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2ND ANNUAL
NJ SPI Symposium

October 4, 2004
The Pines Manor
Edison, New Jersey

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2 N D A N N U A L

NJ Software Process Improvement Symposium

October 4, 2004
The Pines Manor
Edison, New Jersey

*Join us for the 2nd annual conference
where you will experience:*

A day of engaging and informative presentations from experts in Software Process Improvement.

Two dynamic Keynote speakers,
one in the morning and one following lunch.

Three different tracks featuring presentations on topics that are timely and offer practical advice for your SPI efforts.

Time during breaks and lunch to visit vendor tables to discuss tools, techniques, services and training.

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MONDAY, OCTOBER 4, 2004

7:30 - 8:15 am REGISTRATION & CONTINENTAL BREAKFAST IN THE EXHIBIT HALL

GENERAL SESSION

8:15 am WELCOME REMARKS, LOGISTICS, SPONSOR THANKS
 8:30 am GETTING A NEW ORGANIZATION UP TO CMMI FOR SOFTWARE LEVEL 3 - AGAIN!
Mike Harris, Fidelity Information Services

9:30 am BREAK IN THE EXHIBIT HALL

TRACKS	GENERAL TOPICS IN IMPROVING SOFTWARE DEVELOPMENT	JUMP STARTING YOUR SPI PROGRAM	CMM/CMMI SPECIFIC TOPICS
10:00 am	Agile Development Method <i>Joseph Billi, Automatic Data Processing</i>	Automation - The Key to Process Institutionalization <i>Jim Costello & Sandra J. Baptiste, Pershing, Inc</i>	Key Aspects of Level 4 and Level 5 Metrics Which Need to be Understood on the Journey to Level 2 and Level 3. <i>John T. Harding, Software Technology Transition</i>
10:50 am	Use Cases: Good Medicine for Ailing Projects <i>Lori Montanari Gottshall, Software Management Solutions</i>	Preparing Your Level 1 Organization To Do Business With Your Level 5 Provider <i>David Herron, David Consulting Group</i>	Using Six Sigma Method to Minimize SCAMPI Costs <i>Ron Ulrich, Northrop Grumman</i>
11:30 am	LUNCH		

12:40 pm Update on CMMI Adoption and SEI Plans for Version 1.2 - *Mike Konrad, Software Engineering Institute*

TRACKS	GENERAL TOPICS IN IMPROVING SOFTWARE DEVELOPMENT	JUMP STARTING YOUR SPI PROGRAM	CMM/CMMI SPECIFIC TOPICS
1:40 pm	Applying Functional TSPSM to a Maintenance Project <i>Ellen George, PS&J Software Six Sigma</i>	Sustaining the Improvement <i>William C McKnight, Next Level Consultants</i>	Real-World Lessons-Learned: (1) Quantifying the Process - A Level 4 Lesson; (2) Analyzing the Process - A Level 5 Lesson <i>Phillip S. Sperling, SEC, FSSEC - Ft Sill, Ok</i>
2:30 pm	Structuring and Negotiating IT Service Levels with your suppliers <i>Barbara Beech, AT&T</i>	Practical CMMI-Based SPI - A Success Story <i>James Hlavaty, Wolters-Kluwer</i>	Transitioning from CMM to CMMI Level 2 or 3: Lessons Learned in the Trenches <i>Lynne Godfrey, ProcessWorks, Inc.</i>
3:10 pm	BREAK IN THE EXHIBIT HALL		
3:40 pm	The CMM Flu And Prescription For It <i>Thomas M. Cagley Jr, TMC Consulting Services</i>	SCAMPI B and SCAMPI C Update <i>Gene Miluk, Software Engineering Institute</i>	The Agony and the Ecstasy of the Transition to CMMI <i>Robinsine Sarli, Mellon Financial Corporation</i>
4:30 pm	CMMI-OSS Report: Amplifying the CMMI to Address the Open Source Software Phenomena <i>Raymond Boehm, Software Composition Technologies</i>	A Trainer's Perspective on Implementing CMMI <i>Sharon E. Miller, L3 Communications ILEX Systems</i>	Thriving in a Diverse Environment By Thoughtful Application of Organization Innovation and Technology Change Management <i>Barbara E. Dreon, Northrop Grumman Corporation</i>

5:10 pm ADJOURN

REGISTER TO ATTEND

Registration fees for the full-day conference are as follows:

- Registrations received by 8/27/04\$225
- Registrations received between 8/28/04 - 09/17/04.....\$250
- Registrations received after 09/17/04\$275

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Presentation Abstracts

KEYNOTE SESSIONS

Getting a new organization up to CMMI for Software Level 3 - Again!



