

# SPIN



Software Engineering Institute  
Carnegie Mellon

# NEWSLETTER

Fall 2009

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[www.sei.cmu.edu/spin/index.cfm](http://www.sei.cmu.edu/spin/index.cfm)

## Contact

Shane McGraw,  
SEI SPIN Coordinator  
spin@sei.cmu.edu  
412-268-2358



Software and Systems Process  
Improvement Network

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## Are you SPINning?

Welcome to the Fall 2009 edition of the SPIN Newsletter, a quarterly publication that includes information highlighting you—the global community of SPIN members!

In this edition, SPIN This features an interview with Barry Downing, president of the northeast Ohio SPIN, one of our newest chapters.

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.

This newsletter also brings you the latest from the SEI Webinar Series, which is sponsored by SPIN! The series recently concluded its

first year and was a great success with more than 7,000 people signing up for webinars. We just kicked off our second year in August with a Secure Coding webinar by Robert Seacord. Thanks to all the SPINs for your participation and support.

As you probably know, on August 31, the SEI released its new website. SPIN Meetings and other events can now be found at [www.sei.cmu.edu/events/](http://www.sei.cmu.edu/events/). Please make sure you send me your meeting announcements to add to this list!

As always, if there is anything I can do to help you or your SPIN, or if you have any questions regarding the work of the SEI, please don't hesitate to contact me.

Thank you,



Shane McGraw,  
SEI SPIN Coordinator  
spin@sei.cmu.edu



# SPIN This: Northeast Ohio SPIN

By: Shane McGraw



*Barry Downing, President  
Northeast Ohio SPIN*

## Northeast Ohio



For this installment of SPIN This, I caught up with Barry Downing, president of northeast Ohio (NEO) SPIN, our newest SPIN chapter. NEOSPIN provides a leadership forum for the free and open exchange of software and systems process improvement experiences and best practices. NEOSPIN comprises the greater Cleveland area including Akron and Lorain counties and points in between. It promotes the achievement of higher levels of process maturity, software quality, and mutual respect.

The goal of NEOSPIN is to sustain commitment, enhance skills, and support technology transition through an active program of networking, publications, recognition of excellence, and mutual support. Monthly meetings feature special guest speakers who are experts in the field of information systems and technology. They present on various topics including information security, business information integration, telework, quality, creative and imaginative processes, applicability of total quality management versus socio-technical systems, and

other important topics relevant to information systems professionals.

Meetings provide a forum for NEOSPIN members to network and exchange ideas with other IT professionals, as well as programs that cover a variety of software and system process improvement topics.

Membership in NEOSPIN is free and open to anyone interested in sharing software and system process improvement concepts, principles, and practices in information technology.

To join, please complete the application, which can be found at [www.neospin.org/index.php/home/join-neo-spin](http://www.neospin.org/index.php/home/join-neo-spin).

Companies interested in becoming sponsors can fill out a brief form, which can be found at [www.neospin.org/index.php/home/become-a-sponsor](http://www.neospin.org/index.php/home/become-a-sponsor).

The transcript of our interview begins on the next page.



**Shane McGraw (SM):** *The Northeast Ohio SPIN is brand new. Congratulations. Tell me, what made you want to get involved in a SPIN?*

**Barry Downing (BD):** There were a couple of different things. First, I saw the value that a SPIN could bring to northeast Ohio. The biggest impact this SPIN can make is to educate professionals in the northeast Ohio area on process and its importance to any organization. We want to build a community around the value of software and systems process improvement.

Secondly, I wanted to help myself and our board members grow professionally.

**SM:** *What steps did you take in getting NEOSPIN up and running?*

**BD:** I really looked at this as if I was creating a business. The first step I took was to review the content and websites of other SPIN organizations. After completing my initial research, I discussed the idea with my contacts and network of colleagues to see if there was interest. Once I saw that there was, I started to assemble a board for the SPIN. I picked members based on background, ability, and what they could bring to the SPIN. I wanted a diverse board with different views and perspectives.

The next thing we did was to create a professional website that was user-friendly

and useful on the back end to us. By “useful on the back end,” I mean that board members can share information on the site. We have calendar-and file-sharing capabilities and the site acts as a repository. If a board member leaves the organization, we have the information readily available to get a new board member up to speed quickly.

The final step involved defining the plan for our meeting dates, speakers, and venues.

**SM:** *What challenges did you face getting started? What challenges are you still facing?*

**BD:** Selecting the board members was a big challenge and took some time. I was not sure how many members we should have, and I wanted a diverse group representing different industries. Our two challenges now are improving communication among our board members and procuring sponsorships. We have eleven board members, so finding time to get together is tough. Having a good website helps. We share everything on the site. It is key to all of our communications.

