

SPIN



Software Engineering Institute
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NEWSLETTER

Winter 2009

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Software and Systems Process
Improvement Network

 Software Engineering Institute
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2009 . . . The Year of the SPIN

I envision 2009 as The Year of the SPIN. With the downturn in the economy, SPINs offer invaluable opportunities to network with people in your area and drum up some business or improve your marketability! I hope you all are as excited for this upcoming year as I am.

This is the fourth issue of the SPIN Newsletter, a quarterly publication that includes information about you—the global community of SPIN members! The first three issues of the newsletter can be downloaded from the SEI SPIN Web site at www.sei.cmu.edu/go/spins.

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!*

In other news, our [SEI Webinar Series](#), sponsored by SPIN, continues to be a great success. We have had over 2,000 people sign up so far. Thank you for making it work!

These webinars are free, easy to use, and keep you informed of the latest technologies and research being developed here at the SEI. It will also allow us to tailor presentations to meet your chapter's specific needs. If you would like to set a webinar up, just let me know.

As always, if there is anything I can do to help your SPIN or, if you have any questions regarding the work of the SEI, please contact me at the information presented on the left.

Thank you,



Shane McGraw,
SEI SPIN Coordinator



SPIN This: New Leader Looks to take Bangalore SPIN to a Higher Level

By: Shane McGraw



This month, SPIN This highlights a recent change in leadership in the Bangalore Software and Systems Process Improvement Network (Bangalore SPIN). Santosh Kumar Mishra, who was recently named president of the Bangalore SPIN, talked with me about his SPIN experience and his hopes for the Bangalore SPIN. The Bangalore SPIN mission is to help the Indian software industry achieve breakthroughs in quality and productivity. With Santosh, I am confident that mission will always be met! Here is a transcript of our recent conversation.



Santosh Kumar Mishra President, Bangalore SPIN

Shane McGraw (SM): The Bangalore SPIN was chartered in 1992 and has been meeting every month since. How do you keep content fresh and varied to keep people coming back?

Santosh Kumar Mishra (SK): Yes, this has been a challenge over the years because expectations vary, and content gets outdated sooner than you'd think. The Bangalore SPIN is aware of this need and has been incorporating variety into its offerings. We have three SPINlets and three special interest groups (SIGs) that are geographically separated. They operate independently with loose ties to the central group. This ensures independent thinking and variety and caters to local needs. Also, we undertake periodic surveys of our members to find our direction and modify our roadmap. Our mainstay has been the monthly meeting with speakers. The monthly meetings appeal to diverse interests. Our meetings are thought provoking and not necessarily always focused solely on quality.

Here are a few of the topics covered at our meetings in the last six months:

- The Herrmann Brain Dominance Instrument
- A reality check on perceptions of quality
- Research on how customer satisfaction surveys help organizations improve
- Research on tools usage and effectiveness in organizations for driving productivity
- A customer view of program management in a distributed environment

SM: What is your personal experience with SPIN?

SK: The Bangalore SPIN has become part of my life both professionally and personally. Initially, I was inspired by the SPIN talks, and I wanted to do something so that more people in the industry could also benefit. That's when I committed to myself to working at least two hours per week for the Bangalore SPIN. That was seven years ago and the time has flown by. I find it invigorating to interact with experts from so many process maturity companies.

One highlight was interacting with Watts Humphrey, National Medal of Technology Winner and founder of the Software Process Program at the SEI, during one of the SPIN talks in Bangalore many years ago. There has never been a dull moment. Yes, the time commitment has been tough, but it has given me loads of professional satisfaction and more benefits than I could have bargained for.

SM: How has your involvement with the Bangalore SPIN benefited your career?

SK: There is increased respect and dignity for my work from my peers. SPIN discussion forums provide food for thought for those who really want to make a difference in their organizations. The Bangalore SPIN is the place to visit, and every visit offers fresh thoughts, ideas or challenges. Additionally, my stock among peers and colleagues does rise through my affiliation with the Bangalore SPIN because it happens to be one of the leading SPINs in the world! Customers also take notice of my association with the Bangalore SPIN. My colleagues who serve with me on the Bangalore SPIN Executive Committee feel the same way.

SM: What is your ultimate goal for the Bangalore SPIN?

