

Leadership Message

For those of you that I have not met, my name is Jenna Munro. Over the past year, I have learned that we have a group of amazing, dedicated and hard working volunteers that I am proud to be part of. It comes with great honor to work with such a fantastic team, and it stems not from the outcome itself but the collection of hard working individuals that share the same passion and drive to reach the planned outcome. The journey is as much fun as reaching the destination.



Jenna Munro

“Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great.” - Mark Twain

Jenna Munro
TSPIN Volunteer

From the Blogosphere *TSPIN President in Vietnam with IBM's Corporate Service Corps*



This fall, TSPIN President Rekha Kulshreshtha has been working in Vietnam with IBM's Corporate Service Corps, a program in which IBM employees perform community-driven economic development projects, working at the intersection of business, technology and society. As a special feature in this month's issue, we are pleased to present an excerpt from [Rekha's blog](#).



Wednesday, October 7th, 2009 – Late evening Process Modeling!

We decided to stay at the hotel this morning so we could get some work done. Juliana got very busy with the organization of the media effort. Two clients will be interviewed by a Vietnam television reporter and our client was selected by the IBM team to be one of them – that's quite exciting!

Continued on page 4...

What's Inside

This edition of Toronto SPINner includes...

Special Feature Article	Page 1
TSPIN Current News	Page 2
Other Related News	Page 4
News from SEI	Page 5
Volunteer Team	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>.

Special Feature Article *Thoughts About Value*



The term "VALUE" is fast becoming the latest buzzword in the software development world. Sometimes the etymology (how the word evolved) can be interesting – value comes from Latin valere "be strong, be well, be of value", via old French, when in the thirteenth century the noun form of the verb valoir was used to mean "be worth". So in English the word can be used both as a noun (e.g. "The value of becoming a member in Toronto SPIN is infinite") or a verb (e.g. Members value the networking opportunities provided by Toronto SPIN).

In the context of Agile development or Lean, it is the noun that is in focus. There are several definitions for the noun "value":

- relative worth, merit, or importance
- monetary or material worth, as in commerce or trade
- equivalent worth or return in money, material, services, etc

Business value is a big part of the rhetoric of both Agile and Lean. Agile purports to accomplish this through short iterations, having something ready to demo (and if needed

Continued on page 3...

TSPIN Current News



Join us on **November 10**, for an event focused on **Team Dynamics!**

[Click for details](#)

Presenters

Carolyn Swadron

Senior Manager, Quality Assurance,
CIBC

"How To Build Effective Teams!"

Edmond Mellina

President,
ORCHANGO

"Evolving the team dynamics during
change – Delta Hotels case"

Tuesday, November 10, 2009; 05:30 pm – 08:30 pm
(Presentations start at 6:00 pm)

Note: Light supper included prior to presentations

Location

Auditorium, IBM Canada

[3600 Steeles Avenue East](#)

[\(northeast corner of Steeles & Pharmacy\)](#)

Markham, Ontario L3R 9Z7

Parking & Transit Information

Free Visitor parking available (follow signs)

The following public transportation is also available:

TTC

167 Pharmacy North - 53 Steeles East - 353 Steeles East
York Region

224B Esna Park – VIVA Green

Registration

<http://www.TorontoSPIN.com> \$20.00 at the door

Spotlight On...



Lynne McCombes, Toronto SPIN Volunteer

I first got involved with Toronto SPIN... I jumped right in. I went to one meeting about a year ago and volunteered immediately afterwards. It really is a wonderful group of professionals!

In my spare time... I run! I signed up for a running clinic this summer and finally after 10 grueling weeks I found I enjoyed it a smidge. I've since completed three 5K runs and am currently training for my first 10K.

My favourite food is... it would be easier to list the three or four foods I don't like (green peppers, liver, beets & okra for the record). I love food, which is part of the reason why I started running :-)

On my last vacation... I went to Sarasota Florida for a week. I'm going back again in November.

At home on weekend mornings... I listen to big band music and cook chocolate chip pancakes for my kids.

