

Level 2 - Measurements

Level 2 measurements

The table below describes the recommended measurements in the CMM at level 2.

√	KPA	Description	References
	RM	Measurements to determine the status of the activities for managing the allocated requirements. (L2-8, M1)	
	SPP	Software planning data. (L2-25, A15) <input type="checkbox"/> Information recorded includes the estimates and the associated information needed to reconstruct the estimates and assess their reasonableness. (L2-25, A15, 1)	
	SPP	Measurements to determine the status of the software planning activities. (L2-25, M1)	
	SPTO	Actual measurement data and replanning data for the software project. (L2-38, A11)	
	SPTO	Measurements to determine the status of the software tracking and oversight activities. (L2-39, M1)	
	SSM	Measurements to determine the status of the activities for managing the software subcontract. (L2-55, M1)	
	SQA	Measurements to determine the cost and schedule status of the SQA activities. (L2-68, M1)	
	SCM	Measurements to determine the status of the SCM activities. (L2-82, M1)	

Level 2 - Work Products Managed and Controlled

Level 2 work products managed and controlled

The table below lists the work products that are recommended to be managed and controlled in the CMM at level 2.

√	KPA	Work Products Managed and Controlled	References
	RM	Allocated requirements. (L2-7, A2, 1)	
	SPP	Project's software development plan. (L2-13, C2, 6)	
	SPP	Statement of work. (L2-15, Ab1, 3)	
	SPP	Software planning data. (L2-25, A15, 2)	
	SPTO	Software development plan (SDP). (L2-34, A2, 4) (Same as project's SDP above in SPP)	
	SPTO	Software replanning data. (L2-38, A11, 2)	
	SSM	Subcontract statement of work. (L2-48, A1, 3.5)	
	SQA	SQA plan. (L2-64, A1, 3)	
	SQA	Documentation of noncompliance items. (L2-67, A7, 4)	
	SCM	SCM plan. (L2-77, A1, 3)	

Level 2 - Reviews and Audits, Continued

Level 2 reviews and audits, continued

The table below lists the recommended reviews and audits in the CMM at level 2, continued from the previous page.

√	KPA	Review or Audit	Review Participants	References
	SQA	The SQA activities are reviewed with the project manager on both a periodic and event-driven basis. (L2-69, V2)	Project manager	
	SQA	Experts independent of the SQA group periodically review the activities and software work products of the project's SQA group . (L2-69, V3)	Experts independent of the SQA group	
	SCM	Change requests and problem reports for all configuration items/units are initiated, recorded, reviewed, approved, and tracked according to a documented procedure. (L2-79, A5)	Not specified in CMM	
	SCM	Software baseline audits are conducted according to a documented procedure. (L2-81, A10)	Not specified in CMM	
	SCM	The SCM activities are reviewed with senior management on a periodic basis. (L2-82, V1)	Senior management	
	SCM	The SCM activities are reviewed with the project manager on both a periodic and event-driven basis. (L2-83, V2)	Project manager	
	SCM	The SCM group periodically audits software baselines to verify that they conform to the documentation that defines them. (L2-83, V3)	SCM group	
	SCM	The software quality assurance group reviews and/or audits the activities and work products for SCM and reports the results. (L2-83, V4)	SQA group	

Level 2 - Reviews and Audits, Continued

Level 2 reviews and audits, continued

The table below lists the recommended reviews and audits in the CMM at level 2, continued from the previous page.

√	KPA	Review or Audit	Review Participants	References
	SSM	The activities for managing the software subcontract are reviewed with senior management on a periodic basis. (L2-56, V1)	Senior management	
	SSM	The activities for managing the software subcontract are reviewed with the project manager on both a periodic and event-driven basis. (L2-56, V2)	Project manager	
	SSM	The software quality assurance group reviews and/or audits the activities and work products for managing the software subcontract and reports the results. (L2-57, V3)	SQA group	
	SQA	The SQA group participates in the preparation and review of the project's software development plan, standards, and procedures. (L2-65, A3)	SQA group	
	SQA	The SQA group reviews the software engineering activities to verify compliance. (L2-66, A4)	SQA group	
	SQA	The SQA group audits designated software work products to verify compliance. (L2-66, A5)	SQA group	
	SQA	The SQA group conducts periodic reviews of its activities and findings with the customer's SQA personnel , as appropriate. (L2-67, A8)	SQA group Customer's SQA personnel	
	SQA	The SQA activities are reviewed with senior management on a periodic basis. (L2-68, V1)	Senior management	

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Level 2 - Reviews and Audits, Continued

Level 2 reviews and audits, continued

The table below lists the recommended reviews and audits in the CMM at level 2, continued from the previous page.

