

Leadership Message

I first came to know about Toronto SPIN at the same time that I joined IBM in September 2004.

As a “newbie”, a kind soul who’s been with IBM for years took me under her wings, showed me the ropes so that I wouldn’t feel so lost in this huge organization. This kind soul, who is also our president, volunteered to help me out under IBM’s “buddy” system. Rekha also introduced me to Toronto SPIN and I instantly became excited about this organization. I joined as a consultant in IBM and was hoping to do a lot of work in the process improvement area.



Doris Concepcion

The purpose of this organization was very much aligned to my interests especially having just come from a previous company where we implemented CMM. The idea of an organization whose objective is to

promote process improvement, higher process maturity and high-quality software-based products was of great interest to me. I also liked the fact that this organization was composed of volunteers from different companies with like-minded goals and interests.

I have met a lot of interesting people while attending the varied seminars and events organized by TSPIN. I am proud to be part of an organization whose reputation is such that it could attract speakers from different disciplines, people whom I’ve only heard of or read about who agree to be speakers at our events for free.

Rekha, at the time that I joined, just took over the helm of Toronto SPIN. We were a small group of volunteers then but what we had was determination and a common purpose of making this organization the best it could be. I was also very impressed with Rekha’s tireless energy and dedication to this organization in spite of her busy work schedule. We also had a small group of dedicated supporters we could rely on to always come to our events. We survived on the loyalty of this small group and we’re grateful.

We are however now benefiting from a new wave of volunteers who come with a new set of ideas and who offer more hands to keep the organization going. This is very

AHHH... SUMMER!!

Best wishes for a safe and happy summer, from the TSPIN Steering Committee and Volunteers



What’s Inside

This month's edition of Toronto SPINner includes...

TSPIN May Event	Page 2
Upcoming Events	Page 3
Brain Teaser Contest	Page 3
TSPIN Volunteer Team	Page 4
TSPIN Launches Election Project	Page 5
Special Feature Article	Page 5
Our Sponsors	Page 6
Need More?	Page 6

Please submit any feedback on this newsletter as well as articles and digital photographs for consideration in future issues to communications@torontospin.com. This newsletter and past issues of this monthly newsletter are available online at <http://www.torontospin.com/torontospin/press.shtml>.

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important during times when some of us, due to work commitments, cannot afford to be fully engaged in TSPIN activities. If our volunteers and members are not there to pick up the slack, Toronto SPIN will not be as productive as it is today. I look forward to the time when my work commitment is such that I can go back and participate actively again in most of TSPIN's activities.

I wanted this to be a message of appreciation to the dedication and tenacity of our president and the hard work of our volunteers which make it possible for Toronto SPIN to still exist. To the committee members and our volunteers, my heartfelt thanks and gratitude to you all for keeping the “light” going and the Toronto Spin “wheels” turning.

Doris Concepcion
Steering Committee Member

TSPIN May Event: Software Testing

TSPIN's May event theme was Testing. Pedram Faghihi and Ayal Bida from Aviva Canada presented "Software Testing Process Improvement" and Ryan Lloyd from MKS Inc. presented "Standard Engineering Practices applied to Software Testing".

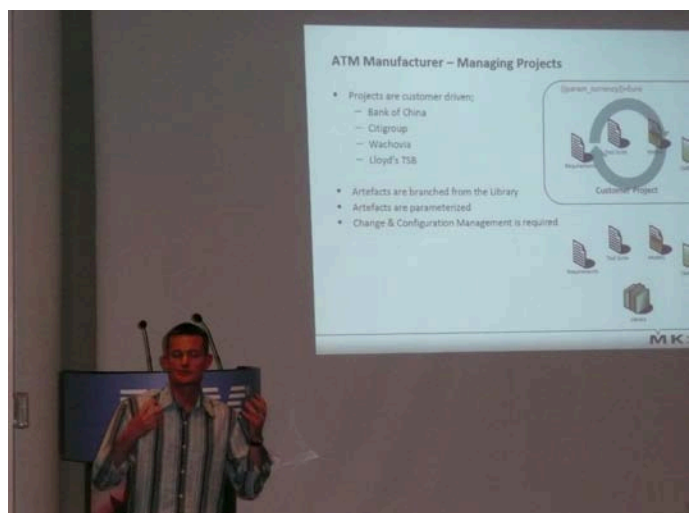
Software Testing Process Improvement within an organization is not just taking industry models and throwing them on a tester's desk. It requires training, enforcement, back-end support and a small organization within the bigger organization. Pedram and Ayal gave us a provoking and entertaining presentation on Software Testing Processes.

In the past several decades, software engineering practices have evolved, resulting in model driven development and a high degree of reuse and parameterization of software components.

Ryan demonstrated how some of those standard engineering practices can be applied to software testing, allowing testing teams to get greater reuse and value out of their test artifacts. This results in greater efficiency and productivity amongst the testing team.

We had 23 attendees in the IBM Canada Auditorium, who asked our speakers many questions. There were several winners of nice door prizes, including an iPod donated by MKS Inc.

