

## Leadership Message

I first joined Toronto SPIN (Software Process Improvement Network) as a member in 2003 and became more active by volunteering for the Web Team in October 2007. Later, in May of 2008, I became an elected member of the Steering Committee.

Since then, I have worked with an energetic group of people who are dedicated to ensuring the success of this organization. My team makes recommendations and develops web solutions for the public and internal domain, maintaining a request log of requirements. We help to improve the processes for this organization and build a better and stable environment for members and non-members.



My role as a Web Team Lead is to delegate the work/requests from different Sub-Committees and to provide status updates to my team members. I coordinate the deployment of code to the public domain.

With fast changing technology, we are actively seeking volunteers to join the Web Team. By volunteering, you will be part of a great enthusiastic group of people from different industries in the IT community.

I'm proud to be part of such a community and look forward to contributing to our support and influence within the community in the years to come.

*Kirk Zapa  
Web Team Lead*

## What's Inside

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Please submit any feedback on this newsletter as well as articles and digital photographs for consideration in future issues to [communications@torontospin.com](mailto:communications@torontospin.com).

## Toronto SPINner is Back!

Many of you may have noticed that publication of the Toronto SPINner went through a bit of a hiatus since the last issue which was published in October 2008.

This was not due to the lack of available interesting content, but due to insufficient available volunteer resources. We are delighted to be back in business, this time bringing on an additional volunteer so that we now have two volunteers responsible for the development and publication of the newsletter. This should enable us to maintain continuity in the future.

We look forward to your interactive participation in this newsletter. We encourage contributions from our members sharing thought-leadership valuable to our readers.

*Rekha Kulshreshtha  
TSPIN Communication Sub-Committee Lead*

## Our Diamond Sponsor...



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## Recent TSPIN Activities

In this section, we provide a glimpse of some key recent Toronto SPIN events and activities. Remember that final speaker presentations are available on our website for your reference at <http://www.torontospin.com/torontospin/events.shtml>.

### November 2008 Event

Over 25 members attended the "Software Measurements: Reports and Modeling" on Thursday, November 6, 2008 at the IBM Auditorium on 3600 Steeles Avenue East.



Norocel Popa and Erika Vintan at November 2008 TSPIN Event

Erika Vintan and Norocel Popa, both from Bank of Montreal, shared their experience and lessons learned. Feedback from participants was very positive with the session being deemed an excellent learning opportunity.

*Rekha Kulshreshtha*  
TSPIN November 2008 Event Manager

### January 2009 Advanced Workshop Event

Another first-time event in the history of Toronto SPIN: In January 2009 Toronto SPIN hosted a 3-hour long technical workshop. The topic of the workshop was



Sergey Diev at January 2009 TSPIN Event

"Advanced Technical Aspects of Requirements Development", and it was delivered by Sergey Diev, Ph.D., Senior Process Improvement Specialist from Bank of Montreal.

The workshop had two parts:

- An overview of some key aspects of requirements development and structuring was presented. This included issues like a notion of requirements architecture, a palette of structured views available to requirements analyst, conceptual modeling, contrasting modeling and representation, visualization of use cases;
- An interactive session in which participants discussed the aspects mentioned above in the context of a sample problem, using solutions and diagrams made ready beforehand.

Many important practical issues of requirements development were considered under the angles of 1) efficiency of the work of a business analyst, and 2) quality of requirements. It's also worth of noticing that a tool was used in the workshop that Sergey had built for visual, concept-based requirements development.

Feedback from the participants has been very good; they were noting that Sergey provided excellent insight in the area of requirements modeling; also that the workshop format was more valuable in discussing details than just a presentation. There were wishes to continue the topic. Write to us if you are interested, so we can plan for a next event.

*Erika Vintan*  
TSPIN January 2009 Event Manager



Participants at January 2009 TSPIN Event

### Toronto 'SPINner' Online

Did you know that this newsletter and past issues of this monthly newsletter are available [online](#)?



*Simon Kalechstein*  
TSPINner Editor

## Upcoming Activities

In this section, we highlight a bit about upcoming events. Stay tuned, as more information about these events and activities becomes available. Please register, if you plan on attending an event, as we use registration information as a basis for refreshment orders.

