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4TH ANNUAL  
Software Process Symposium

October 10, 2006

The Pines Manor  
Edison, New Jersey

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The logo for the Software Process Symposium features a stylized "S" on the left, formed by several red dots of varying sizes arranged in a curve. To the right of the "S", the words "SOFTWARE", "PROCESS", and "SYMPOSIUM" are stacked vertically in a bold, sans-serif font.

**SOFTWARE PROCESS  
SYMPOSIUM**

# TUESDAY, OCTOBER 10, 2006

7:15 am

REGISTRATION & CONTINENTAL BREAKFAST IN THE EXHIBIT HALL

## GENERAL SESSION

8:00 am

WELCOME REMARKS, LOGISTICS, SPONSOR THANKS

8:15 am

### SCALING UP THE PROCESS

*Watts Humphrey, Fellow & Research Scientist, Software Engineering Institute*

TRACKS	SOFTWARE PROCESS IMPROVEMENT	IMPLEMENTING CMMI	SOFTWARE MEASUREMENTS & ESTIMATION	MANAGING PEOPLE & CULTURAL CHANGE
9:30 am	<p><b>CMMI vs. Lean Six Sigma – What's it All About?</b></p> <p><i>Doug Smith &amp; Marilyn Ginsberg-Finner, Northrop Grumman Information Technology</i></p>	<p><b>Traceability: A Radical Approach Based on User Involvement</b></p> <p><i>Thomas M. Cagley Jr., TMCConsulting Services and David Consulting Group</i></p>	<p><b>Building and Using a Successful Measurement Program: A CMM Level 5 Organization Perspective</b></p> <p><i>Bruce Rogora &amp; Gregory Allen, Pershing LLC</i></p>	<p><b>Executive Roles in Successful Change: Practical Implementation in a Dynamic IT Delivery Organization</b></p> <p><i>Charles B. Rosen, PMP, PMOLink, Inc.</i></p>

10:10 am

### BREAK IN THE EXHIBIT HALL

10:40 am	<p><b>A Practical Approach to Process Improvement</b></p> <p><i>Robert Fantina, NorthwesTel, Inc.</i></p>	<p><b>Transforming a Burdensome Software Quality Assurance Audit to Value-Added Process and Product Quality</b></p> <p><i>Assurance (PPQA) Evaluation James R. Bindas, BAE Systems</i></p>	<p><b>Making Sure Your Metrics Program is Providing Business Value</b></p> <p><i>John (Jack) T. Harding, Software Technology Transition (STT)</i></p>	<p><b>Extending The People CMM To Create Effective Talent Management Applications</b></p> <p><i>Paul D. Storfer, Personnel Decisions International</i></p>
11:30 am	<p><b>Guide to Asking the Right Questions at the Senior Management Project Review Sessions</b></p> <p><i>Robert Eagan, CTG Inc.</i></p>	<p><b>Catch 22: Lessons Learned from a SCAMPI B Organizational Unit Coordinator</b></p> <p><i>Maureen Foster, L3 Communications ILEX Systems, Defense Systems Services Division</i></p>	<p><b>Exploring Use Case Points Estimation</b></p> <p><i>Lori Montanari Gottshall, Software Management Solutions, Inc.</i></p>	<p><b>Team Innovation Management</b></p> <p><i>Don O'Neill, Center for National Software Studies</i></p>

12:10 pm

### LUNCH

1:20 pm

### A CIO'S JOURNEY TO CMM LEVEL 5 AND BEYOND

*Suresh Kumar, Managing Director & CIO, Pershing LLC*

TRACKS	SOFTWARE PROCESS IMPROVEMENT	GENERAL TOPICS	SOFTWARE MEASUREMENTS & ESTIMATION	MANAGING PEOPLE & CULTURAL CHANGE
2:20 pm	<p><b>Wag the Dog: Driving SPI Through System Testing</b></p> <p><i>Nathan Petschenik, Software Testing Services, Inc.</i></p>	<p><b>Balancing Agility and Discipline: SQA Perspective on Becoming Agile in a Regulated Environment</b></p> <p><i>Eugene Levin, Citigroup, Corporate and Investment Bank Technology</i></p>	<p><b>The Real Cost of Developing COTS Software</b></p> <p><i>Arlene Minkiewicz, PRICE Systems, LLC</i></p>	<p><b>Converting the Unbelievers: Managing Process Hard Cases</b></p> <p><i>L.D. Robinson, Software Management Solutions, Inc.</i></p>