√	KPA	Review or Audit	Review Participants	References
	SPTO	The activities for software project tracking and oversight are reviewed with the project manager on both a periodic and event-driven basis. (L2-41, V2)	Project manager	
	SPTO	The software quality assurance group reviews and/or audits the activities and work products for software project tracking and oversight and reports the results. (L2-41, V3)	SQA group	
	SSM	A documented subcontractor's software development plan is reviewed and approved by the prime contractor . (L2-51, A4)	Prime contractor	
	SSM	The prime contractor's management conducts periodic status/coordination reviews with the software subcontractor's management . (L2-51, A7)	Prime contractor's management Sub-contractor's management	
	SSM	Periodic technical reviews and interchanges are held with the software subcontractor . (L2-52, A8)	Software subcontractor	
	SSM	Formal reviews to address the subcontractor's software engineering accomplishments and results are conducted at selected milestones according to a documented procedure. (L2-53, A9)	Not specified in the CMM	
	SSM	The software subcontractor's performance is evaluated on a periodic basis, and the evaluation is reviewed with the subcontractor . (L2-55, A13)	Subcontractor	

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Level 2 - Reviews and Audits, Continued

Level 2 reviews and audits, continued

The table below lists the recommended reviews and audits in the CMM at level 2, continued from the previous page.

√	KPA	Review or Audit	Review Participants	References
	SPP	The software quality assurance group reviews and/or audits the activities and work products for software project planning and reports the results (L2-27, V3)	SQA group	
	SPTO	Software project commitments and changes to commitments made to individuals and groups external to the organization are reviewed with senior management according to a documented procedure. (L2-35, A3)	Senior management	
	SPTO	The software engineering group conducts periodic internal reviews to track technical progress, plans, performance, and issues against the software development plan. (L2-38, A12) These reviews are conducted between: <input type="checkbox"/> The first-line software managers and their software task leaders . <input type="checkbox"/> The project software manager, first-line software managers , and other software managers , as appropriate.	Software engineering group First-line software managers Project software manager Software managers Software task leaders	
	SPTO	Formal reviews to address the accomplishments and results of the software project are conducted at selected project milestones according to a documented procedure. (L2-39, A13) <input type="checkbox"/> These reviews are conducted with the customer, end user , and affected groups within the organization, as appropriate. (L2-39, A13, 2)	Affected groups Customer End user Software managers	
	SPTO	The activities for software project tracking and oversight are reviewed with senior management on a periodic basis. (L2-40, V1)	Senior management	

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Level 2 - Reviews and Audits

Level 2 reviews and audits

The table below lists the recommended reviews and audits in the CMM at level 2.

√	KPA	Review or Audit	Review Participants	References
	RM	The software engineering group reviews allocated requirements before they are incorporated into the software project. (L2-5, A1)	Software engineering group	
	RM	Changes to the allocated requirements are reviewed and incorporated into the software project. (L2-7, A3)	Not specified in CMM	
	RM	The activities for managing the allocated requirements are reviewed with senior management on a periodic basis. (L2-9, V1)	Senior management	
	RM	The activities for managing the allocated requirements are reviewed with the project manager on both a periodic and event-driven basis. (L2-9, V2)	Project manager	
	RM	The software quality assurance group reviews and/or audits the activities and work products for managing the allocated requirements and reports the results. (L2-9, V3)	SQA group	
	SPP	Software project commitments made to individuals and groups external to the organization are reviewed with senior management . (L2-17, A4)	Senior management	
	SPP	The activities for software project planning are reviewed with senior management on a periodic basis. (L2-26, V1)	Senior management	
	SPP	The activities for software project planning are reviewed with the project manager on both a periodic and event-driven basis. (L2-26, V2)	Project manager	

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Level 2 - Tools

Level 2 tools

The table below lists the tools recommended in the CMM for level 2.