SK: To make it the most respected and sought after brand in the field of quality, worldwide. ■



Surrounding one of the towers erected by Kempe Gowda, the founder of Bangalore, is the 240 acre landscaped Lal Bagh gardens.



Vidhana Soudha, the stately building in the 'Neo-Dravidian' style, is located on Dr. Ambedkar Veedi road at the northern end of Cubbon Park. It houses the Secretariat, the State legislature and several other government offices in Karnataka.



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- [Register now](#) through February 20 for early-bird savings. Remember that your [Partner/Member/SPIN] 15 percent discount will be deducted from the reduced early-bird rate if you register before February 20.
- [Reserve your hotel](#) today as rooms at the reduced group rate are quickly filling up.
- Download the [Preliminary Program](#) and share with your supervisor and colleagues to let them know why you and they should attend the SEPG North America 2009 conference.
- Jim Bampos, vice president of information & quality management at EMC Corporation, has joined our stellar lineup of keynote speakers that also includes Scott Cook, co-founder of Intuit Inc., Alistair Cockburn, consulting fellow at Humans and Technology, Inc., and Jim Sartain, senior director of software quality at Adobe Systems. [Learn more.](#)
- Four SEI courses will be offered immediately before and after the SEPG North America Conference in San Jose: Intermediate Concepts of CMMI Version 1.2, Understanding CMMI High Maturity Practices, Services Supplement for CMMI v1.2, and Acquisition Supplement for CMMI v1.2. Registration and payment are separate from the conference. [Learn more.](#)
- The SEI is offering qualification examinations for SEI Certifications at discounted rates for those administered at SEPG North America 2009. [Learn more.](#)
- Is your organization interested in building its brand to SEPG attendees? Learn more about our [exhibitor](#) and [sponsor](#) opportunities.

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- Gary Cort, vice president of software quality at Research In Motion, will keynote at SEPG Europe 2009. [Learn more.](#)
- Stand out as a leader through our [conference contributor opportunities](#).

SPIN Spotlight: Atlanta

By: Shane McGraw

Atlanta SPIN

Software & Systems Process Improvement Network



**Abi Salimi,
President of
Atlanta SPIN**

For the winter edition of the SPIN Newsletter, we shine the SPIN Spotlight on Atlanta! I recently had an opportunity to interview Abi Salimi, the process lead for Scientific Games and the President of the Atlanta Software and Systems Process Improvement Network (Atlanta SPIN). The Atlanta SPIN was formed in 1998 by volunteers and, since that time, has organized many monthly events every year. Membership in the Atlanta SPIN is free for individuals and all events are supported by corporate sponsors. The goal of the Atlanta SPIN is to enhance their membership's knowledge and skills through an active program of networking, publication, local and national speakers, recognition of excellence, and mutual support. Please see a transcript of our interview.

Shane McGraw (SM): Abi, what is your role with the Atlanta SPIN and what responsibilities do you have?

Abi Salimi (AS): I am the president of the Atlanta SPIN and have been in this position for the last five years.

I am responsible for:

- leading and overseeing the activities taken on by the board members
- taking on the duties of other officers in the event of their absence
- being a point of contact for external inquiries
- running the monthly board meeting

My focus and challenge has been connecting the value that SPIN provides with the decision makers in companies who can put it into practice.

SM: What other types of positions make up the Atlanta SPIN Board of Directors?

AS: The board is pivotal in running a successful SPIN, as no one person can run a SPIN by themselves. In Atlanta, we have a very dedicated group:

- Larry Hyde, Vice President
- Michael Sweeney, Treasurer
- Will Bracker, Jean Swank, Co-Secretary
- Bill Reister, Director, Technology Services
- Fred Haigh, Director, Newsletter
- Garrison Atkinson, Tarun Talwar, Co-Directors, Speakers
- Scott Banks, Director, Membership
- Bruce Duncil, Jeff Watson, Co-Directors, Sponsorship
- Stewart Forscher, Honorary Director Emeritus

We have found that co-directors for the key positions of Speakers and Sponsorship are key to providing sufficient coverage of the responsibilities of those positions. Additionally, although not required, the co-secretary position also provides a benefit by providing dual coverage of secretarial duties.

SM: How do you solicit sponsors for your SPIN?