3:00 pm

### BREAK IN THE EXHIBIT HALL

3:30 pm	<p><b>The Value of Managing the Review Process</b></p> <p><i>Robert M. Chapman, Integrated Software Metrics, Inc.</i></p>	<p><b>Web-based Collaboration Environments: A Best Practice for Process Improvement</b></p> <p><i>Sharon Miller, L3 Communications ILEX Systems</i></p>	<p><b>The Limitations of Estimation</b></p> <p><i>Linda Laird, Stevens Institute of Technology</i></p>	<p><b>Is There a Workforce Crisis on the Horizon?</b></p> <p><i>Palma Buttles-Valdez, Software Engineering Institute</i></p>
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4:20 pm

### UPGRADING TO CMMI VERSION 1.2

*Mary Beth Chrissis, Co-Author, CMMI, Software Engineering Institute*

5:10 pm

### ADJOURN

# Presentation Abstracts

## MORNING KEYNOTE SPEAKER

### Scaling Up the Process

**Watts S. Humphrey, Fellow & Research Scientist - Software Engineering Institute, Carnegie Mellon University**



**8:15am - 9:15am** – Modest-sized development projects are often completed on time and within budget, at least by mature organizations, but large programs rarely are. The reason is scalability. Today's development processes do not scale up. Mr. Humphrey reviews the most common problems with large-scale development work, describes why these problems will be more pervasive in the future, and discusses ways to address them. He concludes with brief comments on the Team Software Process (TSP), which meets the scalability criteria described in this talk.

**BIO:** Watts S. Humphrey founded the Software Process Program of the Software Engineering Institute at Carnegie Mellon University. He is a Fellow of the Institute and is a research scientist on its staff. From 1959 to 1986, he was Director of Programming and VP of Technical Development with IBM. His publications include many technical papers and 11 books. Some of his recent books are: PSP: A Self-Improvement Process for Software Engineers (2005), TSP: Leading a Development Team (2006), and TSP, Coaching Development Teams (2006). He holds five US Patents. In 2005, at the White House, President Bush awarded him the National Medal of Technology.

"Excellent, practical & comprehensive compacted into one smooth, integrated day. Overall this is an excellent symposium! It was well run and put together. The three keynote speakers were outstanding!!!"  
**Jerry Kastning**  
Software Engineering Center

## AFTERNOON KEYNOTE SPEAKER

### A CIO's Journey to CMM Level 5 & Beyond

**Suresh Kumar, Managing Director and Chief Information Officer, Pershing LLC**



**1:20pm - 2:20pm** – Pershing is a Wall Street firm with global presence and intense focus on technology-based services and products. Under the leadership of Suresh Kumar, Pershing embarked on a journey of quality improvements six years ago and achieved CMM level 5 in 2005. Today, Pershing continues to optimize its IT processes on many fronts. Mr. Kumar's presentation will address many topics related to his experience leading Pershing to CMM Level 5 and beyond, including: How relevant is Global CMM® for a Wall Street firm? What did it take to achieve CMM L5? And what are some of the challenges, benefits and other measurements?

**BIO:** Suresh Kumar is a Managing Director, Chief Information Officer, and a member of the Executive Committee of Pershing LLC. He is also the Chief Executive Officer of iNautix Technologies India Private Limited, a technology affiliate of Pershing that provides offshore development services. Before joining Pershing, Mr. Kumar was the Chief Information Officer of CSFBdirect (now Harrisdirect). Mr. Kumar is a member of the Technology Advisory Committee of the Depository Trust and Clearing Corporation, co-chair of the NASD® Technology Advisory Committee and a member of SIA Technology Management Committee. He received a Bachelor of Technology degree from the Indian Institute of Technology, a Master of Business Administration from the Indian Institute of Management, and a Master's degree in Computer Science from the New York Institute of Technology.