√	KPA	Tools	References
	RM	Tools to support the activities for managing requirements. (L2-5, Ab3, 2)	
	SPP	Tools to support software project planning activities. (L2-16, Ab3, 2)	
	SPTO	Tools to support software tracking. (L2-32, Ab3, 2)	
	SSM	Tools to support managing the subcontract. (L2-46, Ab1, 2)	
	SQA	Tools to support the SQA activities. (L2-62, Ab2, 3)	
	SCM	Tools to support the SCM activities. (L2-75, Ab3, 2)	
	SCM	<p>A configuration management library system is established as a repository for the software baselines. (L2-77, A3)</p> <p>This library system:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Supports multiple control levels of SCM. <input type="checkbox"/> Provides for the storage and retrieval of configuration items/units. <input type="checkbox"/> Provides for the sharing and transfer of configuration items/units between the affected groups and between control levels within the library. <input type="checkbox"/> Helps in the use of product standards for configuration items/units. <input type="checkbox"/> Provides for the storage and recovery of archive versions of configuration items/units. <input type="checkbox"/> Helps to ensure correct creation of products from the software baseline library. <input type="checkbox"/> Provides for the storage, update, and retrieval of SCM records. <input type="checkbox"/> Supports production of SCM reports. <input type="checkbox"/> Provides for the maintenance of the library structure and contents. 	

Level 2 - Training

Level 2 training The table below lists the training recommended in the CMM at level 2.

√	KPA	Training	References
	RM	Members of the software engineering group and other software-related groups are trained to perform their requirements management activities. (L2-5, Ab4)	
	SPP	The software managers, software engineers, and other individuals involved in the software project planning are trained in the software estimating and planning procedures applicable to their areas of responsibility. (L2-16, Ab4)	
	SPTO	The software managers are trained in managing the technical and personnel aspects of the software project. (L2-32, Ab4)	
	SPTO	First-line software managers receive orientation in the technical aspects of the software project. (L2-32, Ab5)	
	SSM	Software managers and other individuals who are involved in establishing and managing the software subcontract are trained to perform these activities. (L2-46, Ab2)	
	SSM	Software managers and other individuals who are involved in managing the software subcontract receive orientation in the technical aspects of the subcontract. (L2-46, Ab3)	
	SQA	Members of the SQA group are trained to perform their SQA activities. (L2-62, Ab3)	
	SQA	The members of the software project receive orientation on the role, responsibilities, authority, and value of the SQA group. (L2-63, Ab4)	
	SCM	Members of the SCM group are trained in the objectives, procedures, and methods for performing their SCM activities. (L2-76, Ab4)	
	SCM	Members of the software engineering group and other software-related groups are trained to perform their SCM activities. (L2-76, Ab5)	

Level 2 - Procedures, Continued

Level 2 procedures, continued

The table below lists the activities that are recommended to be performed according to a documented procedure in the CMM at level 2, continued from the previous page.

√	KPA	Documented Procedures	References
	SQA	Deviations identified in the software activities and software work products are documented and handled according to a documented procedure. (L2-67, A7)	
	SCM	A SCM plan is prepared for each software project according to a documented procedure. (L2-76, A1)	
	SCM	Change requests and problem reports for all configuration items/units are initiated, recorded, reviewed, approved, and tracked according to a documented procedure. (L2-79, A5)	
	SCM	Changes to baselines are controlled according to a documented procedure. (L2-80, A6)	
	SCM	Products from the software baseline library are created and their release is controlled according to a documented procedure. (L2-80, A7)	
	SCM	The status of configuration items/units is recorded according to a documented procedure (L2-80, A8)	
	SCM	Software baseline audits are conducted according to a documented procedure. (L2-81, A10).	

Level 2 - Procedures, Continued

Level 2 procedures, continued

The table below lists the activities that are recommended to be performed according to a documented procedure in the CMM at level 2, continued from the previous page.

√	KPA	Documented Procedures	References
	SSM	The work to be subcontracted is defined and planned according to a documented procedure. (L2-47, A1)	
	SSM	The software subcontractor is selected based on an evaluation of the subcontract bidders' ability to perform the work, according to a documented procedure. (L2-49, A2)	
	SSM	Changes to the software subcontractor's statement of work, subcontract terms and conditions, and other commitments are resolved according to a documented procedure. (L2-51, A6)	
	SSM	Formal reviews to address the subcontractor's software engineering accomplishments and results are conducted at selected milestones according to a documented procedure. (L2-53, A9)	
	SSM	The prime contractor's software quality assurance group monitors the subcontractor's software quality assurance activities according to a documented procedure. (L2-53, A10)	
	SSM	The prime contractor's software configuration management group monitors the subcontractor's activities for software configuration management according to a documented procedure. (L2-54, A11)	
	SSM	The prime contractor conducts acceptance testing as part of the delivery of the subcontractor's software products according to a documented procedure. (L2-55, A12)	
	SQA	A SQA plan is prepared for the software project according to a documented procedure. (L2-63, A1)	

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Level 2 - Procedures

Level 2 procedures

The table below lists the activities that are recommended to be performed according to a documented procedure in the CMM at level 2. Refer to the Level 2 Procedure Checklists for additional information regarding the content of each documented procedure.

