

SPIN



Software Engineering Institute
Carnegie Mellon



NEWSLETTER

Fall 2008

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Carnegie Mellon

SPIN Newsletter . . . Part Three

While many of the SPIN Chapters took the summer months off, the meeting season is back!

I am excited to see the various topics you will all be meeting on!

This is the third issue of the SPIN Newsletter, a quarterly publication that includes information highlighting you—the global community of SPIN members! If you missed the first two issues of the newsletter, they can be downloaded from the SEI SPIN Web site at www.sei.cmu.edu/go/spins.

In this edition, the “SPIN Spotlight” interview features the Netherlands SPIN. We take a look at their 11-year history and how their chapter is run. The “Feature Article,” is a publication by the Software Engineering Institute’s Palma Buttles-Valdez and Gian Wemyss. They provide an overview of the People Capability Maturity Model (P-CMM) and how to put it to use for you.

As many have of you have seen over the last few months, we have developed the SEI Webinar Series. It has met with great success. Our mission here at the SEI is not only to develop cutting-edge

software engineering practices, but to get them out to the organizations and individuals that need them.

In July, we launched a webinar initiative that allows us to bring you the research, best practices, and technology at the SEI by the experts who developed it.

These webinars are free and easy to use, and they keep you informed of the latest technologies and research being developed here at the SEI. They also allow us to tailor presentations to meet your chapter’s specific needs. If you would like to set up a webinar, 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; my contact information is presented on the left.

Thank you,
Shane McGraw
SEI SPIN Coordinator



SPIN Spotlight: SPIder SPIN (Netherlands)



Ben Linders, Chairman of SPIder

By Shane McGraw

For the Fall edition of the SPIN Spotlight, I interviewed Ben Linders of Ericsson. Ben is the Chairman of the Netherlands Software and Systems Process Improvement Network. The SPIder SPIN, formally chartered in 1997, set the following objectives for itself in the software community:

- plenary sessions, at least four times a year, free of charge
- conference, once a year, regular conference fee
- newsletter, at least four times a year, free of charge
- working groups, formed around specific SPI interest areas

SPIder has been contributing to the competitive edge of the Netherlands for over 10 years! Please see a transcript of our interview (at right).

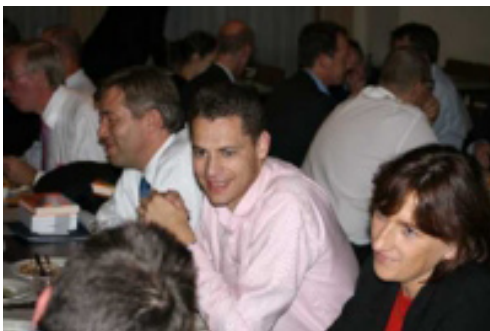


Photo from the 10th Annual SPIder conference.

Shane McGraw(SM): Okay let's get this out of the way...Where did you get the name SPIder?

Ben Linders (BL): *Spider* is the Dutch word for *SPIN*. We emphasize the SPI at the beginning for software process improvement. We are the Dutch network for IT-professionals with interest in software and systems process improvement (SPI). We are an independent platform where both novices and experts exchange knowledge and experience regarding SPI. SPIder is organized as a 'Stichting', which means that it is a non-profit organization.

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

BL: Our main meetings are our plenary sessions, which we have four to five times yearly. They start in the afternoon and end in the evening. We have four or five speakers and offer a meal between the talks. There is no charge for these sessions, and we usually have about 30 to 60 people attending them. The big advantage to these sessions is there is a lot of time to network with one another. Also, we start early enough to beat traffic, and people still get home early in the evening. We look for different process improvement views within industry and pick topics by importance within our group.

We also have working groups that meet throughout the year. The working groups are formed around specific SPI interest areas. Results from these groups are published on our website and presented in plenary sessions or at our yearly conference.

SM: I know SPIder recently celebrated a 10-year anniversary. How have you changed in the last decade?

BL: I would say we have become a more professional network over the years. We have made the network easy to join, and we use this network to find the speakers we want to hear. We also have an office now to organize events. We also collaborate more and more with other networks and professional associations, in that way we are really a "SPIder in the web."

SPIder has grown quite a bit as well. We have over 1,400 members and I would say 1 in 3 members is actively involved in one or more SPIder activities.

SM: You put on a yearly conference. What is the focus of that event?

BL: This will be our 11th conference. Each year we pick a topic, and organize the conference with different views embedded in parallel tracks. This year the topic is "Result Oriented Improvement: Directing or Adapting?" We are covering the renewed landscape of improvement approaches, from the more classical top-down approaches to newer bottom-up ways of change. It includes presentations on experiences with CMMI, Six Sigma, Agile, Lean, and also on soft factors as well as cultural and people aspects.

We have an opening and closing keynote speaker, with parallel programs in between to cover the different views.