"The keynote speakers were fantastic - I learned a lot from them that I can bring back to my organization and job."  
**Diane Glaser**  
US Army C-E LCMC SEC

## CLOSING KEYNOTE SPEAKER

### Upgrading to CMMI® Version 1.2

**Mary Beth Chrissis, Co-Author, The CMMI® Software Engineering Institute, Carnegie Mellon University**



**4:20pm - 5:10pm** – The Software Engineering Institute (SEI) with the help of NDIA, and others are continually improving the CMMI Product Suite. In August 2006, the SEI released version 1.2. In her presentation, Ms. Chrissis will describe the improvements made to CMMI model, training, and appraisal materials. She will also discuss the strategic direction of the CMMI Project, including the future releases of new "constellations," such as "CMMI for Services" and "CMMI for Acquisition." Tips and hints will be provided to help you make a smooth transition to from CMMI version 1.1 to 1.2.

**BIO:** Mary Beth Chrissis is a senior member of the technical staff at the SEI. Since 1988, Chrissis has been involved in the development of all releases of the Capability Maturity Model for Software and the CMMI models. She is an author of CMMI Guidelines for Process Integration and Product Improvement and is also a principal contributor to The Capability Maturity Model: Guidelines for Improving the Software Process. Chrissis is a member of the CMMI Configuration Control Board and Architecture teams and manages SEI's CMMI Training team.

### CMMI vs. Lean Six Sigma – What’s it all about?

**Doug Smith, Senior System Architect and Marilyn Ginsberg-Finner, Process and QA Consultant**  
**Northrop Grumman Information Technology**

**9:30am - 10:10am**

Lean Six Sigma is getting a great deal of attention as a means of solving business problems and improving processes, while achieving significant cost and schedule reductions. How does it complement and support your CMMI initiative? What are the differences between CMMI and 6ó? What does “Lean” add? This presentation will answer those questions and more. It will discuss the background of 6ó and L6ó, as well as the techniques and tools that are commonly used for 6ó projects. It will explain differences between the DMAIC and DMADV models, what Lean adds, and when each is applicable.

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### A Practical Approach to Process Improvement

**Robert Fantina, Corporate Process Analyst**

**Northwestel, Inc**

**10:40am - 11:30am**

In this workshop, software professionals will obtain the tools needed to prioritize their areas of highest concern, determine the specific changes that need to be made and then implement them, without a significant drain of time from project work. Using templates that will be provided, participants will complete exercises relating to their own organizations. Information will be provided on how to overcome the inevitable resistance to change that is often a barrier to success. Each participant will leave this presentation with the tools necessary to start and complete an effective process improvement initiative.

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### Guide to Asking the Right Questions at the Senior Management Project Review Sessions

**Robert Eagan, Consultant**

**CTG Inc.**

**11:30am - 12:10pm**

This presentation provides attendees with some insight on how to leverage the formal project review sessions to jumpstart CMMi culture change. It explores several key questions that senior managers need to ask at various stages of the project life cycle. Generally, senior managers only ask questions related to project progress. By asking process related questions, senior management can energize the process improvement effort and deliver a clear and concise message that they support process improvement.

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### “Wag the Dog: Driving SPI Through System Testing”

**Nathan Petschenik, Chief Operating Officer**

**Software Testing Services, Inc.**

**2:20pm - 3:00pm**

The main message of this presentation is that a system test leader can drive SPI on their project. This talk shares techniques used to do this successfully. While this may sound like the tail wagging the dog, it’s perfectly appropriate when you recognize that system testing is the only phase of the SDLC where a schedule slip cannot be passed on to anyone but the customer. Therefore the “tail” must take a hard line on pushing the appropriate activities up-front where they belong. This talk tells how to do it.