... *Special Feature Article continued from page 1*

ship) and close customer interaction. Value is dynamic, evolving as the requirements and the product evolve. After all if the customer is closely involved in the development project, it becomes difficult for him or her to say "Well I told you to do this but it really has no value".

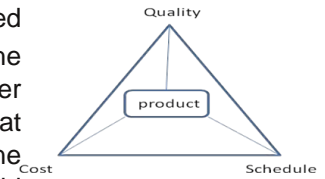
Lean development provides value by removing waste. Any activity that does not provide value to the customer is considered not value-add. To this end a method called value-stream mapping is often used. The contribution to business value of each activity in the development stream is estimated. Activities that are not valued by the customer are considered waste and are candidates for elimination. In the world of software development there could be activities that are non value-add but necessary. Peer reviews (inspections, walkthroughs) are a typical non value-add but necessary activity. Get rid of these and you might end up with a buggy product, an unhappy customer and lowered business value.

The CMMI® does not explicitly talk of value. The selling points of process management and improvement are improved quality, lowered risk and rework. These results (if achieved) would provide value to the organization and this indirectly business value to the customer also.

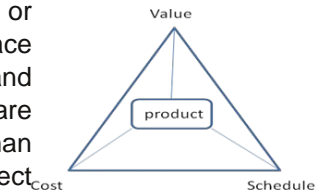
Each of these three "technologies" has a different context for the value they purport to create. The context of Agile is the project that of Lean is also the project, though some waste elimination should provide value to the organization too. The context of value creation in the CMMI is the organization on a longer term.

Once upon-a-time a much talked about metaphor was that of the "project management triangle".

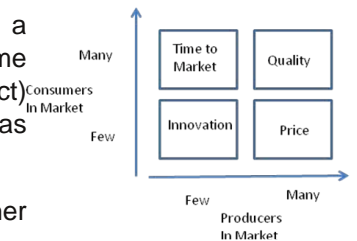
The idea was that there was a fixed relationship between cost (as in the project budget), schedule (as in deliver by the deadline) and the quality that could be delivered. Changing any one of the end points of the triangle would impact the other two. So how does introduction of value affect this triangle?



To begin with "value" is what the customer says it is. This incidentally is another definition of quality – "fulfilling the customer's explicit requirements or implicit needs". So we could replace quality with value. Now cost and schedule while still constraining are focused on creating value, rather than containing costs or striving after perfect quality.



While all customers want a product that works – some (depending of course on the product) may value other characteristics as shown in the 2X2 at the left¹.



Finally – here below is another perspective on value.



*Winifred Menezes
TSPIN Steering Committee Member*

©CMMI, Capability Maturity Model, Capability Maturity Modeling, and CMM are registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.

¹ Adapted from D.N. Card, "Is Timing Really Everything?" IEEE Software, September 1995

TSPIN Brain Teaser Contest

YOU WIN!

Congratulations!

Gordana Maric won our September contest and has been awarded a free pass to an upcoming Toronto SPIN event.

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

Submit your completed puzzle via email to contest@torontospin.com or fax to (845) 264-6649 by November 13, 2009.

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



Can you find these words?

- Adhoc
- Chaotic
- Repeatable
- Defined
- Managed
- Optimized

e	t	r	h	a	c	a	a	t	a
o	c	h	a	o	t	i	c	f	d
i	n	p	c	p	m	e	m	h	m
e	l	b	a	t	a	e	p	e	r
a	d	e	f	i	n	e	d	m	n
a	b	d	a	m	a	m	e	e	t
c	t	d	e	i	g	d	e	a	a
o	e	d	e	z	e	d	h	t	o
e	e	z	c	e	d	n	t	o	i
n	b	n	a	d	t	b	i	e	c

... From the Blogosphere continued from page 1

So Trang and I decided to go to the office on our own to complete the review of the Future State business processes. We thought it would be a fairly easy and quick session, but Mr. Son got super involved in the review. As he identified more issues that could be solved through designing a good business process, he dragged almost all his managers into the session over the period of the afternoon.