SM: How do you go about soliciting sponsors for your SPIN?

BL: We have quite a few long term sponsors that are dedicated to the subject of process improvement. We try to build up industry partners through our individual members. Also, by attending various conferences it gives us a chance to approach different organizations.

We meet yearly with all our sponsors to see what topics are important to them. At our meetings and in our publications we provide our sponsors with as much exposure as possible. Our sponsors' logos are on our website and mailing lists, and in the newsletter that we publish four times a year.

SPIder Board Members decide who speaks at sessions and conferences. We are fully independent. The sponsors are glad to see us take the lead on this, and support and promote our activities towards their employees and customers. This has proved to be a long term win-win situation, which helps to increase awareness, and mature SPI in the Netherlands.

For more information about SPIder, visit www.st-spider.nl/

Feature Article: Workforce Issues of the 21st Century People CMM to the Rescue



By Palma Buttles-Valdez and Gian Wemyss,

In today's technologically focused and global economy, organizations are increasingly reliant on three elements—process, technology, and people—to develop, build, and maintain their products and deliver their services. Therefore, for organizations to maintain a competitive advantage in this global, rapidly changing, and technological environment, it is critical to invest in practices related to process, technology, and people. The Capability Maturity Model® Integration for Development (CMMI-DEV) has been successfully applied to address the process and technology needs. CMMI-DEV establishes a foundation for continuously improving the development and maintenance practices applied to an organization's products and services.

The remaining element, people, is an important contributor to organizational success. In fact, the capability of an organization's workforce can be directly linked to business performance and a source of competitive advantage [Curtis 2001]. Because people are such an important contributor to organizational success, issues affecting people can impact an organization's capability and its bottomline. In this vein, we will review current issues and trends that are affecting the workforce and how the Software Engineering Institute's People Capability Maturity Model (People CMM) can help organizations address many of these issues. We will conclude with a comment on how the People CMM can contribute to a holistic approach to process improvement in a broader context, namely, technology, process, and people.

Workforce Issues of the 21st Century

Shifting demographics and a decrease in labor force participation rates in the United States are causing many organizations, both small and large, to experience a new set of "people" issues. Between 2010 and 2030 nearly 78 million baby boomers (1946 – 1964), many in

key management positions will be eligible for retirement. According to a 2005 study by The Conference Board, approximately 40 percent of America's labor force will be eligible for retirement by 2010 [Conference Board 2005]. It is highly likely that many of the exiting employees will be walking out the door with valuable intellectual capital and/or corporate knowledge. Further complicating this issue is a slowdown in the growth of the labor force and a decrease in labor force participation rates; in other words, there might not be

“One in every three of Lockheed's employees is over 50, to sustain our talent base, we're hiring 14,000 people a year. In two years, we're going to need 29,000 new hires; in three years, 44,000. If this trend continues, over the next decade we will need 142,000.”

Robert J. Stevens, Chairman, President and CEO Lockheed Martin,
Quoted in the Wall Street Journal, April 19, 2006.

enough workers to replace the exiting baby-boomers [Toossi 2005]. Estimates of labor demand and supply for the next 10 to 20 years are suggesting an increasing shortage of workers in the U.S. labor market.

The potential shortage of workers is complicated by another issue, a skills and knowledge shortage. In a recent study examining workforce readiness it was reported that new entrants into the workforce are not equipped with the knowledge and skills necessary for them to be contributors to organizational success [Conference Board 2006]. Many organizations are bearing the financial burden of providing training to increase the basic

knowledge and skills of new entrants. There is also a growing need to assess the current workforce capability through knowledge and skills profiles.

Issues impacting workforce capability are not limited to the United States [Jackson 2002]. Countries around the world, such as China, the European Union, India, Japan, Mexico, and South Africa, are reporting that a variety of factors including shifting demographics, shortage of knowledgeable and skilled

workers, and retention, are affecting organizations. This illustrates that workforce issues are in fact a global concern.

A potential long-term steady reduction in the workforce, the loss of intellectual capital and corporate knowledge, a growing need for a skilled and knowledgeable workforce, and issues of retention should be a wake-up call for organizations around the world to take an in-depth look at their workforce management practices. Will their workforce practices sustain them in a time of need or will they be their downfall?

Continued, next page

People CMM to the Rescue

The People Capability Maturity Model® is a roadmap for implementing workforce practices that continuously improve the capability of an organization’s workforce. Based on the best current practices in fields such as human resources, knowledge management, and organizational development, the People CMM guides organizations in improving their processes for managing and developing their workforce. It enables organizations to develop the workforce required to execute business strategy and attract, develop, organize, motivate, and retain the workforce required to build products and deliver services. An integrated system of practices is introduced in stages and is designed to integrate improvements in process and workforce performance while facilitating alignment with an organization’s culture, business objectives, and strategic needs.