### March 2009 TSPIN Event – “Software Process Automation: Lessons from the Trenches”

Our next event will be conducted on Tuesday, March 17, at IBM Canada, 3600 Steeles Ave. East, Markham, starting at 5:30 pm. The topic is Software Process Automation: Lessons from the Trenches,

Automating software development processes offer significant benefits to organizations. So, what stops organizations from automating their processes? Are their teams siloed? Are there social and organizational inhibitors to the adoption of process automation? Are process requirements, implementation of best practices and frameworks too complex to model, or execute?

Sammy Wahab and Terry King will share their experience in software process automation, answering questions on how to integrate people, processes and artifacts within a simple framework. This framework will first focus on process definition and reuse – the ability to define, tailor and publish the process including mapping organizational processes to frameworks and compliance framework. The presentation will explore models of process enactment like – single platform based and point tools based – and offer pros and cons of each model. In addition to common development tools used in application delivery, products related to ALM, SCM, PPM and BPM categories will be explored and mapped in the process automation landscape.

Finally, the presenters will offer practical insights to implement visibility and traceability across all SDLC disciplines by automating any measurable software delivery process. Based on their global customer experience, they will also answer key process automation questions.

### Call for Speakers: Measuring Software Process and Benefits of Process Improvement

Toronto SPIN is looking for speakers for an upcoming event on the topic of process measuring software processes and benefits of process improvement. If you have expertise in this area and are interested in presenting, please submit your biography and presentation abstract to [programs@torontospin.com](mailto:programs@torontospin.com).

**Topic Summary:** Measuring Software Process provides guidance on how to use measurements to manage and improve software processes within your organization. It explains how quality characteristics of software products and processes can be quantified, plotted, and analyzed, so that the performance of

software development activities can be predicted, controlled, and guided to achieve both business and technical goals. Presentations may include:

- Insight into developing a clear framework for measuring process behavior
- Discussions of process performance, stability, compliance, capability, and improvement
- Explanations of what you want to measure (and why) and instructions on how to collect your data
- Step-by-step guidance on how to get started using statistical process control

Measuring Benefits of Process Improvement provides concepts, measures, and methods that can be used to determine the benefits an organization can realize from their software process improvement efforts.

The presentation may describe:

- concepts that organizations can tailor and build upon to develop a method for determining the benefits they have received from their software process improvement activities,
- concepts to determine the cost and savings of software process improvement.

We are looking for speakers who will share their experiences with measuring software processes and benefits of process improvement. Speakers should also provide their perspective with the practical application of measuring software processes and benefits of process improvement in real-world situations. The intention of the presentations shall not be centered on specific tools advertisement but in the measuring software processes and benefits of process improvement in the context of best practices.

**Speaker Guidelines:** Biographies must be no longer than 100 words and abstracts must be no longer than 200 words. Biographies and abstracts must be submitted to the Program Subcommittee at [programs@torontospin.com](mailto:programs@torontospin.com) by March 15, 2009.

*Ruben Montero*

*Program Sub-Committee Lead*

### Call for Speakers: Future Events

Toronto SPIN will soon be looking for speakers for other upcoming events to be conducted in 2009. The topics of these events are:

- Testing
- Life Cycle Models and Tailoring
- Team Dynamics
- Process Change Management

Calls and topic summaries for these events will be published soon, but if you have expertise in these areas and are interested in presenting, please submit your biography and presentation abstract to [programs@torontospin.com](mailto:programs@torontospin.com).