Mike Harris - SVP Leveraged Product Development (Channels & Operations),
Fidelity Information Services

After battling from being heroes at CMM Level 1 to the heady, organized heights of CMM Level 3 in about 15 months, Sanchez thought they were set for greater things. However, after an acquisition and resulting merger of several acquired software development groups, the team are stepping back in time to do it all over again but this time it is CMMI. How is the new challenge similar and different? What worked so well that we'll do it again? What will we do differently this time? This keynote presentation will answer these questions for you and arm you with many insights that will help you not only in your transition from CMM to CMMI, but also in your overall journey of continuous software process improvement.

Michael D. Harris is a Senior Vice President with Fidelity Information Services (FIS), a leading software and services provider for the world's top financial institutions, which is part of Fidelity National Financial. Mr. Harris joined FIS through its acquisition of Sanchez in April 2004. At Sanchez, Mr. Harris was President of the Banking Division and had overall responsibility for delivering and maintaining Sanchez banking software solutions, including all software development, testing, and documentation. Between July 2001 and October 2002, and as the senior vice president of engineering at Sanchez, Mr. Harris led the engineering group to achieve CMM Level 3 in 15 months from a "standing start." Net savings on inspections alone have been over \$7.5M since May 2002. Before arriving at Sanchez in April 2000, Mr. Harris was a senior vice president for MasterCard International where he was the head of MasterCard's global chip group.

Update on CMMI Adoption and SEI Plans for Version 1.2



Mike Konrad - Software Engineering Institute

The current version of CMMI, Version 1.1, was released in early 2002. It has now been in use almost three years and a lot has happened during these years. This presentation will reflect on what we, at the SEI, have learned during that time and share with you SEI's future plans for CMMI. Some of the topics presented include the CMMI adoption statistics over the last three years and opportunities and challenges faced with CMMI interpretation such as applicability to small organizations. In this presentation we will also share with you the SEI schedule for Version 1.2, nearer-term updates to training and appraisal technology that support effective CMMI use, and update on our CMMI impact study (ROI).

Mike Konrad is a co-author and co-editor of the book "CMMI®: Guidelines for Process Integration and Product Improvement" available from Addison-Wesley. Mr. Konrad is currently the Manager of the CMMI Initiative at the Software Engineering Institute (SEI) where he manages the day-to-day activities that support CMMI. He has been with the SEI since 1988 and has made significant contributions to the development of the CMM for Software, the USAF/ASC Software Development Capability Evaluation method, and ISO 15504. From 1998-2002, Mr. Konrad was co-lead of the CMMI model development team.

GENERAL TOPICS IN IMPROVING SOFTWARE DEVELOPMENT

Agile Development Method 10:00 am

Joseph Billi - Automatic Data Processing

The objective of the Agile Development Process is to create a software development and maintenance processes that will maximize the agility of your application development organization. Agility is the ability to rapidly develop products in response to market demands and changes. Although the Agile Development Process is based upon best practices used by companies such as Cisco, Sun Microsystems and Microsoft, it focuses on remaining a lightweight methodology. This presentation will introduce you to the Agile Development Process, present you with its strengths, limitations, and mechanics, and discuss the roles different team members play in it.

"For the record, I thought this symposium was the best value for the money spent I have received in several years."

Alex Lamb
L3, Communications,
ILEX Systems

Use Cases: Good Medicine for Ailing Projects 10:50 am

Lori Montanari Gottshall - *Software Management Solutions*

Poor requirements are the biggest single source of defects in software projects. Poor requirements lead to weak estimates and over-ambitious project plans. I call this situation 'projectitis'. One of the best ways to heal projectitis is to use Use Case methods. This presentation explains what Use Cases are and why this method is an efficient and effective approach to software development. Projects can be driven off the Use Case list and every step in the life cycle benefits. You will see the specific Use Case rewards for each group including: analysts, project managers, clients, testers, designers, estimators and programmers.

Applying Functional TSPSM to a Maintenance Project 1:40 pm

Ellen George - *PS&J Software Six Sigma*

Maintenance projects make up a sizeable portion of many software businesses today. Many project managers and software developers believe that since maintenance work is by nature reactive, then it is inherently unpredictable and therefore cannot be planned. This presentation dispels that myth, demonstrating how PSPSM and TSPSM were successfully adapted to plan and manage a maintenance project. Participants will learn the key success factors in forming a functional project team and how to tailor the TSPSM process to better address the needs of a maintenance project.

Structuring and Negotiating IT Service Levels with your Suppliers 2:30 pm

Barbara Beech - *AT&T*

One of the big challenges in outsourcing software development is defining, measuring, and monitoring service level agreements with the outsourcing firm. This presentation presents the different types of Service Levels to setup in an IT contract and the details needed for each service level specified. We will also discuss how to assign performance credits/bonuses to the service levels and techniques for assessing how well each service level meets its targets. This information will be linked to the CMMI Level 2 process of Supplier Agreement Management and Measurement & analysis will also be provided. Negotiating tips will also be discussed.