**SM:** *What is the biggest lesson learned that you would like to share?*

**BD:** I would suggest having a large board of directors. Obviously no one can do this by

themselves, so there has to be a support group. I would also suggest cross-training board members, so different roles can always be covered. You need to leverage your board, and trust them to do a good job.

I also spoke with several SPIN presidents from other chapters, and found that to be extremely beneficial.

**SM:** *What are the primary goals for your SPIN?*

**BD:** We have three goals:

Our primary goal is to network with peers. We conducted a survey, and networking is the number one reason that people join a SPIN.

Our second goal is educate and share knowledge with our members on the importance of software and systems process improvement.

The goal our board has set for itself is to become one of the premier SPINs that others look to for inspiration.

For more information, visit the northeast Ohio SPIN website at: [www.neospin.org](http://www.neospin.org)

# SPIN Spotlight: Minneapolis/St. Paul

By: Shane McGraw



**Paul Kraska,  
Coordinator TWINSPIN**

For the fall edition of the SPIN Newsletter, we shine the SPIN Spotlight on the twin cities of Minneapolis and St. Paul! I recently spoke with Paul Kraska, coordinator for TWINSPIN, which serves both cities. TWIN SPIN offers free memberships to individuals and offsets cost through corporate sponsorship of events.

**Shane McGraw (SM):** Can you give us a brief history of TWINSPIN and your involvement with it?

**Paul Kraska (PK):** We started meeting around 1995. These were really informal meetings. We met at a local trade school until they started increasing our rent. In 1998, we made the move to the University of Minnesota with meeting space donated by the master of science in computer engineering (MSCE) chair. A big hurdle was that members had to pay for parking, and that affected our attendance. The MSCE chair at the university decided to pay for parking for the entire chapter and our attendance increased dramatically. We continue to meet there to this day.

According to Kraska, TWINSPIN works to enhance its membership's knowledge and skills through networking, publications, presentations by local and national speakers, recognition of excellence, and mutual support. Please see below for a transcript of our interview.

**SM:** What is a typical meeting like for your SPIN?

**PK:** We meet the first Thursday of each month from 5:30 pm to 8:00 pm. We find that keeping the same meeting time and date each month helps our attendance. We offer a mailing list for individuals to sign-up for meeting announcements. We then send out a reminder the day before.

One of the biggest benefits of SPIN membership is intra-member contacts. Starting the meeting at 5:30 p.m. allows us time for networking and refreshments prior to presentations, which begin at 6:15 p.m. We added refreshments because a lot of folks came right after work and were often hungry. After a few, SPIN-related announcements, we open the meeting, highlight our sponsors. Then we have everyone in the room introduce themselves. Then, I turn the meeting over to the program manager who is responsible for arranging the speaker for that particular meeting. The speaker usually presents for between 60 and 90 minutes, leaving at least 15 minutes for a question-and-answer session at the end.

We then post all presentations to our SPIN website, which may be viewed at <http://twin-spin.cs.umn.edu/>.



## Minneapolis/St. Paul



Software and Systems Process  
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**SM:** How do you go about booking speakers?

**PK:** Every year in June, we hold a planning meeting to scope out programs for the upcoming season. We review the past year's program feedback forms, which we distribute after each session, and discuss what worked and what didn't. We then brainstorm and select potential topics, program managers, as well as possible speakers for each month's presentation in the coming year. We plan the whole year while we're on hiatus in the summer months. The planning meeting also provides a mechanism for continuous improvement to meet the needs of our membership.

As I mentioned previously, we assign a program manager for each event. That individual is responsible for arranging the speaker based on the topic that our committee has decided on for that month. This makes it more manageable because it spreads the responsibility out. One person does not shoulder the burden of lining up speakers for an entire year.

Most of our speakers reside in or near Minneapolis, but have real-world experience on their presentation topics. We also have good contacts at the University of Minnesota, which gives us access to a wide variety of speakers. Our topics primarily focus on process improvement, but the subject matter has been broadening as of late.

**SM: Please describe the background and makeup of your SPIN members?**

**PK:** I would say most of our membership is made up of project managers or quality assurance folks in the process improvement field. They are looking for ideas to solve their everyday problems. Like a lot of us, they want to connect with other people in similar situations and share experiences.

Attendance at our meetings usually runs from 30 to 40 people.

# SATURN 2010

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## SEI Webinar Series.