## Sponsorship Update

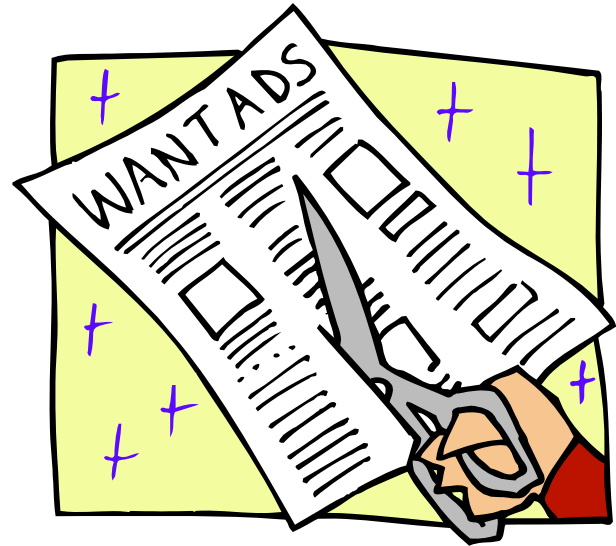
The sponsorship committee and web team have been working to update the sponsor section on the Toronto SPIN website. Please check out our [sponsor page](#) and let us know what you think. The website now contains the following information:

**Sponsor Benefit Information:** If you are thinking about sponsoring the Toronto SPIN, check out this area for the [benefits](#) of becoming a sponsor.

**List of Current Sponsors:** View [our current sponsors](#).

We are starting to plan the next sponsorship drive so if you are thinking about becoming a sponsor and have more questions, feel free to contact us at [sponsorship@torontospin.com](mailto:sponsorship@torontospin.com).

*Renay Langdon  
Sponsorship Subcommittee*



## Are You Looking For Work?

The media is full of news about the terrible economic environment through which the world is passing. We know that many of our colleagues and friends are losing their jobs as a result of companies downsizing and, in many cases, completely shutting down part or all of their business operations.

At Toronto SPIN, we have often discussed the idea of providing a job posting service for members of our community. However, with limited volunteer resources, we have been reluctant to go forward without a fully developed and validated solution.

However, in light of the current economic crisis, the Toronto SPIN Steering Committee has decided that there was never more of a need for this type of support for our community. So in the interest of expediency, they have decided to offer an immediate service to Toronto SPIN members who are looking for jobs in the software process improvement industry.

In future issues of this monthly newsletter, we will include a section for professionals looking for jobs in the software process improvement industry. To have your entry included you must do the following:

- If you are not a LinkedIn member, it is free and easy to become one at <http://www.linkedin.com>
- Connect to the Toronto SPIN group on LinkedIn.
- Send an email to [communications@torontospin.com](mailto:communications@torontospin.com) with the following information:
  - Your name
  - Desired Role
  - Link to your LinkedIn profile

All entries received by the first Friday of each month will be published in that month's newsletter, as well as passed on to our sponsors. For the March newsletter, all entries received by March 6<sup>th</sup> will be included. Please note that resumes will not be accepted or published.

If this service is able to help even a few of our colleagues find jobs, it will have been worthwhile.

## TSPIN Contest of the Month

**QUESTION:** How many Process Areas are there in the CMMI-DEV?

Submit your answer via email, including your name and official mailing address to [communications@torontospin.com](mailto:communications@torontospin.com) by March 13, 2008.

**YOU  
WIN!**

All correct entries will be collected and one winner will be randomly drawn. The contest prize will be mailed via Canada Post to the winner. Winners will be announced in the next monthly newsletter.

## Discounts from the IIST and the IISP available to TSPIN Members

The [International Institute for Software Testing \(IIST\)](#) and The [International Institute for Software Process \(IISP\)](#) align with non-profit groups around the world to promote education for software process improvement.

To that end, IIST and IISP would like to offer members of the Toronto SPIN a 25% discount to attend any of the following Software Testing, Software Quality Assurance, and Software Process Improvement events.

To receive the discount, members need to use the promo code "TORONTOSPIN" on their registration. This discount provides up to a \$674 savings, depending on the number of days the individual registers for. For any question, please email [info@iist.org](mailto:info@iist.org) or call our office at 1-877-Get-IIST.

In addition, all online courses offered by IIST and IISP are now available at 40%.

*Magdy S. Hanna, PhD  
Chairman & CEO, IIST & IISP*

## Other Activities in the Area

In this section, we share information about other upcoming activities in the area that may be of interest to our members. The focus is on activities that are aligned with Toronto SPIN's mission and mandate.