The CMM Flu And Prescription For It 3:40 pm

Thomas M. Cagley Jr - *TMC Consulting Services*

The CMM Flu affects many organizations at some point during their CMM journey. Lack of organizational change management provides a fertile breeding ground for viruses to breed and sap constancy of purpose. Three major varieties of CMM Flu have been identified. The varieties include the common cold which saps organization strength and commitment (everything just slows down), the classic flu (organization loses focus and not all parts work well together) and finally to the Blue Flu(s) (people just stop playing and no one will say why). The presentation uses humor to examine the CMM Flu, its variants and organizational change with prescriptions for success.

CMMI-OSS Report: Amplifying the CMMI to Address the Open Source Software Phenomena 4:30 pm

Raymond Boehm - *Software Composition Technologies*

Is your organization involved in activities that would fit into the CMMI framework, but are not clearly part of the CMMI-SW, SE or other bodies of knowledge with formally defined disciplines? If so, how would you define a new discipline and identify the appropriate CMMI amplifications? Last year, several people got together to produce a white paper that dealt with the issues of addressing open source software (OSS) acquisition and development within the CMMI framework. The white paper gives a starting point for the CMMI-OSS. In this presentation, we will discuss the issues and decisions faced in taking on an effort of this nature.

Automation - The Key to Process Institutionalization **10:00 am**

Jim Costello - *Vice President, Pershing Technology Group*

Sandra J. Baptiste, PMP - *Assistant Vice President, Pershing Technology Group*

Attendees will learn processes that are easy to use and will be easier to implement - Automation is the key! The institutionalization of process in any large software development organization is always a challenge. With any implementation of change, there are early adapters and resisters. This session will present to you one approach to software process implementation that made it possible for the resisters to embrace the process. You will learn how the processes were reviewed and refined to accommodate resister feedback; how the process-related concerns were addressed; how software development projects were chartered to automate the processes; and how the automation minimized the impact of the process changes on the staff and facilitated the process institutionalization.

Preparing Your Level 1 Organization To Do Business With Your Level 5 Provider **10:50 am**

David Herron - *David Consulting Group*

Are your applications going offshore to a CMM(I) Level 5 provider? What can an IT organization do to prepare itself in order to maximize the advantages of working with a Level 5 provider? Learn how your IT shop can position itself to work effectively and efficiently with a Level 5 offshore provider. Examine what process areas are most important in order to properly manage an outsourcing relationship.

Sustaining the Improvement **1:40 pm**

William C. McKnight - *Next Level Consultants*

Many business needs are considered when building a software process improvement program, but often we don't consider the test of time. Why do we stop doing many of the good things that we started as part of an SPI program? We've all been at too many seminars thinking "this is common sense," or "we used to do this," but why aren't we still? This presentation will explore best practices used to launch improvement efforts with special considerations required to facilitate lasting change. Methods ranging from change management to the practical application of Process and Product Quality Assurance will be discussed.

Practical CMMI Based SPI - A Success Story **2:30 pm**

James Hlavaty - *Wolters-Kluwer*

Over the past year, the Sherbrooke development facility for CCH CAN (a division of Wolters-Kluwer) has progressed from having great difficulty managing and controlling large projects to having an active CMMI based SPI program and a successful major project delivery. This presentation will give you a before and after picture and discuss the key techniques, decisions, and inherent work culture that facilitated this turn around. In particular, you will hear about examples and "how to" advice on several topics including: managing a large project schedule; effective risk management; project status metrics dashboard; SPI project planning, scheduling, managing, leading, and tracking; implementing effective peer reviews; and organizational traits to look for that facilitate success.

SCAMPI B and SCAMPI C Update **3:40 pm**

Gene Miluk - *Software Engineering Institute*

The SCAMPI class A method is a rigorous, high quality, high reliability benchmarking appraisal method. The SEI recognizes that the rigor and cost of a SCAMPI class A method is not always warranted. Sometime less formal methods are appropriate. The proposed B and C methods are designed to provide more immediate results at a lower cost while producing reusable artifacts that support process improvement and can later be used as input to a Class A Method. This presentation will describe SEI efforts to develop and deploy SCAMPI B and C appraisal methodologies. A brief description of the proposed B and C methodologies will be followed with a status of their development and piloting.



"Thank you very much for the opportunity to speak at your outstanding forum! I really enjoyed the sessions and plan to leverage some of the information in my organization."