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### Upcoming Webinars:

## The Survivability Analysis Framework

**When: Thursday, October 1, 2009**  
**1:00 p.m. EDT**

Complexity and change pervade today's organizations. With the increase in net-centric operations, technology plays an increasing role in normal operations and crises response. Few techniques can address the analysis of this mixture of people, processes, and technology that must interact effectively for mission success. Each component can be managed independently resulting in unexpected impacts as uncoordinated changes are implemented.

The Survivability Analysis Framework (SAF), an analysis approach developed by the SEI, prescribes a sequence of steps to assemble an operational view of these components that can be evaluated for operational response to change.

This webinar will introduce attendees to the analysis framework and how it has been applied by DoD to analyze operational survivability and information assurance as interoperability increases.



### About Carol Woody

Carol Woody is a senior member of the CERT technical staff. She has more than 25 years of experience in software development and project management leading acquisitions and implementations in industry and government. Dr. Woody leads the Survivability Analysis Team in the Networked Systems Survivability Program. Her current research is focused on software assurance and approaches to software design that improve operational security. She has led five pilot projects successfully applying SAF to a range of complex government operational environments.

Dr. Woody holds a B.S. in mathematics from the College of William & Mary, an M.B.A. with distinction from Wake Forest University, and a Ph.D. in information systems from NOVA Southeastern University. She is a senior member in ACM and IEEE.

Register for the Survivability Analysis Framework webinar to learn more about Carol's work and the Secure Coding Initiative at the SEI.

To register: <https://www1.gotomeeting.com/register/924813872>

## SEI Webinar Series.

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### Upcoming Webinars:

**When: Thursday, October 15, 2009**  
**2:00 p.m. EDT**

## Love and Marriage: Why CMMI and Agile Need Each Other

### About CMMI and Agile

Agile's values and practices ensure critical, long-term process success, making it an ideal partner of the Capability Maturity Model Integration (CMMI) framework, which delivers a robust infrastructure of organization-wide, broadly inculcated continuous improvement and optimization. Together, Agile and CMMI complete each others' capabilities and can

lead to fast, affordable, visible, and long-term benefits. Building on the SEI Technical Note, "CMMI or Agile: Why Not Embrace Both!", Hillel clarifies why the discord need not exist and proposes that CMMI and Agile champions work toward deriving benefit from both to exploit the synergies that have the potential to dramatically improve business performance.



### About Hillel Glazer

Hillel Glazer, is principal and CEO of Entinex Inc., and currently a visiting scientist with the SEI. He recently coauthored the SEI Technical Report, *CMMI® or Agile: Why Not Embrace Both*. He is a certified SCAMPI High Maturity Lead Appraiser, and an SEI-authorized SCAMPI B and C team leader, and an Introduction to CMMI® instructor for both CMMI for Development and CMMI for Services courses.

He is one of the few CMMI High Maturity Lead Appraisers and CMMI Instructors who works with Agile teams. His diverse experience base including aerospace/defense and systems engineering, large and small consulting practices, federal agencies, and dot-com operations. Glazer has been an early pioneer in bringing CMMI and Agile together as far back as his 2001 *CrossTalk* article highlighting the compatibilities of the (then) Capability Maturity Model (CMM) and XP.

He holds a bachelor of science in aerospace engineering and a master of science in technology management. He's been following process-centered management methodologies ever since the DoD was introduced to Total Quality Management, Integrated Product and Process Development, ISO 9000, and CMM®, and the subsequent migration of these practices to the private sector.

Register: <https://www1.gotomeeting.com/register/167857128>



## CMMI Version 1.3 Update

by Heidi Brayer



According to Mike Phillips, there are two major catalysts for the latest round of updates to the Capability Maturity Model Integration model, which will

be released in November 2010 and includes updates to all three constellations: CMMI for Development (CMMI-DEV) Acquisition (CMMI-ACQ), and Services (CMMI-SVC) as well as updates to the Standard CMMI Appraisal Method for Process Improvement (SCAMPI).

According to Phillips, who as the CMMI Program Manager leads CMMI initiatives at the SEI, the first catalyst first came to light during recent audits of high maturity appraisals for levels 4 and 5.

“In audits, we discovered that people weren’t fully understanding what the intentions were for high maturity,” explained Phillips.

The result is that the 1.3 version update will include a clarification of high maturity practices for organizations using the staged approach and high capability for organizations using the continuous approach.

The second catalyst for the update evolved out of the CMMI-ACQ release in 2007 and the release of CMMI-SVC in February of this year. With those releases, the CMMI team modernized the 16 core process areas shared by all three constellations, as well as the material specific to their new areas of interest. CMMI version 1.3 will focus on assuring that all three constellations share as much as possible, and that all three have benefited from the improvements in the two more recent releases as well as from the change requests.

