PROMOTING WORLD-CLASS SOFTWARE DEVELOPMENT IN THE TORONTO AREA
TORONTO SPIN
SOFTWARE PROCESS IMPROVEMENT NETWORK

Toronto 'SPINner'

March 2009 Volume 2, Issue 2

Leadership Message

When I signed up to volunteer for the Toronto SPIN I had no idea how much I would benefit from the process improvement community – not just from the professional point of view by being in contact with a network of experienced colleagues, but also from the practical point of interchanging ideas, information and mutual support. Because software and systems process improvement is a new and rapidly growing area, the opportunity to be part of a group of professionals sharing the same interest is invaluable.

As a Steering Committee and Program Subcommittee member since 2007, I am particularly proud of our achievements in organizing a series of high interest events. What I personally find most astounding is that we are one of the 124 SPIN worldwide and one of three in Canada. When you think about it, this is extraordinary.

Do you think everything in software and systems process improvement is perfect or is there some changes you would make if you had the chance?

If the answer is "yes"… then you have everything you need to join TSPIN community!

Erika Vintan

Program Subcommittee Member

What's Inside

This month's issue of the Toronto SPINner includes…

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

Note that this newsletter and past issues of this monthly newsletter are available online at http://www.torontospin.com/torontospin/press.shtml.

Erika Vintan, Sammy Wahab and Terry King at the March TSPIN

Recent Activities

In this section, we will 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.

Report on our March 2009 TSPIN Event – "Software Process Automation: Lessons from the Trenches"

Over 20 members attended our most recent event "Software Process Automation" on Tuesday March 17th, 2009 at IBM Canada Auditorium on 3600 Steeles Avenue East in Markham.

In the past years, the ideas of "Software Process Automation," are being increasingly applied, and causing considerable debate. The TSPIN March 17 Event was

Terry King

an excellent opportunity to introduce the Toronto Software Improvement community to some of the fundamental questions on many people's minds.

Terry King from Fujitsu Consulting spoke of enabling business change and delivering business value - aligning with business strategy, integrated business architecture and capability, realizing benefits and business outcomes.

Sammy Wahab, Process Consultant, Projile Inc shared his lessons learned from the trenches of automating software development processes. He

Sammy Wahab

provided some answers on how to integrate people, processes and artifacts within a simple framework. He also provided some insights into implementing visibility and traceability across SDLC disciplines by automating.

Terry and Sammy answered some of the most ardent questions: Why should you automate, What should you automate, and provided insight on Process Automation Models. For our software process communitys' convenience, the two presentations are posted on the TSPIN website.

Kaniska Rakhit & Erika Vintan

March 2009 TSPIN Event Team Members

What's Goin' On

Check out the following learning opportunities:

- March 30, 2009 – **SEI Webinar Special Event: The Age of the Smart Grid is Here** (SEI Webinar)
- April 9, 2009 – **SMART: Analyzing the Feasibility of Migrating Legacy Systems to SOA Environments** (SEI Webinar)
- April 20-24, 2009 – **Quality Engineered Software and Testing Conference** in Chicago, Illinois
- May 4-7, 2009 – **SEI Architecture Technology User Network (SATURN) Conference** in Pittsburgh, Pennsylvania
- 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
- September 21-24, 2009 – **Team Software Process Symposium** in New Orleans, Louisiana

Upcoming Activities

In this section, we will 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.

Call for Speakers: Measuring Software Process and Benefits of Process Improvement (April Event)

Toronto SPIN is looking for speakers for an upcoming event on the topic of Measuring Software Process 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. Please see the topic summary below as well as the speaker guidelines.

Topic Summary:

Measuring the benefits of software process improvement is itself a process. The process for determining the cost and savings of a software process improvement effort includes:

Translating the organization's goals and objectives into key attributes of the products that the organization delivers to customers.

Considering the software process improvement activities that support those attributes as assets of the organization. These activities should be connected to the organization's strategy for meeting its goals and objectives.Organizations must realize that not all assets provide a direct return on investment to the organization, but instead, some assets exist to enhance the value of other assets.

- Establishing a cost baseline of the software process.
- Determining the cost of the improvement activities undertaken.
- Determining an amount saved as a result of the software process improvement activities.
- Comparing and tracking the cost of the improvement activities versus the savings that result from the changes.

To date, many organizations have implemented numerous software process improvements. The common questions being asked of those organizations are: What quantifying measures can be used to determine the progress of software process improvement efforts, and what effect have those efforts had on the organization? In short, quantitatively, how has an organization changed as a result of its software process improvement efforts?