Kimberly Fix
Citigroup

A Trainer's Perspective on Implementing CMMI 4:30 pm

Sharon E. Miller - *L3 Communications ILEX Systems*

When an organization begins a CMMI process improvement program, training must be provided on many different levels. The organization should hold senior management orientations to educate management on process improvement and the CMMI, and to ensure sponsorship. Key process personnel should receive formal CMMI training. The appraisal team needs training on the appraisal process and the entire organization should get an orientation into the process improvement program and the CMMI. This early training sets the tone for the entire process improvement program and is a critical component of the future success of the program. This presentation discusses lessons learned, from a trainer's perspective, on training provided to an organization embarking on a CMMI process improvement program.

CMM/CMMI-SPECIFIC TOPICS

Key Aspects of Level 4 and Level 5 Metrics Which Need to be Understood on the Journey to Level 2 and Level 3. 10:00 am

John T. Harding - *Software Technology Transition (STT)*

This discussion will ensure that the attendees understand the key parameters associated with achieving CMM and CMMI levels 4/5 which need to be sufficiently understood while achieving Levels 2/3 to minimize any rework associated with process definitions and data collection. This presentation will describe the key aspects of both process definition and data collection that will allow an organization to move forward more rapidly with a useable set of data as well as understand what types of rational subgrouping they must be considering on the journey. Practical examples will be described along with suggestions for specific metrics to be collected.

Using Six Sigma Method to Minimize SCAMPI Costs 10:50 am

Ron Ulrich - *Northrop Grumman*

Northrop Grumman Mission Systems has completed 31 SCAMPI A Appraisals varying from 3 to 7 days - significantly less than the industry average. The reduction resulted from systematically applying CMMI quantitative management principles to improving the performance of the appraisal process. The presentation will focus on the quantitative analysis of the SCAMPI process, and how bottlenecks and process inefficiencies were identified. Topics include: measuring the process and its improvement; understanding where time is taken-up; reducing time without reducing accuracy; and knowing that your results are accurate. Some of the improvements focus on efficiency in conducting a SCAMPI, and others involve the development of tools to automate labor-intensive steps in the appraisal process.

Real-World Lessons-Learned:

Quantifying the Process - A Level 4 Lesson

Analyzing the Process - A Level 5 Lesson 1:40 pm

Phillip S. Sperling - *SEC, FSSEC - Ft Sill, OK*

One of the greatest challenges in moving beyond CMMI Level 3 is the advent of advanced quantification methods. These methods are applied to the organization, projects, process, and products. There are people who spend tremendous effort trying to get the workforce "statistically sound". These people have inundated management and employees with what appears to be a doctoral-level of understanding in measurement mechanics, and as a result have lost the excitement about the benefits of process improvement. Although rigor is required and new practices are needed, it is best to "keep it simple". This presentation will demonstrate "real world" examples that will show how simplicity can meet the requirements of CMMI Level 4 and Level 5 quantification practices.

Transitioning from CMM to CMMI Level 2 or 3:

Lessons Learned in the Trenches 2:30 pm

Lynne Godfrey - *ProcessWorks, Inc.*

Are you thinking about upgrading from CMM to CMMI? This presentation will show you how the upgrade can best be accomplished by covering what needs to be emphasized and what pitfalls can be avoided. These insights are based on lessons learned from conducting transition projects and performing appraisals. New process areas and their impact on the original processes will be examined as well as a quick overview of what process areas are posing the most problems. A variety of approaches to transitioning will be discussed (and some will be made fun of!)

"It was definitely well worth the time. Lots of good nuggets of wisdom."

John Browning
Pershing

The Agony and the Ecstasy of the Transition to CMMI 3:40 pm

Robinsine Sarli - *Mellon Financial Corporation*

This session will provide attendees with a view of some of the challenges organizations who have implemented CMM face when making the decision to switch to the new integrated CMMI model. Commercial or Software only organizations are not confronted with some of the same constraints DOD dependent organizations have. Consequently, the decision is much harder to justify to senior management or to practitioners who feel their current processes are not broken and are working just fine. This session will highlight our strategies to minimize costs, and improve overall acceptance. Discussion topics will include: Taking advantage of the 2005 December Sunset Date; building a pool of trained SCAMPI assessment team members; and developing expertise in using PIIDs.

Thriving in a Diverse Environment By Thoughtful Application of Organizational Innovation and Deployment and Technical Change Management 4:30 pm

Barbara E. Dreon - *Northrop Grumman Corporation*

It can be a challenge to envision how to apply Organization Innovation and Deployment (OID) or parts of Technology Change Management (TCM) in an organization that serves many unrelated customers with a myriad of systems and technologies. This presentation addresses how Northrop Grumman has adapted its approach to OID and TCM given the diversity of technologies used by projects serving a wide variety of customers. The presentation touches on a paradigm for success and some mechanisms demonstrated to strengthen Northrop Grumman's technology monitoring capability and ability to more efficiently deploy a technology across multiple projects.



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