“We anticipate that there will be organizations

that use mixtures of the constellations. There will be some service delivery, some development, and some global outsourcing,” explained Phillips.

Another change will focus on updating the content in CMMI-related courses offered by the SEI. Currently, students must take the three-day course for development, Introduction to CMMI, which can be supplemented by either a one-day acquisition or services course.

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*“In audits, we discovered that people weren’t fully understanding what the intentions were for high maturity,”*

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“We don’t want to have organizations in a situation where they must learn about development before they learn about what they care about, which may be providing services or acquisition,” explained Phillips. A number of approaches are being considered including the creation of a single introduction course for all three or models or, alternatively, a three-day introduction course for each of the three approaches.

As appraisals are a major player in the CMMI product suite, Phillips said that CMMI version 1.3 will also include updates to the SCAMPI appraisal method to make it more efficient. We recognize that this means a focus on both “on-site” and organizational preparation.

### Other Changes

According to Phillips, other changes to the model include the elimination of words or phrases that do not translate well into other languages such as words like “stovepipe.”

CMMI version 1.3 will also include the addition of information on architecture, software assurance, Agile, and Lean Six Sigma. Phillips said that while the team has received requests

for further expansion of the models, the upcoming release is not suitable for expansions similar to the release of CMMI-SVC and CMMI-ACQ,

Phillips said that all updates being considered are the result of reviews of more than 1,150 change requests for the CMMI model and 850 requests for the SCAMPI appraisal method.

Phillips said a main consideration throughout the development of the latest model is to ensure a smooth transition for organizations.

“We’ve already had 100,000 people trained and more than 3,000 people organizations have appraised themselves against what has become a de facto standard,” Phillips said, adding that 1.2 appraisals will still be accepted for approximately a year after the release of CMMI version 1.3. “If an organization completes a 1.2 appraisal during the transition period, it will still be valid for three years.”

### SEI Opportunity

According to Phillips, beginning in October and extending through March 2010, there will be opportunities for organizations to pilot proposed changes in the CMMI version 1.3 upgrade.

If an organization is selected to pilot, they will receive development drafts, which are published monthly during the development period, and provide the SEI with feedback via an appraisal or experience report on the proposed changes.

“This is not unlike beta testing,” Phillips said, cautioning that organizations often mistakenly assume that it will mean that the SEI will provide one-on-one assistance in implementing the latest version of CMMI. “The intention is that we will not be intimately involved in how they do it.”

Interested organizations should contact, SEI Customer Relations at [customer-relations@sei.cmu.edu](mailto:customer-relations@sei.cmu.edu)

# Performance Improvement and SPIN-related Web Sites



SPIN Directory (US): [www.sei.cmu.edu/spin/find/us/index.cfm](http://www.sei.cmu.edu/spin/find/us/index.cfm)  
 SPIN Directory (International): [www.sei.cmu.edu/spin/find/international/index.cfm](http://www.sei.cmu.edu/spin/find/international/index.cfm)  
 SPIN Meeting Calendar: [www.sei.cmu.edu/events/](http://www.sei.cmu.edu/events/)  
 SEI Webinar Series: [www.sei.cmu.edu/events/webinars/index.cfm](http://www.sei.cmu.edu/events/webinars/index.cfm)  
 SPIN WIKI: <http://seispin.wikispaces.com/>  
 SEPG Conference Series: [www.sei.cmu.edu/sepg/](http://www.sei.cmu.edu/sepg/)  
 Scribd CMMI Group: <http://www.scribd.com/groups/view/5679-cmmi>  
 CMMI Yahoo Discussion Group: [http://tech.groups.yahoo.com/group/cmmi\\_process\\_improvement/](http://tech.groups.yahoo.com/group/cmmi_process_improvement/)  
 Software Engineering Information Repository: <https://seir.sei.cmu.edu/seir/>  
 BSCW Shared Workspace: <https://bscw.sei.cmu.edu/pub/bscw.cgi/0/79783>

## Interested in Starting or Joining a SPIN?

### *How do I start a SPIN?*

The SEI can help you find others in your region, start a planning committee, and support your development of a charter. Visit [www.sei.cmu.edu/spin/start/index.cfm](http://www.sei.cmu.edu/spin/start/index.cfm).

### *How do I join an existing SPIN?*

Visit [www.sei.cmu.edu/spin/find/index.cfm](http://www.sei.cmu.edu/spin/find/index.cfm). Under the Directory of SPINs tab, you can view a list of geographic SPINs. Contact the point of contact listed for the SPIN nearest you for more information.



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