### CIPS IT Meeting

We have an ethical obligation to review best practices before every assignment. IT professionals must "remain cognizant of, and be compliant with, relevant legislation, standards and bodies of knowledge" (CIPS Code of Ethics). This is as it should be - trustworthy competence is founded on considered use of best practices.

CobiT, from ITGI, is the place to start. It provides a widely accepted breakdown of IT into 34 component processes, backed by detailed best practices for the analysis of IT Value and IT Risk. Further, ITGI provides a mapping from CobiT to a full baker's dozen of other established IT best practices.

CobiT, Value IT, and Risk IT will be introduced. This will begin a discussion about the IT Professional's best practice responsibilities. What are our best practice obligations? Why is it in our self-interest to accept these obligations? How do we best discharge them?

On Monday, March 9, 2009, CIPS is hosting a session on "Professional Responsibilities and Controls Objectives For IT (COBIT) Framework" at the Metro Hall, 3rd. Floor, Room # 303 at 55 John Street in downtown Toronto.

If you are interested in attending, please register online: <http://itmanagementmar09event.eventbrite.com/>

*Durray Masood*

*Volunteer - IT Management SIG*

### Call for Papers: CASCON 2009

CASCON 2009 is the 19th Annual International Conference hosted by the IBM Centers for Advanced Studies, and the theme of this year's conference is "Computing for a Smart Planet".

CASCON 2009 invites authors to submit original papers addressing any of the following topics: cloud computing, user interaction, business intelligence, software development processes, software development tools, software design & comprehension, next generation systems, database infrastructure and technology, services science, and web-based systems.

Abstracts for technical papers are due May 11, 2009.

### QUEST Chicago 2009 Conference

QUEST Chicago is back in 2009! Based on a world wide survey of IT quality and testing professionals, QUEST is a conference experience designed by practitioners - for practitioners. The conference provides a wide array of opportunities to LEARN, ASSESS,

APPLY, and CONNECT for associate through IT executive level professionals involved with software.

QUEST registration is now open, thus allowing you to take advantage of paying registration before the end of the year from 2008 training budgets. Group and other special discounts are also available.

For registration information, click here [www.gaiquest.org/chicago/regopen.html](http://www.gaiquest.org/chicago/regopen.html).

## What's Goin' On

Check out the following learning opportunities:

- March 5, 2009, [SEI Webinar: The Method Framework for Engineering System Architectures \(MFESA\)](#)
- March 9, 2009 – CIPS IT Meeting: Professional Responsibilities and Controls Objectives For IT (COBIT) Framework : <http://itmanagementmar09event.eventbrite.com/>, Toronto, Canada
- March 23–26, 2009 – [SEPG North America 2009](#) in San Jose, California
- May 16–24, 2009 – [International Conference on Software Engineering \(ICSE\) 2009](#) in Vancouver, Canada ()
- June 9-12, 2009 – [SEPG Europe 2009](#) in Prague, Czech Republic
- September 21-24, 2009 – [SEI Team Software Process \(TSP\) Symposium](#) in New Orleans, Louisiana
- November 2-5, 2009 – [International Conference on Computer Science and Software Engineering \(CASCON\)](#) in Richmond Hill, Ontario

### SATURN 2009 Conference

Today's software-intensive world relies on architecture practitioners to build predictable, high-quality systems. As systems grow in complexity, architecture's role will become increasingly crucial at enterprise, system, and software levels. The SEI Architecture Technology User Network (SATURN) Conference is held every year to bring together experts from around the world to exchange best practices in developing, acquiring, and maintaining software and system architectures.

The SATURN conference will take place on May 4-7, 2009 in Pittsburgh, Pennsylvania.