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### The Value of Managing the Review Process

**Robert M. Chapman, President**

**Integrated Software Metrics, Inc.**

**3:30pm - 4:20pm**

It is the thirtieth anniversary since Michael Fagan introduced his review process to the software world. Yet development organizations either have no review process or they are inefficient. The review process is central to the development cycle and affects every team member. The data to evaluate the process is now available and clearly shows that for each 100 KLOC gross savings exceeds \$250,000 over the life of the project. This presentation re-examines the issues related to the internal review process and presents very specific numbers that show the value and the trade-offs that have to be managed proactively.

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“The keynote speakers provided a sense of inspiration in dealing with the many challenges that continue to plague the IT industry.”

**Lenny Diliberto**  
*Chubb & Son*

“This software process symposium was first class all the way.”

**Alex Lamb**  
*ILEX Systems*

### Traceability: A Radical Approach Based on User Involvement

**Thomas M. Cagley Jr., President (TMConsulting Services) and Senior Managing Consultant (DCG)**  
TMConsulting Services and David Consulting Group  
9:30am - 10:10am

Traceability is a core tenant of the requirements management process areas in the CMMI. Why is the process worth the investment? Simply put traceability allows project to know that what was planned was installed and what was installed was planned. A concept that is hard to argue with; the problem is that "doing it" is not very easy and construed to be expensive. Traceability has always been a lightning rod for the overhead discussion. 'Traceability: A Radical Approach Based on User Involvement' suggests an approach based on balancing user involvement, risk and control needs. This approach makes traceability a saleable concept.

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"It seems to get better every year; I have attended all three so far and the quality of speakers and presentations has always been of extremely high quality. This is a regular on my calendar!"

**Partha Mallikarjun**  
Citigroup

### Transforming a Burdensome Software Quality Assurance Audit to Value-Added Process and Product Quality Assurance (PPQA) Evaluation

**James R. Bindas, PPQA Lead**  
BAE Systems  
10:40am - 11:30am

We changed people's attitude towards the SSQA compliance audits from being a "check-in-a-box" to a "value-added" evaluation by adopting a more "holistic" approach to each process audit. We began by looking at the process as a whole; including its products; and how they interact with other processes, looking for any gaps; dissecting the process and confirming that the process supports its intent and meets contractual and organizational requirements and standards. This approach generates process improvement suggestions making the process more effective; helps the projects implement the process more efficiently and avoids any non-compliance issues, adding value to the project.

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"I have attended this symposium in the past and there are always good presentations that have a lot of value. It was definitely worth every penny. The knowledge that was transferred will help aid our organizations."

**Danielle N. Roman**  
Fiserv EFT

### Catch 22: Lessons from a SCAMPI B Organizational Unit Coordinator

**Maureen Foster, Process Engineer**  
L3 Communications ILEX Systems, Defense Systems Services Division  
11:30 am - 12:10pm

The importance of the SCAMPI Organizational Unit Coordinator (OUC) is often not recognized until after the event. For the first-time OUC, there is no way of knowing how intertwined this function is with the success of the SCAMPI. Literature searches give very little information about this role. The available information does little to prepare the OUC for what lies ahead. This presentation fills in the gaps and provides practical and implementable advice to future SCAMPI Organizational Unit Coordinators.

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### Balancing Agility and Discipline: SQA perspective on becoming Agile in a regulated environment

**Eugene Levin, Software Quality Manager**  
Citigroup, Corporate and Investment Bank Technology  
2:20pm - 3:00pm

This presentation will describe the motivation for introducing Agile development to complement Citigroup's waterfall SDLC process, challenges related to using light-weight Agile methodology in regulated financial industry, lessons learned in defining Citigroup's Disciplined Agility process and lessons learned in piloting and company-wide adoption of Agile development.