The People CMM also provides a path for retaining corporate knowledge through the development of competencies and strategic workforce planning. It allows organizations to look toward the future with the confidence that they have the knowledge, skills, and process abilities in place to continue to meet committed work across the organization. The People CMM methodology enables a more successful CMMI transition by focusing on improving individual competencies, developing effective teams, motivating high performance, and determining the competencies needed to accomplish future business plans.

A Holistic Approach to Performance Improvement

The importance of technology, process, and people, the “process triangle,” to any successful process improvement initiative has long been recognized. Another element that plays just as an important role is the organizational culture,

because this is the context in which process improvement occurs [Buttles-Valdez, Svolou, and Valdez 2008]. It is important to consider all four (technology, process, people, and culture) as a complementary and synergistic system when implementing a process improvement program. In fact, together the holistic quadripartite system provides the components of a holistic approach to process improvement.

By adding People CMM to performance improvement implementation strategies, organizations become better equipped to attract, develop, motivate, and retain the workforce they need to conduct their business, whether it is building products or delivering services. Through implementation of CMMI, organizations become better equipped to enable their people by providing them with the infrastructure and processes necessary to develop their services and products. For both of these models to coexist and to endure, there must be an ability to transform components of the organizational culture. People CMM and CMMI models provide elements to enable this organizational transformation. Thus, the organizational culture becomes a partner in the process improvement effort instead of an impediment.

The People CMM, when coupled with the CMMI-based process improvement programs, or vice versa, can provide organizations with a holistic approach to improve their technology, processes, people and culture, and to enable the necessary organizational transformation encountered in process improvement programs. Thus, one model is capitalizing on the strengths of another, enabling and enhancing the ability of an organization to maintain improvements and preserve long-term competitive advantage (Figure 1).

By adding the People CMM as part of the performance improvement toolkit, change agents understand the importance of paying attention to all the components of change, namely, the technology, process, people, and culture within an organization. Understanding these components in rapidly changing environments can be essential in improving business performance. Through the combination of People CMM and CMMI-DEV, organizations can realize the benefits of a holistic approach and enable the necessary organizational transformation needed to improve Performance.

For a list of People CMM courses and workshops visit, www.sei.cmu.edu/products/courses/index.html

For More Information on People CMM visit, www.sei.cmu.edu/cmm-p/version2/

Or contact: Customer Relations
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Figure 1 - People CMM improves the capability of an organization’s workforce, CMMI (DEV, ACQ, SVC) improves the capability of an organization’s processes. Together the models enable improved organizational performance.





Gian Wemyss is a senior member of the technical staff and the team lead for the People CMM Initiative at the Software Engineering Institute (SEI). He assists organizations in successfully addressing their

critical human capital issues through the use of the People Capability Maturity Model®. His work also includes the identification, development, and application of practices that result in the rapid, affordable, and sustained transition of innovative software engineering management technologies developed at the SEI. This includes work on interpretive guidance for users of CMMI®, and the development of a disciplined transition planning method for technology transition and change management practices. Wemyss has more than 15 year's experience in organizing, designing and facilitating courses and workshops to help organizations develop transition plans for new and innovative technologies. He is the technical program chair for the SEI's SEPG North America Conference and the Program Committee co-chair for the SEPG Australia and SEPG Latin America Conferences. Wemyss is an SEI-authorized instructor for the Introduction to People CMM Course, Intermediate Concepts of People CMM Course, Introduction to People CMM Instructor Training course, Consulting Skills Workshop, Managing Technological Change Workshop, Improvement Planning Workshop and Team Start-up Workshop.



Palma Buttles-Valdez is a member of the technical staff at the Software Engineering Institute. At the SEI, she is a member of the People Capability Maturity Model team where she develops courses and delivers

training. She also assists organizations in successfully addressing their critical human capital issues through the use of the People Capability Maturity Model®. Buttles-Valdez holds a Ph.D. in anthropology from The University of Texas at Austin. She has been active in the field of anthropology for over 20 years and process improvement for 10 years. Buttles-Valdez is an SEI-authorized instructor for the Introduction to People CMM, Intermediate Concepts of People CMM, and Introduction to People CMM Instructor Training courses. She is a candidate SCAMPI with People CMM Lead Appraiser. Her current research topics include issues organizations will be facing in the 21st century and the role of organizational culture in process improvement initiatives.

The SEI will present a special offering of the Introduction to the People CMM course the week prior to the Sixth Annual CMMI Workshop in Vancouver, Washington.

This three-day course (October 22-24, 2008, at the Hilton Vancouver) introduces those who are involved in improving workforce management practices or managing technical professionals to the People Capability Maturity Model (People CMM), Version 2.0; its fundamental concepts; and the value that it can bring to organizations using it. Featured at this offering will be a discussion on the synergies between People CMM and CMMI and the concept of a holistic approach to process improvement.