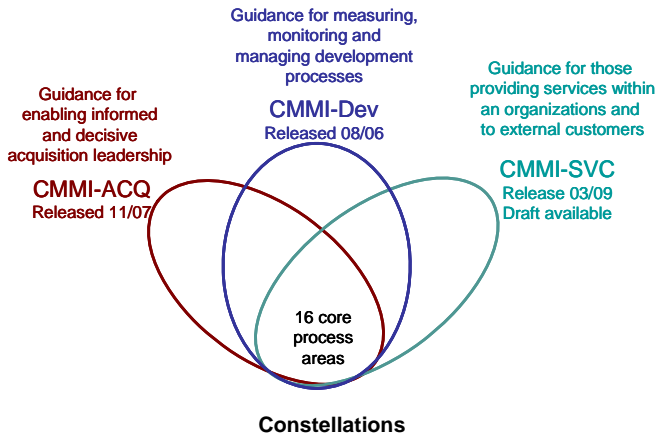
For more information, please go to the website at <http://www.sei.cmu.edu/architecture/saturn/2009/>.

*Rekha Kulshreshtha*

*TSPIN Communication Sub-Committee Lead*

## Special Feature – C is for..... CMMI® - Certification – Constellations

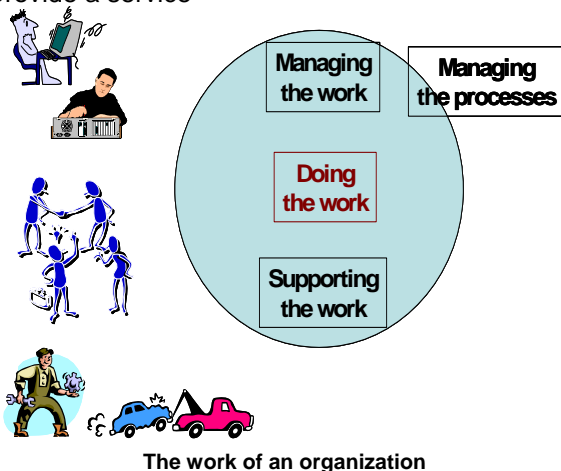
The trio of Capability Maturity Model Integration constellations will soon be complete when the CMMI-SVC, the CMMI for Service is released in March 2009



One way of looking at the scope of the constellations is by thinking of what is done in an organization. The purpose of organization is to “do some work”. This work needs to be managed. Certain functions are needed to support both “the work” itself and management of the work. Finally the processes used to do “the work”, manage and support it need to be managed and improved. See figure 2.

Depending on the organization “the work” could be one of or any combination of the following:

- develop a product or service,
- acquire a product or service,
- provide a service



The 16 core Process Areas cover the activities that are common to all organizations:

- managing the work (from basic project management to using statistical and quantitative techniques to estimate, predict and control project outcomes),
- supporting the work (which includes quality assurance, measuring and analyzing the work, managing configurations and making formal decisions)
- managing the processes used (standardizing processes, assessing their effectiveness and continuously improving them).

An organization that is developing a product or service would use the CMMI-DEV, where the development or engineering work is represented by the engineering process areas. If acquisition (sometimes procurement, supply chain, or something similar) is a critical part of the work in the organization then CMMI-ACQ has 6 process areas devoted to developing a request for proposal, evaluating bids, selecting and managing suppliers as they develop the product or component and finally validating that the acquired item meets the need.

Services are different. A service is defined as something that is delivered to the customer in a form that is intangible, non-storable and requires labor or effort to accomplish. The CMMI-SVC has 6 process areas that cover developing a service strategy, managing capacity and availability, resolving and preventing incidents, transitioning a service strategy, sustaining the service, strategically managing the service, developing and delivering the service. For an IT-organization, CMMI-SVC, like all CMMIs, covers “what needs to be done”, while ITIL has guidance on “how” things are to be done. But IT is not the only application domain for this model. Given the definition of service the model could be used by just about any one providing a service, an IT-helpdesk, a taxi service, a fire station, lawn mowing service, health care - the list could go on.

### Certification

Until now the Software Engineering Institute (SEI) has authorized instructors, lead appraisers and high maturity lead appraisers in order for them to provide training in the model/s and/or lead appraisals. Authorization involved training plus being observed the first time the training or appraisal service is provided. Now instructors and lead appraisers need to be certified, which means that in addition to the training and observation, instructors and appraisers must pass an exam. The first such exam for SCAMPI Lead Appraisers was held recently at a workshop for CMMI instructors and lead appraisers. About 200 SCAMPI lead appraisers took the 120 multiple-choice questions exam. Results are expected in the middle of Nov.