AS: The first thing we do is encourage our general members to get their organizations to become sponsors. A lot of our board members also secure sponsorship from their own companies. We build relationships in the community—with clients, associates, partners—that can lead to SPIN participation and sponsorship.

By advertising SPIN meetings through our website, meeting materials and newsletter, our sponsors get their company names out to a broad audience. Many sponsors come to SPIN mainly to advertise their products and services.

One thing that we have never done (which I think we should) is any cold-calling or blind solicitation drives.

SM: What is a typical meeting like for your SPIN? How do you market your events?

AS: We meet on the third Wednesday of the month from 6 to 8:30 PM. In November and December, we meet on the second Wednesday due to the Holidays. Our typical meetings usually run as follows:

- **6:00-7:00** Networking/Refreshments (We offer free food and drink)

During this time we run a PowerPoint slide show covering a range of items such as About Atlanta SPIN, the Atlanta SPIN Newsletter, that night's and next month's presentation, SEI Webinar Series, names of sponsors and

other contributing members and organizations, trainings, etc.

- **7:00-7:05** Announcements (What SPIN is, How to get involved, Next Meeting, etc...)
- **7:05-8:05** Presentation and Q&A (Presentation gets highlighted in next Atlanta SPIN Newsletter)
- **8:05-8:15** Sponsor and board member introductions
- **8:15-8:30** Job announcements, book giveaway

This is basically an open forum. We ask individuals representing companies to stand up and announce any openings they may have. Then we ask anyone seeking employment to give a brief overview of their resume and what type of position they are qualified for.

As for marketing our SPIN Meetings we:

- Announce meetings on the [Atlanta SPIN website](#) and in the [Atlanta SPIN newsletter](#)
- We place event announcements on Techlinks, an online community of high-tech professionals
- Some of us who have websites, link to the SPIN chapter
- Most advertising and marketing is word-of-mouth personal recommendations or encouragement to attend
- The SEI forwards SPIN meeting announcements to other SPIN Chapters and the SEI posts [SPIN Chapter meetings](#) on the [SPIN website](#) as well

SM: The Atlanta SPIN has been very successful over the years, so what is the best advice you can give other SPIN chapters?

AS: I would offer these suggestions to any other SPIN chapter (in no particular order):

- You have to have a dedicated board of directors. They will help a lot in making the

organization successful. Without a good board, you won't have a reliable program or anything else.

- The quality of the program is what keeps members coming back. Without interesting speakers and topics, no one will want to attend the meetings.
- Consistency in our schedule – a constant format, with meetings that start and end on time. Our meetings run like clockwork! We also make sure we have a backup projector and computer, just in case!
- Documented processes, templates, and how-tos to support the SPIN chapters' on-going activities.
- A central repository—for example an FTP site, or Google document management—that houses all SPIN-related documents.
- Consistent and regular board meetings, including an agenda, minutes, and action items.
- Holding the general meetings at one, consistent location that is central to most participants.
- Making sure meeting participants feel at home by the board members' mingling around and talking with the members.
- Collecting meeting evaluations regularly, reviewing them and addressing the items as appropriate.
- Free food and drinks.
- Not spamming our members with too many announcements and e-mails.

SM: My sincere thanks to Abi for taking the time to share his experience with the Atlanta SPIN. If you have questions for him, he can be reached at: president@atlantaspin.org ■

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www.sei.cmu.edu/architecture/saturn/

Feature Column:

A Marriage of Equals: "Balance" does not have to be a trade-off

by Hillel Glazer



Hillel Glazer's career extends from spacecraft flight operations to naval weapons system manufac-

turing to dot-com software operations. Since 2001, he has been at the forefront of the movement to blend Agile and Capability Maturity Model® Integration (CMMI) and founded Entinex to address this market. He is now a SCAMPI High Maturity Lead Appraiser, SCAMPI B and C Team Leader, a CMMI instructor and an SEI Visiting Scientist, primarily supporting CMMI for Services (CMMI-SVC) and Process Improvement in Multimodel Environments (PRIME).

He has been on the leading edge of merging CMMI with Agile by speaking and writing on the topic since 2001. Hillel is the lead author of the SEI technical note, *CMMI or Agile: Why Not Embrace Both!*.