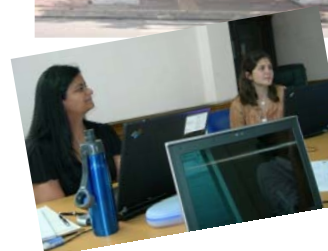
Managing scope is hard enough to do in a normal situation and we have to stay on our toes to watch for scope creep. It becomes many degrees more difficult when there is a language barrier. We had agreed with Mr. Son that we only had time for a certain number of workshops. We had included Sales, Store, and Repair processes in scope. At one point, he indicated that Human Resource Management processes were very important to him. So we agreed to remove Store processes and add Human Resource Management. But when we were reviewing the Sales and Repair processes, Mr. Son decided that he needed to have the end-to-end process clearly defined and confirmed so before I knew what had happened, the Store Manager was sitting in the room ready to review the Store process. So I had a choice – I either debated about scope creep for 30 minutes (it would take at least that long as I tried to explain through translators that we were changing the plan) – or I could just review the darn Store process since everyone required was eagerly sitting in the room ready to start! I gave in – I know that having the end-to-end process will be really valuable for Mr. Son and it's not a hugely complicated process. I'm also realizing that Vietnamese people are very strong and seem to always get their way in the end. I've read some of their history in my travel book and gathered some background through our pre-assignment studies. Vietnamese people have had a very turbulent history with many, many wars. Even though they were occupied by others, in the end, they were able to defeat everyone. I like what Mark had said: Vietnam is one of the few countries in the world that has defeated the worlds' super-

powers. So I admit – I became one of the defeated. I'm a bulldog in my normal job about not doing work that is not in scope, but given that it was a matter of one late afternoon, and I'm still going home on the same date, I decided it was easier to just review the Store process than to spend the same amount of time arguing. Long term, that's probably not a good strategy! Anyhow, we were so engrossed in reviewing and confirming all the processes that we were working for many hours. When we finally finished, I realized that nobody had even stopped to turn on the lights. We had been working with a PC projector and when we turned it off, we realized it had become very dark! Mr. Son hung in there very actively engagement throughout. I think we left the office around 6:00. This was a problem, because we were supposed to have a short IBM meeting at 6:15 pm and then a combined IBM and translator team dinner at 6:30 pm. With a one-hour commute ahead of us, I knew we were in trouble. Poor Trang was not pleased that our 'party' would be impacted because of working late. I called John to let him know that we would be late and agreed that he would slip the address of the restaurant under my door and Trang and I would join the rest as soon as we could. Since we were going to be late anyway, Trang and I agreed that we would take 15 minutes to have a quick shower, dress nicely and then take a taxi to the restaurant. In fact, I started liking the idea of wearing one of my new dresses from Hai Phong City and making a grand entrance for dinner. Only to learn that plans cannot be made and executed in this part of the world as they are at home....



Client
Storefront

Rekha Kulshreshtha
TSPIN President



Other Related News

IBM Centers for Advanced Studies Conference - November 2-5 at the Hilton Suites Toronto/Markham Conference Centre



CASCON 2009 Workshop registration is now open!

First, if you have not done so already, please register for the conference on the web site <http://www.ibm.com/ibm/cas/cascon/registration/index.shtml>

After you receive confirmation by email, you will be able to sign-in for access to register for individual workshops.

On-line registration is open until October 30. After that date, you will be able to register in person only at the CASCON desk at the Hilton. There is no charge to attend CASCON. We look forward to your participation.

IMPORTANT! PLEASE TAKE NOTE! Hands-on workshops are extremely popular and have fewer seats than other workshops. The very moment that registration opens, the spots fill up within the first few hours. We urge you to register for those hands-on workshops that interest you **IMMEDIATELY**. Having said that, we do ask that you register only if you are sure you will be able to attend, and cancel your registration if your plans change, which will allow others to register.