*Winifred Menezes*

*SEI-Certified SCAMPI A/B/C and High Maturity Lead Appraiser,  
Intro to CMMI Instructor*

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## News from SEI



We often get valuable information sent to us by Shane McGraw of SEI. Shane coordinates collaboration across all SPINs around the world. As we see information that would be valuable to our community, we will include it in this section.

### Winter Edition of SEI's SPIN Newsletter

The Winter 2009 edition of the SPIN Newsletter is available for download from <http://www.sei.cmu.edu/collaborating/spins/newsletter.html>.

In this edition, "SPIN This" features an interview with Santosh Kumar Mishra, the new coordinator of the Bangalore, India SPIN.

The SPIN Spotlight highlights the work of the Atlanta SPIN, which has really become a model SPIN.

Lastly, the Feature Column is authored by Entinex founder and SEI Visiting Scientist, Hillel Glazer. Hillel's article is "A Marriage of Equals: "Balance" does not have to be a trade-off" and shows how CMMI and Agile methods can work together!

### Three New SPIN Chapters Formed

Since our last newsletter, three new chapters have been formed. Two in Florida – Brevard SPIN (in Melbourne), and Central Florida SPIN. A third chapter has been formed in Hyderabad India (Deming SPIN).

SEI has learned of interest in starting/joining a SPIN in Denver, Cleveland and St. Louis, and welcomes interest from any of our colleagues in helping to form new SPINs in any of these locations.

### Call for Presentations and Papers: 4<sup>th</sup> Annual SEI Team Software Process (TSP) Symposium

SEI has announced that the 4th Annual TSP Symposium will be held September 21-24, 2009 at the Royal Sonesta Hotel in New Orleans with a theme of Establishing a Competitive Advantage.

The Symposium is designed to bring together the seasoned users of the TSP, those involved in its development and transition, and those who are new to the technology and eager to learn more. SEI invites abstracts of approximately 300 words, describing papers and presentations relative to experiences in how TSP has helped your teams in commercial, military/government, or academic organizations establish a competitive advantage.

Detailed instructions for preparing and submitting abstracts, papers, and presentations may be found at: <http://www.sei.cmu.edu/tsp/symposium/participation.html>.

### New Course Launched – CMMI and Six Sigma: Strategies

Even highly effective businesses face challenges in this tough economy from the credit crunch that limits their ability to expand and their customers' capacity to spend. One response to these challenges is to become even more effective through getting more from their improvement initiatives (including technologies, reference models, and standards).

[CMMI and Six Sigma: Strategies for Joint Implementation](#), a new course from SEI, provides organizations with strategies to appropriately leverage Six Sigma and CMMI initiatives. After completing the course, participants will be able to list and explain several strategies for joint implementation of CMMI and Six Sigma, describe the technical aspects of the relationships between CMMI and Six Sigma, and identify which strategies and design connections may be relevant and beneficial to the their organizational context.

The course is targeted for line managers, project managers, and lead engineers. These individuals might include process improvement professionals such as engineering process group members, Six Sigma practitioners, measurement points of contact, and others.

### CMMI and Agile: Why Not Embrace Both!!

I would like to let you know about an exciting new Technical Report that is available from the SEI.

"CMMI and Agile: Why Not Embrace Both!" is now available to download!

Think that Agile and CMMI are incompatible? You may be wrong according to the authors of a newly released report published by the Software Engineering Institute. The report "CMMI and Agile: Why Not Embrace Both!" explains why each of these two improvement approaches have been misunderstood by users of the other approach and describes how CMMI and Agile can be used together in ways that benefit from the advantages of both. Take a look at <http://www.sei.cmu.edu/publications/documents/08.reports/08tn003.html> for a copy of the report.

We also did a webinar for the Austin and Dayton SPINs on this topic and the recording should be available in 7-10 days. Webinar recordings can be found at:

<http://www.sei.cmu.edu/collaborating/spins/webinars.html>.