He writes the agilecmmi.com blog and the CMMIFAQ.info blog.

Many mature businesses find themselves perpetually undulating between an ad hoc, in-the-moment, decentralized response to client needs, and strict procedures designed for productivity, efficiency and centralized control. This pendulous behavior is tiring to manage, confusing to the staff and often exasperating to customers.

We question why these operating modes must oppose one another. Is the agility needed to be responsive and customer-focused necessarily at odds with the discipline needed to be productive and predictable?

Can't processes be created that provide the infrastructure for clients to experience products and services that are consistently good while also maintaining fidelity to the needs of the business?

We believe such processes can be created.

We see discipline and agility as a marriage of equals, not a compromise. We see this marriage as an exercise in growth, not in sustainment. Let's stick with the marriage analogy for a few moments.

Most of us, at some point, have heard people say that marriages are "50/50", or equal parts give and take. We find that concept to be misguided. For some couples (and by analogy,

businesses) this "win some, lose some" approach works in its own dysfunctional way, for a time. But in the long run it probably leads to a failure of some magnitude. In marriages, this failure can be hidden behind a veil of airs and appearances (after all, divorce is merely the consummation of a failed marriage, rather than the actual recognition of the failure). In business, this operation in failure mode can only last so long.

Isn't what most people (business owners, spouses, etc.) really want (from life, from

business...) is something more meaningful than a constant battle to get through the next challenge? If we are perpetually seeking out our next small victory, do we ever really have the opportunity to grow

Businesses must be committed to discipline as well as to agility. It's not "all or nothing" and it can't work if it's perpetually "recalculated" based on trends.

to become the kind of couple... uh... business we intended to be when we sketched out our mission on a napkin some years ago? (That is how most of us got started, isn't it?)

Wrapping up the marriage analogy: I believe that marriages are "100/100". In other words, both spouses must contribute all of themselves into the marriage—not to make it work but to make it grow. In businesses, then, the balance between discipline and agility is reached when the balance is also "100/100". Businesses must be committed to discipline as well as to agility. It's not "all or nothing" and it can't work if it's perpetually "recalculated" based on trends.

Here are a few more quick analogies.

Flowers don't need less than all the water, sun and soil they need. They need 100 percent of everything they need, when they need it. Children don't need less than all of your love. Full commitment to your children results in happy, well-adjusted children. Something less than "full" and you risk the results also being less than you'd wish.

This is where our analogies come to a close and the practical questions are introduced. How exactly is a business supposed to find the right balance anyway? With each project or customer, should staff stop and deliberate on the ratio of responsiveness to efficiency they're able to afford? What? "Customer Jones gets 78 percent responsiveness and 22 percent efficiency." "Customer Smith gets 46 percent responsiveness and 54 percent efficiency." How ridiculous would that be?

That's why finding the right mix of agility and discipline requires an organization that is 100 percent committed to both so that they can create the precise conditions appropriate for their customers and themselves. They need to fully appreciate their customers' needs as well as their own abilities. They need to take what they're good at doing, define it, and then create parameters to achieve it so that they're not continually reinventing the wheel. This allows a business to understand how mature their capabilities are at meeting the needs of their customers while remaining true to the goals of the business.

Too much "ad-hoc" is just as detrimental to the business and its customers as too much rigidity. An organization with the capability to be consistent in some areas may lack the maturity to be consistent under different conditions. And, an organization or business that has the maturity to get things done may lack the capability to grow or offer more depth. Modeling processes and providing an infrastructure for their improvement resolves this "balancing act". Businesses know what needs to get done and have the ability to get it done in the best way.

*To be 100 percent agile
and 100 percent disciplined,
you need a foundation in
practices that are designed,
from the start, to be both.*

Software companies have very unique needs when it comes to dealing with these issues. In order to succeed, they must focus on the business processes they use to create their products and services. While marketing and social media are important to the top line, those do not affect product and project success when viewed from either the customer's point of view or the bottom line. They need to discover and eliminate waste in their own processes and procedures and must do so in a way that allows them to deal effectively with customer demands and market shifts while also retaining insight into and control over their internal cost of operations.

In fact, it the "balancing act" is particularly acute in software and product development. The agility to be responsive to customers and fast to market has been pitted against the discipline to be clear with requirements and consistent with planning. This does not have to be so.