√	KPA	Documented Procedures	References
	RM	There are no required procedures for the RM process.	
	SPP	Software project commitments made to individuals and groups external to the organization are reviewed with senior management according to a documented procedure. (L2-17, A4)	
	SPP	The project's software development plan is developed according to a documented procedure. (L2-18, A6)	
	SPP	Estimates for the size of the software work products (or changes to the size of software work products) are derived according to a documented procedure. (L2-21, A9)	
	SPP	Estimates for the software project's effort and costs are derived according to a documented procedure. (L2-22, A10)	
	SPP	Estimates for the project's critical computer resources are derived according to a documented procedure. (L2-23, A11)	
	SPP	The project's software schedule is derived according to a documented procedure. (L2-23, A12)	
	SPTO	The project's software development plan is revised according to a documented procedure. (L2-33, A2)	
	SPTO	Software project commitments and changes to commitments made to individuals and groups external to the organization are reviewed with senior management according to a documented procedure. (L2-35, A3)	
	SPTO	Formal reviews to address the accomplishments and results of the software project are conducted at selected project milestones according to a documented procedure. (L2-39, A13)	

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Level 2 - Process Descriptions, Continued

SQA process description

Software Quality Assurance involves reviewing and auditing the software products and activities to verify that they comply with the applicable procedures and standards and providing the software project and other appropriate managers with the results of these reviews and audits.

The software quality assurance group works with the software project during its early stages to establish plans, standards, and procedures that will add value to the software project and satisfy the constraints of the project and the organization's policies. By participating in establishing the plans, standards, and procedures, the software quality assurance group helps ensure they fit the project's needs and verifies that they will be usable for performing reviews and audits throughout the software life cycle. The software quality assurance group reviews project activities and audits software work products throughout the life cycle and provides management with visibility as to whether the software project is adhering to its established plans, standards, and procedures.

Compliance issues are first addressed within the software project and resolved there if possible. For issues not resolvable within the software project, the software quality assurance group escalates the issue to an appropriate level of management for resolution.

This key process area covers the practices for the group performing the software quality assurance function. The practices identifying the specific activities and work products that the software quality assurance group reviews and/or audits are generally contained in the Verifying Implementation common feature of the other key process areas. (L2-59)

SCM process description

Software Configuration Management involves identifying the configuration of the software (i.e., selected software work products and their descriptions) at given points in time, systematically controlling changes to the configuration, and maintaining the integrity and traceability of the configuration throughout the software life cycle. The work products placed under software configuration management include the software products that are delivered to the customer (e.g., the software requirements document and the code) and the items that are identified with or required to create these software products (e.g., the compiler).

A software baseline library is established containing the software baselines as they are developed. Changes to baselines and the release of software products built from the software baseline library are systematically controlled via the change control and configuration auditing functions of software configuration management.

This key process area covers the practices for performing the software configuration management function. The practices identifying specific configuration items/units are contained in the key process areas that describe the development and maintenance of each configuration item/unit. (L2-71)

Level 2 - Process Descriptions, Continued

SPTO process description

Software Project Tracking and Oversight involves tracking and reviewing the software accomplishments and results against documented estimates, commitments, and plans, and adjusting these plans based on the actual accomplishments and results.

A documented plan for the software project (i.e., the software development plan, as described in the Software Project Planning key process area) is used as the basis for tracking the software activities, communicating status, and revising plans. Software activities are monitored by the management. Progress is primarily determined by comparing the actual software size, effort, cost, and schedule to the plan when selected software work products are completed and at selected milestones. When it is determined that the software project's plans are not being met, corrective actions are taken. These actions may include revising the software development plan to reflect the actual accomplishments and replanning the remaining work or taking actions to improve the performance. (L2-29)

SSM process description

Software Subcontract Management involves selecting a software subcontractor, establishing commitments with the subcontractor, and tracking and reviewing the subcontractor's performance and results. These practices cover the management of a software (only) subcontract, as well as the management of the software component of a subcontract that includes software, hardware, and possibly other system components.