*Ruben Montero
Program Sub-Committee Chair*



Upcoming Events

Stay Tuned for Exciting Fall Events



TSPIN has traditionally suspended events in the summer months, however planning for a great lineup of events in the fall will continue to be underway.

Stay tuned to more information about upcoming events in future communications!

What's Goin' On?

Check out the following learning opportunities:

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

TSPIN Brain Teaser Contest

- ARC Appraisal requirements for CMMI
- CAF CMM Appraisal Framework
- CAR Causal Analysis and Resolution (process area)
- CCB Configuration control board
- CMM Capability Maturity Model
- CMMI Capability Maturity Model Integration
- DAR Decision Analysis and Resolution (process area)
- IDEAL Initiating, Diagnosing, Establishing, Acting, Learning
- IEEE Institute of Electrical and Electronics Engineers
- INCOSE International Council on Systems Engineering
- IPM Integrated Project Management (process area)
- IPPD Integrated Product and Process Development
- IPT Integrated Product Team
- KSLOC Thousand source lines of code
- MOA Memorandum of agreement
- NDI Nondevelopmental item
- NDIA National Defense Industrial Association
- OID Organizational Innovation and Deployment (process area)
- OPD Organizational Process Definition (process area)
- OPF Organizational Process Focus (process area)
- OPP Organizational Process Performance (process area)
- PMC Project Monitoring and Control (process area)
- PPQA Process and Product Quality Assurance (process area)
- QFD Quality Function Deployment
- QPM Quantitative Project Management (process area)
- REQM Requirements Management (process area)
- RSKM Risk Management (process area)
- SAM Supplier Agreement Management (process area)
- SCAMPI Standard CMMI Appraisal Method for Process Improvement
- SEC Software Executive Council



You could win a free pass to a future TSPIN event!

Submit your completed puzzle via email to communications@torontospin.com or fax to (845) 264-6649 by July 17, 2009.

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

Circle the acronyms you can find!



- SECAM Systems Engineering Capability Assessment Model
- SECM Systems Engineering Capability Model
- SEI Software Engineering Institute
- SEPG Software engineering process group
- VAL Validation (process area)
- VER Verification (process area)

Toronto SPIN Volunteer Team

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

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

Steering Committee

Andrew Gurudata	Telus Mobility
Doris Concepcion	IBM Canada Ltd.
Erika Vintan	Bank of Montreal
Kirk Zapa	KAYZET 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 Members

Ali Khan	York University
Cristina Dumitrescu	TUCOWS
Emmanuel Gonnet	Gem Up Consulting
Hamid Yazdanpanah	IBM Canada Ltd.
Jenna Munro	IBM Canada Ltd.
Joyce MacDonald	Gregory Consulting Ltd.
Juana Zegarra	CGI Inc.
Kaniska Rakhit	MKS
Lynne McCombes	Bank of Montreal
Margaret Rowan	IBM Canada Ltd.
Mariam Hashmi	eHealth Ontario
Orhan Kalayci	IBM Canada Ltd.
Sachin Quadros	Computer Elations Inc.
Sanford Hersh	IBM Canada Ltd.
Simon Kalechstein	Ontario Energy Board
Susan Muckle	IBM Canada Ltd.
Venkat Ramaseshan	

Renay Langdon
TSPIN Volunteer Sub-Committee Lead

Call for Communication Sub-Committee Volunteers

Toronto SPIN is actively looking for volunteers to help on the Communication Sub-Committee. This team is responsible for:

- Identification and management of all Toronto SPIN stakeholder groups
- Development and management of an integrated communication plan across all Toronto SPIN Sub-Committees
- Coordination of all external publications as well as promotion and publicity
- Planning and management of the Annual Toronto SPIN Networking Event
- Organization and support for the purchase of Marketing materials (e.g. logoware, banner, event attendee badges, posters)
- Review and approval of all content posted on the Toronto SPIN public website (www.torontospin.com)
- Management of the structure and content of the Toronto SPIN internal website (intranet)
- Introducing new methods of communicating to Toronto SPIN stakeholder groups
- Introducing promotional ideas (e.g. Free Event Passes)
- Working collaboratively with other Toronto SPIN Sub-Committees where required
- Building relationship and opportunities to collaborate with like-minded organizations (e.g. TAASQ, CIPS)
- Regular reporting of Sub-Committee activities and progress to the Toronto SPIN Steering Committee

We already have a team of about 5 volunteers actively working on this Sub-Committee, but with all the great ideas that need to be fully developed, we need the help of many more volunteers so the work can be shared.

Note that the majority of our volunteer meetings take place via teleconference call, so your physical location is not a consideration. We have volunteers that live as far away from GTA as Waterloo and many of our volunteers travel extensively in their regular jobs. If you are interested in communication-related activities, please send an email to volunteers@torontospin.com. You will be invited to attend a one-hour volunteer orientation session (via teleconference call) that will give you a full overview of how Toronto SPIN is organized so you can determine if, and how, you want to participate.