To be 100 percent agile and 100 percent disciplined, you need a foundation in practices that are designed, from the start, to be both. This is more easily attainable than trying first to be 100 percent of one or the other across the board. Then, as the organization matures, everything they do – when designed from the beginning to be agile and disciplined -- can be 100 percent in both agility and discipline in more and more activities.

Businesses don't want to lose agility to discipline or discipline to agility. They want to be fully agile and fully disciplined. Agility and discipline are not opposites. They coexist. To balance discipline and agility, you create a marriage of equals, with full commitment from both, not a trade-off.

OK, we lied. One more analogy. Go watch a world-class gymnast, or listen to a jazz ensemble. Which is it, discipline or agility that lets them do what they do? It's both. That's what we're getting at. And, we do it with CMMI. ■

NEW! Team Software Process (TSP) Team Member Training Course

The new [TSP Team Member Training](#) Course represents yet another new addition to the TSP/PSP product suite of courses. Over the last two years, the SEI has revamped the TSP/PSP courses. This effort started with the release of [Leading a Development Team](#) which replaced the Managing TSP Teams, in November of 2007. This was followed by the release of the [PSP Fundamental](#) and [PSP Advanced](#) courses, in August of 2008, which replaced the PSP for Engineers I and II, respectively. The [TSP Executive Strategy Seminar](#) was also revamped in September of 2008.

The [Team Member Training](#) course was designed for system, hardware, and test engineers, technical writers, trainers, support personnel, and others who are not software developers but will be participating on self-directed teams. It is also appropriate for members of integrated product development teams that are building software-intensive systems. Successful completion of the course will enable students to understand the rationale and foundational concepts behind the PSP and TSP; to develop ways to measure size, time, and defects in their work; to use a personal planning framework to plan and track tasks; and to use the a quality strategy to manage the defects in their work and support the team's quality goals.

The Team Member Training course also prepares students to participate on TSP teams. The course covers the key concepts and principles of the Personal Software Process (PSP) at a high level so that students understand the terminology and the philosophy behind the method. Students are guided through a series of lectures and exercises that teach the fundamentals of PSP and the TSP launch process. It also includes post TSP launch practices, such as the weekly team meetings and inspections.

The [Leading a Development Team](#) course was designed to provide team leaders with the knowledge and skills required to effectively lead a self-directed team. The course starts by describing the role of the team leader and why self-directed teams facilitate having a successful project, which sets the context for the remainder of the course.

The course describes the team leader's primary responsibilities—having a successful project, relating to management, and being a leader. It describes the characteristics of a self-directed team—sense of membership and belonging, commitment to a common goal, belief in the plan and process to meet the goal, skills and discipline to the job, and ownership for doing the job. It also discusses how TSP teams work and how they are different from traditional teams.

The [PSP Fundamental](#), [PSP Advanced](#) and TSP Team Member Training were created in response to a TSP Community Focus Group that assembled during the 2006 TSP Symposium. The focus group suggestions included:

- Provide PSP training that better prepares engineers to work on a TSP team
- Provide earned value support for engineers who will be on TSP teams
- Make the courses more incremental to reduce the initial cost of adoption.
- Address more TSP elements and some of the TSP Launch
- Change the focus of the course to prepare team members of all disciplines for a TSP team project.



In response to the focus group's recommendations, the SEI developed the [PSP Fundamental](#), [PSP Advanced](#) and TSP Team Member Training courses. The purpose

of the PSP Fundamentals course is to provide students with a broad overview of PSP knowledge and skills to enable them to participate effectively on

a TSP team. The purpose of PSP Advanced is to provide an in-depth understanding of PSP so that the students are able to expand and extend PSP principles and concepts. Together the two courses cover a significant subset of the [PSP Body of Knowledge](#) and help to prepare students for the [PSP Developer Certification](#) exam. The new TSP Team Member Training course was designed to prepare team members of non-software disciplines for a TSP project.

The TSP Executive Strategy Seminar was revamped in order to reflect recent data and guidance involving the many benefits of the TSP, demonstrated by the TSP user community. The TSP deployment strategy was also updated to reflect the SEI's many years of experience transiting TSP into organizations of variable sizes, industries, and domains. ■

SEI Webinar Series. Register Today! Free to all!