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### Web-based Collaboration: A Best Practice for Process Improvement

**Sharon Miller**  
L3 Communications ILEX Systems  
3:30pm - 4:20pm

Are you making the most of your collaborative, web-based environment functionality? For us, it has significantly improved the deployment of process improvement initiatives, ultimately resulting in the achievement of CMM for Software Maturity Level 3. Among the reasons for this are improved access to information; improved team communication; and improved consistency of processes. Collaborative environments do much more than support access to project documents. Their functionality supports the implementation and institutionalization of best practices essential to achieving higher maturity levels such as, controlling documents; implementing process, lessons learned, and measurement repositories; and facilitating structured walkthroughs and meetings. You'll see the concrete approaches and discuss lessons learned, which are now being applied as the organization prepares for a CMMI Maturity Level 3 appraisal.

### Building and Using a Successful Measurement Program: A CMM Level 5 Organization Perspective

**Bruce Rogora, AVP and Gregory Allen, AVP**  
**Pershing LLC**

**9:30am - 10:10am**

This session will present the experiences of a major financial firm's journey in building a successful measurement program in support of its quest in becoming a CMM level 5 organization. The presentation will explain some of the "pain" that was felt and some of the "successes" that were experienced. From an application development metrics baseline was created in 2000 to the details of how senior management of the firm uses the measurements to track and manage process improvement initiatives will be discussed. Examples of metrics produced in the quarterly report that senior management uses to manage the company will be provided.

### Making Sure Your Metrics Program is Providing Business Value

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

**10:40am - 11:30am**

This presentation will show how to relate software metrics and measurements to the senior executive's business objectives. Topics to be covered include:

- How to establish and use key measures of effectiveness and efficiency
- How to ensure the metrics are properly collected and used
- How to measure and set objective, practical goals to improve both estimating accuracy and the reduction of rework costs
- Discuss the relationship of cost, time to market, and quality and why they are frequently integrated
- Identifying metrics and terminology which may cause the wrong behavior.

### Exploring Use Case Points Estimation

**Lori Montanari Gottshall, Director of Training**  
**Software Management Solutions, Inc.**

**11:30am - 12:10pm**

Organizations with good estimation practices are four times more likely to meet delivery commitments. Nevertheless, many companies are careless with estimation. Perhaps it's time for a new approach. Use Case Points estimation can be employed early in the SDLC to accurately gauge size and effort. This presentation introduces the concepts and steps involved in employing Use Case Point estimation. It discusses the pros and cons of this approach and highlights what organizations have to do to be successful with it. The SDLC time line is examined to identify when Use Case Points can be used vs. other estimation techniques.

### The Real Cost of Developing COTS Software

**Arlene Minkiewicz, Chief Scientist**  
**PRICE Systems, LLC**

**2:20pm - 3:00pm**

Despite the increased use of Commercial Off the Shelf (COTS) software, there has been little increase in the understanding of how to successfully estimate and plan for projects that are COTS based or COTS intensive. This paper describes a research effort focused on identifying the activities, cost or effort drivers and cost estimating relationships (CER's) that apply when planning software projects that are COTS based or COTS intensive.

### The Limitations of Estimation

**Linda Laird, Adjunct Professor**  
**Stevens Institute of Technology**

**3:30pm - 4:20pm**

Your boss tells you to estimate a new system and you need to be within 10%. Is this reasonable? How do you know? This presentation examines effort estimation -- where are we, what is reasonable to expect, and how to best manage the uncertainties of estimation.

"Well organized. Advance prep made this go smoothly. High quality presentations. Great opportunity for informal networking with other professionals."

**Barbara Dreon**  
*Northrup Grumman*

"Have lots of good ideas to take back to help with implementation planning. Different tracks offered a good variety and made for easy selection."

**Anna Alton**  
*Users Incorporated*

### Executive roles in successful change: Practical implementation in a dynamic IT delivery organization

**Charles B. Rosen, PMP, Practice Director**  
PMOLink, Inc.

**9:30am - 10:10am**

In the 10 months starting February 2005, dramatic progress made by a large IT organization was achieved largely due to consistent support at the highest level. The leadership activities supporting this cultural evolution and delivery of an operational platform for process changes at MetLife are examined for general application and lessons learned.