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

Speaker Information:

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 by Wednesday, March 25, 2009.

Speakers will receive notification from TSPIN on whether they have been selected or not by Tuesday, March 31, 2009.

There will be 2 speakers, each with 1 hour for their presentation, including a 10 - 15 minute Q&A period.

Presentations must be submitted to the Event Manager at least 24 hours prior to the date of presentation.

Event will take place in the GTA (in Markham or downtown Toronto) on April 22 or April 23 from 5:30 pm to 8:30 pm.

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.

Special Feature – CMMI-SVC aka CMMI for Services

TSPIN newsletter readers certainly know about CMMs (models that help organizations increase process maturity), and the CMMI-DEV (the collection of best practices for the development and maintenance of products and services used to guide and measure process improvement leading to business benefits). A sister model, the CMMI for Services, has recently been released. This is timely given that the service industry constitutes more that 80% of the world economy and is the largest economic sector in Ontario.

What exactly is a "Service" and how is it different from a "Product". A service is something that is delivered to the customer in a form that is intangible, non-storable, requires labor or effort to accomplish, and is produced and consumed simultaneously. A product, on the other hand, could be tangible or, as in the case of software, intangible, but is storable. Effort is required to develop (and maintain) the product, but the developers/producers are not involved in the use of the product. One could say that T-SPIN offers its members and the software community in Greater Toronto Area a service.

CMMI-SVC has 24 Process Areas (PAs), of which 16 are common with the other models (CMMI-DEV, CMMI-ACQ), though they may contain service specific material; 1 PA shared only with CMMI-DEV; and 7 service specific PAs which includes one addition (a PA that is an addition is optional). The PAs are grouped into four categories: Service Establishment and Deliver, Project Management, Support and Process Management. In order to better understand the model, let's compare the way T-SPIN works with the best practices in the model. The services that T-SPIN delivers are the regular events. This newsletter is also delivered by T-SPIN, but it is more akin to a product than a service, since it is tangible, storable and production and consumption do not occur simultaneously.

Starting at the managed level (Maturity Level 2/ML2), each event is managed as a project, with an event manager and a number of volunteers on the event team. Planning starts six to eight weeks before the event. There is a standard task list tailored to the constraints and context of the particular event. The duration for each task is estimated and allocated to members of the volunteer team. An event strategy is discussed in the steering committee and the program sub-committee and communicated to the event team, though much of the strategy is reused from prior events. There is an Excel workbook containing the task list which forms the "project" plan and is used to monitor preparation and delivery of the event. Requirements that are specific to the event, for example a presenters' special needs or venue constraints are also managed in the workbook. During and after the event, data is

5 Optimizing	**Causal Analysis and Resolution (CAR)** **Organizational Innovation and Deployment (OID)**
4 Quantitatively Managed	**Organizational Process Performance (OPP)** **Quantitative Project Management (QPM)**
3 Defined	**Capacity and Availability Management (CAM)** **Integrated Project Management (IPM)** **Risk Management (RSKM)** **Service Continuity (SCON)** **Decision Analysis and Resolution (DAR)** **Incident Resolution and Prevention (IRP)** **(+) Service System Development (SSD)** **Service System Transition (ST)** **Strategic Service Management (STSM)** **Organizational Process Definition (OPD)** **Organizational Process Focus (OPF)** **Organizational Training (OT)**
2 Managed	**Project Monitoring and Control (PMC)** **Project Planning (PP)** **Requirements Management (REQM)** **Supplier Agreement Management (SAM)** **Process and Product Quality Assurance (PPQA)** **Configuration Management (CM)** **Measurement and Analysis (MA)** **Service Delivery (SD)**
1 Initial	

CMMI-SVC – staged representation

collected (revenue, costs, number of people, event evaluation) and a lessons-learnt session is held. All of these activities fit nicely in the "Project Planning", "Project Monitoring and Control", "Requirements Management" and "Measurements and Analysis" PAs.

The PA that is service specific at ML2 is Service Delivery, which is about establishing service agreements, preparing for service delivery and delivering the service. In the case of T-SPIN, the service agreements are basically the T-SPIN constitution and the vision and mission that have been communicated to T-SPIN members and sponsors. One of the practices in this PA is "Confirm the readiness of the service system to enable the delivery of services." The term "service system" needs some explanation. The glossary definition is "An integrated and interdependent combination of component resources that satisfies service requirements." In other words, T-SPIN itself and all the volunteers constitute the service system. A few years ago there was a real dearth of volunteers and for a little over a year very few T-SPIN events were held – the service system was not "ready to deliver the service".