News from SEI



The Fall 2009 edition of the SPIN Newsletter is available for [download!](#)

In this edition, SPIN This features an interview with features an interview with Barry Downing, president of the northeast Ohio NEOSPIN, one of our newest chapters. This edition of SPIN Spotlight highlights the work of Paul Kraska, coordinator of TWINSPIN, which serves Minneapolis and St. Paul. TWINSPIN has been running successfully for more than 13 years, and Kraska talks about how they maintain their success. This edition of the SPIN newsletter also features an interview with Mike Phillips, CMMI Program Manager at the SEI, who discusses the latest work on the development of CMMI Version 1.3. As always, if you have any ideas for future topics please let me know. I hope you enjoy this publication!

The new SEI website

As you probably know, on August 31 the SEI released its new website. I am pleased to announce that SPIN Meetings, the SEI Webinar Series, and other events are now featured more prominently at www.sei.cmu.edu/events/. Please make sure you send me your meeting announcements to add to this list! Also, we would value your feedback as we work to make this site better. Just click on the "Contact" button at the bottom of each page.

Securing Sponsors

The New York City NYCSPIN recently contacted me about the difficulty they are having securing sponsors. I realize that this must be a challenge faced by many SPIN coordinators, especially with the downturn in the economy.

When talking with potential sponsors, please remind them that in addition to recognition through local meeting announcements, I forward all SPIN meeting announcements, and sponsors of those meetings to all 138 SPIN chapters throughout the globe from Buenos Aires, Argentina to Krakow, Poland and all chapters in between. In short, their recognition as a sponsor potentially reaches thousands.

Software Architecture

Lastly, I have been asked about the relevance of software architecture to SPIN? Is this a topic of interest to the SPIN chapters out there. If so, what points about architecture do you find appealing? For instance, do you see that architecture is an element of improved product quality? Please let me know any feedback you have.

*Shane McGraw
SPIN Coordinator at SEI*

SEI Webinar Series. Register Today! Free to all!




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](#).

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.

*Renay Langdon
TSPIN Volunteer Sub-Committee Lead*



Our Current Volunteer Team

Steering Committee

Andrew Gurudata	Telus Mobility
Doris Concepcion	IBM
Erika Vintan	Bank of Montreal
Kirk Zapa	KAYZET Inc.
Orhan Kalayci	eHealth Ontario
Rekha Kulshreshtha	IBM
Renay Langdon	eHealth Ontario
Ruben Montero	IBM
Sachin Quadros	Ontario Power Generation
Vivienne Suen	IBM
Winifred Menezes	Freya Consulting Ltd.

Volunteer Members

Ali Khan	York University
Anurag Shrivastava	Ivey School of Business
Cristina Dumitrescu	Tucows Inc.
Emmanuel Gonnet	Gem Up Consulting
Jenna Munro	IBM
Joyce MacDonald	Gregory Consulting Ltd.
Juana Zegarra	CGI Inc.
Lynne McCombes	MKS
Margaret Rowan	Bank of Montreal
Mariam Hashmi	IBM
Sanford Hersh	Computer Elations Inc.
Simon Kalechstein	IBM
Susan Muckle	Ontario Energy Board
Venkat Ramaseshan	IBM

*Renay Langdon
TSPIN Volunteer Sub-Committee Lead*

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.

Call for Membership Sub-Committee Volunteers

We are working hard to introduce new membership levels on top of our basic membership level which is currently free and contribute to be free in the future. However the new membership levels will require an annual fee which will further motivate us to provide our members with more benefits in the coming years. In our membership sub committee meetings we are looking for innovative individuals and thought leaders to discuss our new membership schemes and benefits that to be provided our members with. Please feel free to join our monthly membership sub committee meetings on every second Wednesday of each month by dropping an email to Orhan@Kalayci.com

*Orhan Kalayci
Membership Sub-Committee Lead*

What's Goin' On?

This calendar is published as a courtesy to our members. Please note that Toronto SPIN does not officially endorse these events run by other organizations.

October 26-27, 2009 – [QAI Toronto Manager's Solutions Workshop: Top Challenges of IT Quality and Testing](#)

November 2-5, 2009 – [International Conference on Computer Science and Software Engineering \(CASCON\) in Richmond Hill, Ontario](#)