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*"After more than 25 years in s/w release management, this is one of the most complete presentations of applied quality I have seen - very informative & immediately useful."*  
**Charles B. Rosen, PMP**  
PMOLink

### Extending The People CMM To Create Effective Talent Management Applications

**Paul D. Storfer, Director, Talent Advantage**  
Personnel Decisions International

**10:40am - 11:30am**

The People CMM (P-CMM) is a maturity framework that describes the key elements of managing and developing the workforce of an organization. It describes a path from an ad hoc approach to managing the workforce, to a mature, disciplined development of the knowledge, skills, and motivation of the people that fuels enhanced business performance. Through case studies of competency system implementation, attendees will gain insight into structured processes for managing and developing its overall workforce. These practices have been chosen from experience as those that have significant impact on individual, team, and organizational performance.

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*"It was definitely well worth the time. Lots of good nuggets of wisdom."*  
**John Browning**  
Pershing

### Team Innovation Management

**Don O'Neill, President**  
Center for National Software Studies

**11:30am - 12:10pm**

Innovation enables an enterprise to elevate its offerings in the software stack. Team Innovation Management (TIM) is organized to encourage innovation within the U.S. software industry and to advance the competitive development of the enterprise by renovating functional tasks and activities and accelerating the innovation management capability and capacity needed to substantially increase innovation in both the production and use of systems and software. It is specifically focused on the systems engineering and software engineering roles and capabilities needed to systematically collaborate in the cross discipline intersection between producer and consumer.

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### Converting the Unbelievers: Managing Process Hard Cases

**L.D. Robinson, Process Improvement Specialist**  
Software Management Solutions, Inc.

**2:20pm - 3:00pm**

Every improvement initiative has hard cases. Perhaps you have encountered them? They are the ones who question every move the process group makes. "Why are you doing it this way? My people do not have enough time to work on this stuff. They have real work." What does a consultant, an outsider to the inner workings of an organization, do to overcome and answer such questions? In this session you will learn how to deal with the hard cases, making converts out of the staunch non-believers, answering their endless questions, while still getting the job done.

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### Is There a Workforce Crisis on the Horizon?

**Palma Buttles-Valdez, Member of the Technical Staff**  
Software Engineering Institute, Carnegie Mellon University

**3:30pm - 4:20pm**

Between 2010 and 2030 over 78 million baby-boomers, many in management positions, will be eligible for retirement. This long-term steady reduction in the workforce and the potential loss of corporate knowledge coupled with retention issues, has placed a heavy burden on many organizations. Further complicating this issue are the cultural considerations of managing and coordinating a multi-generational and global workforce. The SEI's People Capability Maturity Model provides is a benchmarked framework that will guide organizations in attracting and developing the capable and agile workforce required to execute their long-term business strategy.

4 T H A N N U A L  
Software Process Symposium

October 10, 2006  
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ATTENDEE REGISTRATION FORM

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2. SYMPOSIUM REGISTRATION FEE

- Super Early Bird (Before 8/18/06).....\$295
- Early Bird (Between 8/19/06 – 9/22/06) .....\$335
- After 9/22/06 .....\$375

Symposium Registration Fee: \$ \_\_\_\_\_

*On-site registrations will incur a \$40 surcharge, so pre-register by 12 noon, Monday, October 9th to avoid this fee.*

3. INTRO TO CMMI® SPECIAL OFFER

By registering for the symposium you will receive a discount off the Intro to the CMMI workshop held on Oct. 11-13, 2006 (cannot be combined with other offers or promotions).

- Early Bird (Before 9/22/06).....\$950 (regular \$1075)
- After 9/22/06.....\$1050 (regular \$1195)

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\*Cancellations by 8/26/05 will  
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\*Cancellations between 8/19/06  
and 9/22/06 will receive a refund  
minus a \$125 administrative fee.

\*No refund after 9/22/06