The subcontractor is selected based on its ability to perform the work. Many factors contribute to the decision to subcontract a portion of the prime contractor's work. Subcontractors may be selected based on strategic business alliances, as well as technical considerations. The practices of this key process area address the traditional acquisition process associated with subcontracting a defined portion of the work to another organization.

When subcontracting, a documented agreement covering the technical and nontechnical (e.g., delivery dates) requirements is established and is used as the basis for managing the subcontract. The work to be done by the subcontractor and the plans for the work are documented. The standards that are to be followed by the subcontractor are compatible with the prime contractor's standards.

The software planning, tracking, and oversight activities for the subcontracted work are performed by the subcontractor. The prime contractor ensures that these planning, tracking, and oversight activities are performed appropriately and that the software products delivered by the subcontractor satisfy their acceptance criteria. The prime contractor works with the subcontractor to manage their product and process interfaces. (L2-43)

Continued on next page

Level 2 - Process Descriptions

RM process description

Requirements Management involves establishing and maintaining an agreement with the customer on the requirements for the software project. This agreement is referred to as the "system requirements allocated to the software." The "customer" may be interpreted as the system engineering group, the marketing group, another internal organization, or an external customer. The agreement covers both the technical and nontechnical (e.g., delivery dates) requirements. The agreement forms the basis for estimating, planning, performing, and tracking the software project's activities throughout the software life cycle.

The allocation of the system requirements to software, hardware, and other system components (e.g., humans) may be performed by a group external to the software engineering group (e.g., the system engineering group), and the software engineering group may have no direct control of this allocation. Within the constraints of the project, the software engineering group takes appropriate steps to ensure that the system requirements allocated to software, which they are responsible for addressing, are documented and controlled.

To achieve this control, the software engineering group reviews the initial and revised system requirements allocated to software to resolve issues before they are incorporated into the software project. Whenever the system requirements allocated to software are changed, the affected software plans, work products, and activities are adjusted to remain consistent with the updated requirements. (L2-1)

SPP process description

Software Project Planning involves developing estimates for the work to be performed, establishing the necessary commitments, and defining the plan to perform the work.

The software planning begins with a statement of the work to be performed and other constraints and goals that define and bound the software project (those established by the practices of the Requirements Management key process area). The software planning process includes steps to estimate the size of the software work products and the resources needed, produce a schedule, identify and assess software risks, and negotiate commitments. Iterating through these steps may be necessary to establish the plan for the software project (i.e., the software development plan).

This plan provides the basis for performing and managing the software project's activities and addresses the commitments to the software project's customer according to the resources, constraints, and capabilities of the software project. (L2-11)

Continued on next page

Level 2 - Standards

Level 2 standards

The CMM recommends the contents of the following work products at level 2:

√	KPA	Standards at Level 2	References
	RM	Allocated requirements. (L2-4, Ab2, 1-3)	
	SPP	Statement of work. (L2-14, Ab1, 1)	
	SPP	Software development plan. (L2-19, A7, 1-10)	
	SSM	Contractual agreement. (L2-50, A3, 1-8)	
	SQA	Software quality assurance plan. (L2-64, A2, 1-10)	
	SCM	Software configuration management plan. (L2-77, A2, 1-2)	

Reference

Refer to the Level 2 Standards Checklists for additional information regarding the content of each standard.

Level 2 - Policies

Level 2 policies The following table lists the recommended policies in the CMM at level 2.

√	KPA	Description	References
	RM	Written organizational policy for managing the system requirements allocated to software. (L2-2, C1)	
	SPP	Written organizational policy for planing a software project. (L2-12, C2)	
	SPTO	Written organizational policy for managing the software project. (L2-30, C2)	
	SSM	Written organizational policy for managing the software subcontract. (L2-44, C1)	
	SQA	Written organizational policy for implementing software quality assurance (SQA). (L2-60, C1)	
	SCM	Written organizational policy for implementing software configuration management (SCM). (L2-72, C1)	

Level 2 - KPA Goals, Continued

Level 2 KPA goals, continued

The following table lists the goals that are described in the CMM for each key process area at level 2, continued from the previous page.