Of the remaining three PAs at ML2, Supplier Agreement Management is sometimes used when refreshments are supplied by a canteen or catering company. Configuration Management at the service system level is implemented via the T-SPIN web-site (attendee registration) and intranet (storing of event reports). During event preparation and delivery, it is up to the event manager to adequately control work

products such as the planning workbook, the event poster and the presentations. The one PA that is not implemented in the usual way is Product and Process Quality Assurance. However one could argue that the presence of active and non-active T-SPIN members during the service delivery itself could constitute adequate quality assurance.

The Defined level (ML3) is where the bulk service specific PAs reside. However this article is long enough already, so T-SPIN's implementation of CMMI-SVC ML3 will have to wait until the next newsletter. Note that this discussion is the result of a couple of hours of musings and are not intended to imply that T-SPIN is functioning at maturity level 2 of the CMMI-SVC. A much more stringent appraisal would be needed to reach that conclusion.

Winifred Menezes

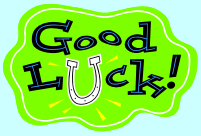
CMMI-DEV/ACQ certified SCAMPI A/B/C and High Maturity Lead Appraiser, Intro to CMMI Instructor

Contest of the Month

Congratulations to Joyce MacDonald, winner of the February contest!

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

ANSWER: 22 Process Areas



This months' question:

TRUE or FALSE: An organization using Agile practices can never achieve a CMMI maturity level higher than 1.

Submit your answer via email, including your name and official mailing address to communications@torontospin.com by April 11, 2009.

All correct entries will be collected and one winner will be randomly drawn. Winners will be announced in the next monthly newsletter.

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 continue to include it in this section.

SEI Webinar Special Event: The Age of the Smart Grid is Here

The smart grid is the largest and most complex machine in the world and it is now critically overburdened. Climate change, available technology and the current economic crisis represent the final tipping point for a much needed overhaul.

According to the U.S. Department of Energy (DoE), if the grid were just 5% more efficient, the energy savings would equate to eliminating the fuel and greenhouse gas emissions from 53 million cars—one of the reasons that the DoE is supporting this effort through its Office of Electricity Delivery and Energy Reliability and National Energy Technology Laboratory.

On March 30, 2009 at 11 a.m. Eastern Daylight Time, IBM and Carnegie Mellon Software Engineering Institute (SEI) will formally launch a framework which provides utilities with a roadmap through their smart grid transformation – from technological to regulatory to organizational.

The speakers at this webinar will be:

- Guido Bartels, General Manager Global Energy & Utilities Industry at IBM
- Paul D. Nielsen, Director and CEO at Carnegie Mellon SEI
- Ray Jones, Intelligent Utility Network Programs Executive at IBM
- Bill Wilson, Deputy Director of SEI CERT Program

The webinar will be held Monday, March 30, 2009 from 11:00 AM - 12:00 PM EDT. Reserve your Webinar seat today. After registering you will receive a confirmation email containing information about joining the Webinar.

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.

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. 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

Many thanks to Sanford Hersh, who has served on the Steering Committee for over four years. Sanford resigned his seat in March. However, he plans to continue as a general volunteer and member. Thank you for your contributions over the years, Sanford.

Thank you to Juana Zegarra who has volunteered on the Web Team and helped with development of the intranet, online activity log, and concurrent event registration. Juana has left the Web Team but will continue as a general volunteer and member.

Special congratulations to Ruben Montero, who was voted on to the Steering Committee in February. Ruben leads the Program Sub-Committee and has played an integral role in increasing the number of SPIN events and helps keep our annual event schedule on track.

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

Renay Langdon
TSPIN Volunteer Sub-Committee Lead

Need More?

Here are some helpful references:

- Social Networking: For TSPIN members to contact and communicate with each other, we've set up an official TSPIN group on LinkedIn. Members of this group will be able to start a discussion, submit a news article and view job posting.
- Toronto 'SPINner' Online: Did you know that this newsletter and past issues of this monthly newsletter are available online?
- Speaker Presentations from Past Events: Remember that final speaker presentations are available on our website for your reference.
- Register for Upcoming Events: Submit your registrations for upcoming events on our website.