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It will also allow us to tailor presentations to meet your chapter's specific needs. To register for an upcoming webinar, click on the appropriate "Register Now" link at the following URL:

www.sei.cmu.edu/collaborating/spins/webinars.html

If you have, or would like to suggest, a topic for a future Webinar presentation, please contact:

**Shane McGraw,
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spin@sei.cmu.edu**

Upcoming Webinars from the SEI:

Monday, February 9, 2009

1-2 p.m. EST

Recursion and Iteration of CMMI Project Management Practices by Fred Schenker [Register Now](#)

Recursion occurs when a process is applied to successive levels within a structure. When we talk about engineering practices in CMMI, we expect recursion (e.g., requirements must be managed for the product, product component, subcomponents, etc). Although not directly stated in the model, the same expectation should be made of project management practices.

In spite of the reputation of CMMI-DEV as a product development model, there is a distinct project focus to CMMI-DEV. There are process areas that use the word "project" explicitly in their title (project planning, project monitoring and control, integrated project management). So, would you expect everyone's definition of

a project to be the same? Let's say you were a large defense contractor, building an integrated aircraft. How would you define the scope of this project? In a project of this magnitude, we find that there are actually a lot of smaller projects being executed, with an integrating project at the highest level. So, how do we define project management practice instantiations at the highest level, and how do we apply it at lower levels? Should we expect to find full instantiations of project planning, project monitoring and control, integrated project management at an integrated project team level or in a functional organization? When we appraise this organization, should we expect to gain affirmations from

integrated project team leads or software leads regarding PM PAs?

Similarly, project management practices are expected to be iterative. For example, project planning is performed throughout the life of the project, not just at the beginning.

This presentation will examine the project management practices from the perspective of both recursion and iteration. We will identify those practices where recursion and iteration are expected, and discuss implementation tactics and options. Finally, implications for appraising these practices and for preparing appraisal evidence will be noted.

Thursday, March 5, 2009

1-2 p.m. EST

The Method Framework for Engineering System Architectures (MFESA) by Don Firesmith [Register Now](#)

To be successful, every system needs a good architecture and that requires the use of a good architecture engineering method. However, systems vary greatly in size, complexity, criticality, domain, operational dependence on other systems, the technology used and its diversity, requirements volatility, required quality characteristics and attributes, and volatility of technology and component parts. Development organizations vary greatly in degrees of centralization, management culture, engineering culture, and staff expertise and experience. Endeavors (projects and programs of related

projects) vary greatly in their contracts, types, lifecycle scopes, schedules, and funding. Stakeholders vary greatly in type, numbers, authority, and accessibility. These are reasons why one size does not fit all, and no single system architecture engineering method or standard is sufficiently general and tailorable to meet the needs of all endeavors. Based on the concept of situational method engineering, the Method Framework for Engineering System Architectures (MFESA) addresses these challenges by helping system architects, process engineers, and technical managers to develop appropriate,

project-specific system architecture engineering methods that can be used to effectively and efficiently engineer appropriate high-quality system architectures for their systems. MFESA is a four part method framework consisting of (1) an ontology of system architecture engineering concepts and terminology, (2) a repository of reusable architecture engineering method components based on (3) an underlying meta-model, as well as (4) a metamethod for selecting, tailoring, and integrating the appropriate method components to produce the architecture engineering method.

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Performance Improvement and SPIN-related Web Sites



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

SPIN WIKI: <http://seispin.wikispaces.com/>

SEPG Conference Series: <http://www.sei.cmu.edu/sepg/index.html>

Scribd CMMI Group: <http://www.scribd.com/groups/view/5679-cmmi>

CMMI Yahoo Discussion Group: 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/go/spins, and click "Start a SPIN."

How do I join an existing SPIN?

Visit www.sei.cmu.edu/go/spins. Under "Directory of SPINs," you can view lists of U.S. and international SPINs. Contact the point of contact listed for your local SPIN to get more information.



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- Discounts on SEI courses, conferences and events, and the opportunity to attend the exclusive SEI Member Assembly each year. The \$150 course discount alone makes it a smart investment. Not to mention 15 percent off of premier conferences like [SEPG](#) and [SATURN](#).

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