√	KPA	CMM Goals at Level 2	References
	SQA	Software quality assurance activities are planned. (L2-60, G1)	
	SQA	Adherence of software products and activities to applicable standards, procedures, and requirements is verified objectively. (L2-60, G2)	
	SQA	Affected groups and individuals are informed of software quality assurance activities and results. (L2-60, G3)	
	SQA	Noncompliance issues that cannot be resolved within the software project are addressed by senior management . (L2-60, G4)	
	SCM	Software configuration management activities are planned. (L2-72, G1)	
	SCM	Selected software work products are identified, controlled, and available. (L2-72, G2)	
	SCM	Changes to identified software work products are controlled. (L2-72, G3)	
	SCM	Affected groups and individuals are informed of the status and content of software baselines. (L2-72, G4)	

Level 2 - KPA Goals

Level 2 KPA goals

The following table lists the goals that are described in the CMM for each key process area at level 2.

√	KPA	CMM Goals at Level 2	References
	RM	System requirements allocated to software are controlled to establish a baseline for software engineering and management use. (L2-2, G1)	
	RM	Software plans, products, and activities are kept consistent with the system requirements allocated to software. (L2-2, G2)	
	SPP	Software estimates are documented for use in planning and tracking the software project. (L2-12, G1)	
	SPP	Software project activities and commitments are planned and documented. (L2-12, G2)	
	SPP	Affected groups and individuals agree to their commitments related to the software project. (L2-12, G3)	
	SPTO	Actual results and performances are tracked against the software plans. (L2-30, G1)	
	SPTO	Corrective actions are taken and managed to closure when actual results and performance deviate significantly from the software plans. (L2-30, G2)	
	SPTO	Changes to software commitments are agreed to by the affected groups and individuals . (L2-30, G3)	
	SSM	The prime contractor selects qualified software subcontractors. (L2-44, G1)	
	SSM	The prime contractor and the software subcontractor agree to their commitments to each other. (L2-44, G2)	
	SSM	The prime contractor and the software subcontractor maintain ongoing communications. (L2-44, G3)	
	SSM	The prime contractor tracks the software subcontractor's actual results and performance against its commitments. (L2-44, G4)	

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Level 2 - KPA Purposes

Level 2 KPA purposes

The following table describes the purpose of each key process area in the CMM at level 2.

√	KPA	Purpose of KPAs at Level 2
	RM	The purpose of Requirements Management is to establish a common understanding between the customer and the software project of the customer's requirements that will be addressed by the software project. (L2-1)
	SPP	The purpose of Software Project Planning is to establish reasonable plans for performing the software engineering and for managing the software project. (L2-11)
	SPTO	The purpose of Software Project Tracking and Oversight is to provide adequate visibility into actual progress so that management can take effective actions when the software project's performance deviates significantly from the software plans. (L2-29)
	SSM	The purpose of Software Subcontract Management is to select qualified software subcontractors and manage them effectively. (L2-43)
	SQA	The purpose of Software Quality Assurance is to provide management with appropriate visibility into the process being used by the software project and of the products being built. (L2-59)
	SCM	The purpose of Software Configuration Management is to establish and maintain the integrity of the products of the software project throughout the project's software life cycle. (L2-71)

Level 2 Summary

Overview

Section purpose The purpose of this section is to provide checklists that provide a summary of the repeatable level (level 2). This section contains three perspectives of a CMM level.

- *Key process area (KPA) specific information:*
 - KPA purpose
 - KPA goals
- *Operational framework information (from a maturity level viewpoint):*
 - Policies
 - Standards
 - Process descriptions
 - Procedures
 - Training
 - Tools
- *Other key process information (from a maturity level viewpoint):*
 - Reviews and audits
 - Work products managed and controlled
 - Measurements

Section overview

This section contains the following topics.

Topic	Page
Level 2 - KPA Purposes	L2-Summary-2
Level 2 - KPA Goals	L2-Summary-3
Level 2 - Policies	L2-Summary-5
Level 2 - Standards	L2-Summary-6
Level 2 - Process Descriptions	L2-Summary-7
Level 2 - Procedures	L2-Summary-10
Level 2 - Training	L2-Summary-13
Level 2 - Tools	L2-Summary-14
Level 2 - Reviews and Audits	L2-Summary-15
Level 2 - Work Products Managed and Controlled	L2-Summary-20
Level 2 - Measurements	L2-Summary-21
