategic needs and capabilities for service delivery.                                     |
| STSM 2.3 | Develop, keep updated, and follow an approach for providing new or changed services derived from strategic needs and capabilities. |
| STSM 3.1 | Develop, keep updated, and use the set of organizational standard services and service levels.                                     |

**Technical Solution (TS) (Development domain)**

|        |  |
|--------|--|
| TS 2.1 | Design and build a solution to meet requirements.                          |
| TS 2.2 | Evaluate the design and address identified issues.                         |
| TS 2.3 | Provide guidance on use of the solution.                                   |
| TS 3.1 | Develop criteria for design decisions.                                     |
| TS 3.2 | Develop alternative solutions for selected components.                     |
| TS 3.3 | Perform a build, buy, or reuse analysis.                                   |
| TS 3.4 | Select solutions based on design criteria.                                 |
| TS 3.5 | Develop, keep updated, and use information needed to implement the design. |
| TS 3.6 | Design solution interfaces or connections using established criteria.      |

**Verification and Validation (VV) (core Practice Area)**

|        |   |
|--------|---|
| VV 2.1 | Select components and methods for verification and validation.                                |
| VV 2.2 | Develop, keep updated, and use the environment needed to support verification and validation. |
| VV 2.3 | Develop, keep updated, and follow procedures for verification and validation.                 |
| VV 3.1 | Develop, keep updated, and use criteria for verification and validation.                      |
| VV 3.2 | Analyze and communicate verification and validation results.                                  |

## New Available Domains

### **Data Management (DM) (Data domain)**

|        |  |
|--------|--|
| DM 1.1 | Identify data management objectives.   |
| DM 1.2 | Use metadata to manage data.   |
| DM 2.1 | Develop, keep updated, and follow a data management approach that is aligned to objectives.                                    |
| DM 2.2 | Establish a data management architecture to support the data management approach.  |
| DM 3.1 | Establish and deploy an organizational data management capability.   |
| DM 3.2 | Perform reviews periodically on the effectiveness of the organization's data management capability and take action on results. |

### **Data Quality (DQ) (Data domain)**

|        |   |
|--------|---|
| DQ 1.1 | Identify data quality parameters.   |
| DQ 1.2 | Perform data cleansing activities.  |
| DQ 2.1 | Define criteria for data cleansing.   |
| DQ 2.2 | Develop, keep updated, and follow a data quality approach.  |
| DQ 2.3 | Perform data cleansing based on criteria and data quality approach.   |
| DQ 3.1 | Conduct data quality assessments.   |
| DQ 3.2 | Perform reviews periodically on the effectiveness of the organization's data quality activities and take action on results. |

### **Enabling Safety (ESAF) (Safety domain)**

|          |   |
|----------|---|
| ESAF 1.1 | Identify and record safety needs and hazards.   |
| ESAF 1.2 | Address prioritized safety needs and hazards.   |
| ESAF 2.1 | Identify critical safety needs and constraints, keep them updated, and use to develop and keep safety objectives current. |
| ESAF 2.2 | Develop, keep updated, and follow an approach to address workplace environment safety.                                    |
| ESAF 2.3 | Develop, keep updated, and follow an approach to address functional safety for the solution.                              |
| ESAF 3.1 | Establish and deploy an organizational safety capability.   |
| ESAF 3.2 | Perform safety evaluations periodically and take action on results.   |
| ESAF 3.3 | Develop, keep updated, and follow organizational safety control strategies.   |