Please let me know if you have any questions.

*From Shane McGraw  
SEI SPIN Coordinator*

## Toronto SPIN Volunteer Team

Toronto SPIN would not exist without the support of dedicated volunteers. Many thanks to all our volunteers to contribute their time to making Toronto SPIN the success that it is today.

### Welcome to our newest recruits!

Our efforts to grow our volunteer base continue to succeed. Since the last newsletter, we have two new volunteers who have joined the team.

Simon Kalechstein has joined to help with the Communication Sub-Committee, specifically with a focus on development and publication of the monthly newsletter.



Also joining our volunteer team is Kaniska Rakhit, who is a long-time supporter of Toronto SPIN. Kaniska has been a presenter at past SPIN events. He has joined the Program Sub-Committee and will also be helping us with internal process improvement.



A warm welcome to both of our latest volunteers!

## Social Networking

For TSPIN members to contact and communicate with each other, we've set up an official TSPIN group on one of the major networking site. Members of this group will be able to start a discussion, submit a news article and view job postings\*.

You can join by visiting the address below:

<http://www.linkedin.com/e/vgh/889527>

We hope to see you there!

*Rekha Kulshreshtha*

*TSPIN Communications Sub-Committee Lead*

*\*TSPIN is not responsible for posting or forwarding member resumes to company listed in the job posting message board.*

## Call For Volunteers

With our packed schedule of events for 2009, we plan to continue growing our volunteer base. Our current volunteer team consists of people who live as far away as Waterloo. So it doesn't really matter where you live or work. The majority of our work is done remotely from our normal work locations via teleconference calls. Occasionally, we do coordinate face-to-face meetings.

If you are interested in volunteer opportunities with Toronto SPIN, please send an email to [volunteers@torontospin.com](mailto:volunteers@torontospin.com). You will be invited to attend a one-hour volunteer orientation session that will give you a full overview of how Toronto SPIN is organized so you can determine if, and how, you want to participate.

## Our Current Volunteer Team

Toronto SPIN would not be operational without the support of dedicated volunteers. We would like to extend our thanks to all volunteers.

Many thanks to Susan Muckle, who has served on the Steering Committee for over 4 years. Due to work demands, Sue resigned in December. However, she plans to continue to be an active volunteer and member by continuing to be an Event Volunteer for specific events. Thanks so much for your contributions over these years, Sue.

A special congratulations to Renay Langdon, who was voted on to the Steering Committee in January. Renay has been the driving force behind establishing internal processes for the Sponsorship Sub-Committee. We are delighted to have Renay join the leadership team!

Name	Company
<b>TSPIN Steering Committee Members</b>	
Doris Concepcion	IBM Canada Ltd.
Andrew Gurudata	Telus Mobility
Sanford Hersh	Computer Elations Inc.
Rekha Kulshreshtha	IBM Canada Ltd.
Renay Langdon	eHealth Ontario
Vivienne Suen	IBM Canada Ltd.
Winifred Menezes	Freya Consulting Ltd.
Erika Vintan	Bank of Montreal
Kirk Zapa	KayCee Inc.
<b>Volunteer Team Members</b>	
Cristina Dumitrescu	TUCOWS
Emmanuel Gonnet	Gem Up Consulting
Mariam Hashmi	IBM Canada Ltd.
Victoria Johnston	IBM Canada Ltd.
Orhan Kalayci	eHealth Ontario
Simon Kalechstein	IBM Canada Ltd.
Joyce MacDonald	Gregory Consulting Ltd.
Lynne McCombes	MKS
Ruben Montero	IBM Canada Ltd.
Susan Muckle	Ontario Energy Board
Jenna Munro	IBM Canada Ltd.
Alan Osborne	Putting Edge Fun Centers
Sachin Quadros	IBM Canada Ltd.
Kaniska Rakhit	
Venkat Ramaseshan	IBM Canada Ltd.
Hamid Yazdanpanah	IBM Canada Ltd.
Juana Zegarra	CGI Inc.

*Rekha Kulshreshtha*

*TSPIN Volunteer Sub-Committee Lead*