For more information, check out the Introduction to People CMM course description at www.sei.cmu.edu/products/courses/intro/intro.to.p-cmm.html or email courseregistration@sei.cmu.edu or call 412-268-7388.

Agile Expert Alistair Cockburn and Adobe's Jim Sartain Announced as Keynotes at SEPG North America 2009

Alistair Cockburn, an internationally renowned expert on agile development, use cases, project management, and object-oriented design, and Jim Sartain, senior director for Software Quality at Adobe Systems, will be keynote speakers at SEPG North America 2009, which will be held March 23-26 in San Jose, Calif.

"We are extremely pleased to have Alistair and Jim as keynote speakers," said Caroline Graettinger, SEPG Conference Series chair. "Their commitment to continuous quality and performance improvement and their experience in the software field serve as a great example for

software engineering professionals."

Named one of "The All-Time Top 150 i-Technology Heroes" in 2007 by SYSCON, Cockburn is the author of the Crystal family of agile methodologies and three Jolt-award books and helped write both the *Manifesto for Agile Software Development* and the *Declaration of Interdependence*.

Within Adobe, Sartain leads a team responsible for inspiring, driving, and enabling continuous quality improvement across Adobe.

Registration is currently open for SEPG North America 2009. To register, visit www.sei.cmu.edu/sepna/2009/registration.html



Wanted: Software, System, and Enterprise Architecture Experts

The SATURN Conference is held every year to provide a forum for the architecture community to exchange ideas and best practices in developing, acquiring, and maintaining architectures for software-intensive systems. As these systems continue to grow in complexity, architecture's role becomes even more crucial. Successfully implemented architecture lowers overall IT costs, gives businesses greater flexibility, gets products to market faster, and provides an organization with a significant competitive edge.

If you're an architecture expert and want to share your advice, experiences, and knowledge with other architects, SATURN 2009 wants to hear from you. The theme of the SATURN 2009 Conference is "architecture at all scales," exploring the boundary between software, system, and enterprise architectures.

We invite high-quality submissions that describe experiences in using architecture technology.

Topics to be discussed include, but are not limited to

- case studies and lessons learned in applying SEI architecture technology
- efforts to improve the state of architectural practices across an organization
- clarifying and codifying the role of architect
- future directions in software, system, and enterprise architecture technology
- architecture design in distributed software projects
- the relationship of software, system, and enterprise architecture
- the value or ROI of architecture practices
- architecture practices in acquisition settings
- planning and maintaining a system-of-systems architecture
- role of architecture-centric practices in evolving systems
- planning for and maintaining an enterprise architecture

SATURN 2009



SATURN 2009 will be held May 4 - 7 in Pittsburgh, Pa. The deadline for proposals is November 7, 2008. For more information about SATURN and to submit a proposal, please visit

www.sei.cmu.edu/architecture/saturn/2009/cfp.html

Process Improvement and SPIN-related Websites



SPIN Directory (US): <http://www.sei.cmu.edu/collaborating/spins/spins.us.active.html>
 SPIN Directory (International): <http://www.sei.cmu.edu/collaborating/spins/spins.intl.active.html>
 SPIN Meeting Calendar: <http://www.sei.cmu.edu/collaborating/spins/calendar.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.

SEI Webinar Series Sponsored by SPIN

In July, the SEI launched a webinar initiative to bring SPIN chapters the research, best practices, and technology at the SEI by the experts who developed it.

These webinars are free, easy to use, and keep you informed of the latest technologies and research being developed here at the SEI. It also allows the SEI 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

To watch a past webinar, click on the appropriate "Watch Video Now" link.

Upcoming Webinars from the SEI:

Thursday, October 23, 2008
1-2 p.m. EDT
CMMI for Services (CMMI-SVC)
by Eileen Forrester

CMMI-SVC extends the coverage of CMMI from development and acquisition into service delivery. Currently, some service organizations apply CMMI V1.1 or CMMI-DEV V1.2 to service delivery, but this requires significant interpretation by both the organizations and their appraisers. CMMI-SVC will improve consistency and payoff and provide fuller coverage for process areas necessary to services that are not covered by the current CMMI models. The SEI lead for CMMI-SVC will give status on model development, describe experience and pilot results, and brief the new content.

Thursday, November 6, 2008
1-2 p.m. EST
SEPG Conference Series Overview
by Caroline Graettinger

SEPG is the premier global conference series on software and systems process management. The SEPG Conference Series also sets the benchmark for excellence in the areas of acquisition, development, maintenance, security, and services.

To better reflect the regional and global influences on software and systems process management, the SEPG Conference Series is expanding and tailoring its delivery to serve regional needs with conference offerings in North America, Europe, Latin America, and Australia.

SEI Webinar Series. Register Today! Free to all!