### **Enabling Security (ESEC) (Security domain)**

|          |  |
|----------|--|
| ESEC 1.1 | Identify and record security needs and issues.   |
| ESEC 1.2 | Address prioritized security needs and issues.   |
| ESEC 2.1 | Identify and record security needs, keep them updated, and use to develop a security approach and objectives.    |
| ESEC 2.2 | Develop, keep updated, and follow an approach to address physical security needs.                                |
| ESEC 2.3 | Develop, keep updated, and follow an approach to address mission, personnel, and process-related security needs. |

|          |  |
|----------|--|
| ESEC 2.4 | Develop, keep updated, and follow an approach to address cybersecurity needs.  |
| ESEC 3.1 | Establish and deploy an organizational security operations capability.   |
| ESEC 3.2 | Develop, follow, and implement an organizational security strategy, approach, and architecture; and keep them updated. |
| ESEC 3.3 | Periodically perform security reviews and evaluations throughout the organization and take action on results.          |

**Enabling Virtual Work (EVW) (Virtual domain)**

|         |   |
|---------|---|
| EVW 1.1 | Identify and record virtual work needs and constraints.   |
| EVW 1.2 | Perform virtual work.   |
| EVW 2.1 | Develop, keep updated, and use an approach to perform virtual work.   |
| EVW 2.2 | Monitor the virtual work approach and take corrective action when needed.   |
| EVW 3.1 | Develop, keep updated, and use an organizational strategy, approach, and functional capability for performing virtual work. |
| EVW 3.2 | Perform reviews periodically on the effectiveness of the organization's virtual work approach and take action on results.   |

**Managing Security Threats & Vulnerabilities (MST) (Security domain)**

|         |  |
|---------|--|
| MST 1.1 | Identify and record security threats and vulnerabilities.  |
| MST 1.2 | Take actions to address security threats and vulnerabilities.  |
| MST 2.1 | Develop, keep updated, and follow an approach for handling security threats and vulnerabilities.   |
| MST 2.2 | Develop and keep updated criteria to evaluate security threats and vulnerabilities.  |
| MST 2.3 | Use recorded criteria to prioritize, monitor, and address the most critical security threats and vulnerabilities that arise during operations.                 |
| MST 2.4 | Evaluate and report the effectiveness of the approach and actions taken to address critical security threats and vulnerabilities to the solution.              |
| MST 3.1 | Develop, keep updated, and follow an organizational security strategy, approach, and architecture to evaluate, manage, and verify threats and vulnerabilities. |
| MST 3.2 | Analyze security verification and validation results to ensure accuracy, comparability, consistency, and validity across the organization.                     |
| MST 3.3 | Evaluate effectiveness of the organizational security strategy, approach, and architecture for addressing security threats and vulnerabilities.                |

### Supplier Agreement Management (SAM) (Supplier domain)

|         |   |
|---------|---|
| SAM 2.1 | Identify evaluation criteria, potential suppliers, and distribute supplier requests.                |
| SAM 2.2 | Evaluate supplier responses according to recorded evaluation criteria and select suppliers.         |
| SAM 2.3 | Manage supplier activities as specified in the supplier agreement and keep agreement updated.       |
| SAM 2.4 | Verify that the supplier agreement is satisfied before accepting the acquired supplier deliverable. |
| SAM 2.5 | Manage invoices submitted by the supplier according to the supplier agreements.                     |
| SAM 3.1 | Conduct technical reviews of supplier performance activities and selected deliverables.             |
| SAM 3.2 | Manage supplier performance and processes based on criteria in the supplier agreement.              |

### Workforce Empowerment (WE) (People domain)

|        |  |
|--------|--|
| WE 1.1 | Identify and allocate commitments to workgroups.   |
| WE 2.1 | Record and allocate work assignments and keep them updated based on an assessment of qualifications, skills, and related criteria. |
| WE 2.2 | Manage the transition of individuals in and out of roles and workgroups.   |
| WE 2.3 | Develop, keep updated, and use communication and coordination mechanisms within and across workgroups.                             |
| WE 3.1 | Develop, keep updated, and use workforce competencies to build organizational capabilities and achieve objectives.                 |
| WE 3.2 | Develop, keep updated, and use an organizational structure and approach to empower workgroups.                                     |
| WE 3.3 | Develop, keep updated, and use organizational compensation strategies and mechanisms.  |