Rekha Kulshreshtha
Communication Sub-Committee Lead

TSPIN Launches Election Project



We hope that our members have noticed that the TSPIN activity level has increased significantly since the slowdown we experienced in 2006-2007. In 2009, we are looking forward to beating all previous records of TSPIN events during one year.

This has been achieved through a focus on active, ongoing recruitment and creation of Sub-Committees that are responsible for TSPIN operations. In the past, there was one core Steering Committee that tried to do everything needed to run TSPIN. We now have teams that handle Programs, Communications, Membership, Sponsorship, Volunteers. Each team has a leader and can solicit an unlimited number of volunteers to help with required tasks. We have found this approach to be an excellent way of introducing and training new volunteers into the TSPIN volunteer team.

As volunteers demonstrate natural leadership in their volunteer work and our steering committee approaches the maximum limit of 12, defined in our Constitution, we realize that we are now truly ready for an election-based approach for selecting our Officers and Steering Committee members.

In the last few months, a small team of volunteers has launched an Election Project to determine how TSPIN elections will be conducted. The very first task for this team is to update the TSPIN Constitution to allow formal elections. As per our constitution, all members must be notified in advance of any planned changes to the constitution. A red-lined version of the Constitution, with proposed changes has been approved by the Steering Committee.

The next required step is that all TSPIN members be given a chance to comment on and approve the amendments. The red-lined version will be posted on our website within the next 10 days and will be available for at least 4 weeks. Please send your feedback and comments to committee@trontospin.com.

The final step in this process is ratification of the amendments, which should occur at a Steering Committee meeting in August.

All members are invited to attend the August Steering Committee meeting. In fact, members are always welcome to attend any Steering Committee meeting.

*Rekha Kulshreshtha
Election Project Team Member*

Special Feature Article: What is a Process Improvement Model?

Everything is, in the end, fiction. -- George Lucas

During these lovely spring evenings one often sees young (and some not so young) people flying their remote controlled model aeroplanes. The planes take-off, loop, soar and eventually land all guided by their very much on the ground pilots. But these are **model** airplanes, and no one in their right mind would even think of attempting to board one of these things. The difference between a model and the real thing is quite clear. A model is a simplified "picture" of reality created for a specific purpose.



Even an SDLC (Software Development Life Cycle) model is just that – a model – an abstracted description of the way software is developed. The SDLC used in an organization provides a common language, so that everyone in the organizations knows approximately what to expect during the development project.

So what then is a process improvement model? Well it is an abstracted and simplified description of what is needed to manage and improve process in use. CMMI@-DEV describes the processes necessary to manage and improve the processes used to develop software or products. The CMMI@-SVC describes what is needed to manage and improve the processes use in a service organization. Similarly CMMI@-ACQ focus on acquisition.

A **process** is the set of activities that are performed to achieve a given purpose. The purpose may be invoicing a customer, understanding the product requirements, testing the software, etc. The activities that are performed to get the job done is "the process". It may be written down or it may not be. A written down process allows the organization to create the common language and common expectations about the work to be done. A documented process will show the inputs needed to perform the activities, the outputs that will be produced as well as an indication of who (which roles) is expected to provide the inputs and perform the activities.

From an improvement point of view, one can talk about how efficient or how effective the process is. An efficient process uses the smallest amount of resources (time, effort, energy) possible. An effective process achieves the process purpose with as little resources (time, effort, energy) as possible. If the process can be repeated by different people or different teams and achieve its purpose with approximate the same amount resources then the process is effective. So a process **improvement** model describes what needs to be in place in order to manage and continuously improve the processes in use.

CMMI is a **process improvement model**. It is not a development life cycle, nor is it meant to be followed slavishly. In fact the CMMI does not even prescribe a life cycle. The model does suggest that the organization needs to define the lifecycle or lifecycles that will be supported. The CMMI has goals and practices that need to be interpreted within the context of business goals and organizational culture. Unfortunately, in some organizations the CMMI has been implemented in a less than effective manner, often by organizations that were chasing a level as opposed to wanting to improve their way of working. The reasons for this unfortunate perception are described in a technical report from the SEI (CMU/SEI-2008-TN-003; CMMi or Agile: Why not embrace both?), which is freely available from the SEI website (sei.cmu.edu).

*Winifred Menezes
Steering Committee Member*

Welcome to our Newest Recruit!



Ali Khan

Ali Khan has joined the volunteer team and will work with the Program Sub-Committee. Ali is a student at York University and specializes in IT Risk, Project, and Product Management and System, Business, Database, and Code Analysis.

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 the team, Ali!

Renay Langdon
TSPIN Volunteer Sub-Committee Lead



Our Sponsors

Toronto SPIN relies on the generous sponsorship of organizations within our community. Our sponsors enable us to pursue our goal of providing a forum for the open exchange of expertise, experience, and ideas. We would like to thank the following organizations:

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Call for Speakers: Future Events

Toronto SPIN will soon be looking for speakers for upcoming events. 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.

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 Toronto SPIN 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](#).