

# Software Solutions Symposium 2017

March 20–23, 2017

## Secure Software Workforce Development Panel Discussion

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# Agenda

## Introduction

- Community Initiative Center of Excellence for Secure Software (CICISS)
- Software Assurance Curriculum Project
- The NICE Workforce Framework & Software Development
- Software Quality and Security

## Discussion

# Software Solutions Symposium 2017

Secure Software Workforce Development Panel Discussion

## **Community Initiative Center of Excellence for Secure Software**

Girish Seshagiri

Executive Vice President | CTO

Ishpi Information Technologies, Inc.

# Why We Are Here

Vanishing middle class jobs

High youth unemployment and large number of under-employed

Student debt > 1.0 trillion

1.5 million cybersecurity jobs currently unfilled

Increasing number of cyber attacks against critical infrastructure

Workforce capable of developing software which is secure from cyber attacks

Apprenticeships for skill building and talent pipeline

# Takeaways

Defective software is insecure

Sense of urgency to solve cybersecurity skills gap and create hundreds of thousands of middle class jobs

Leverage and build upon existing resources – software assurance curriculum, cybersecurity workforce framework, high maturity processes for use by individual programmers and agile teams

Connect education directly to a job through a dual learn and earn registered apprenticeship program

Develop skilled workforce based on validated competencies and industry standard certifications

Apprenticeships are good for business with positive return on investment

# Cybersecurity Workforce Demand



**1.5 Million**  
**MORE** cybersecurity professionals will be needed to accommodate the predicted global shortfall by 2020

Source: (ISC)<sup>2</sup> 2015 Global Information Security Workforce Study



On average, **52%** of IT professionals surveyed stated fewer than **25%** of all applicants were qualified

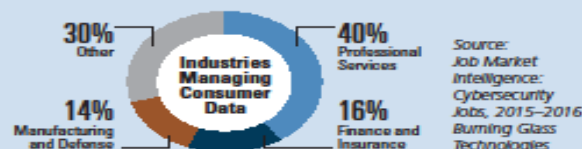
Source: State of Cybersecurity: Implications for 2015: An ISACA and RSA Conference Survey

## The biggest skill gaps of today's cybersecurity professionals



Source: State of Cybersecurity: Implications for 2015 An ISACA and RSA Conference Survey

## Fastest cybersecurity demand sectors are in industries managing consumer data



## Cybersecurity

job postings took **8%** longer to fill than IT job postings overall

Source: (ISC)<sup>2</sup> 2015 Global Information Security Workforce Study

## Expertise required for various cybersecurity roles in demand

- Information Security
- Network Setup
- Auditing
- Network Protocols
- Core Database, Coding and Scripting
- Systems Administration

Source: Job Market Intelligence: Cybersecurity Jobs, 2015

Approximately **10%**

of the current cybersecurity workforce are comprised of women

Source: (ISC)<sup>2</sup> 2015 Women In Security: Wisely Positioned for the Future of InfoSec

**18%**  
**Growth**

Computer and mathematical occupations will grow much faster than the average job during 2012-2024

Source: Bureau of Labor Statistics, U.S. Department of Labor

## Fastest growing skills in cybersecurity job postings

- Python
- HIPAA
- Risk Management
- Internal Auditing
- Audit Planning

Source: Partnership for Public Service

## Hardest to fill skills in cybersecurity job postings

Source: Job Market Intelligence: Cybersecurity Jobs, 2015-2016 Burning Glass Technologies



- Software Architecture
- Network Attached Storage (NAS)
- Software Issue Resolution
- Internet Security
- Legal Compliance
- Data Communications
- Platform as a Service (PaaS)
- Computer Forensics
- Internal Auditing
- Apache Hadoop

# Cost of Status Quo

Item	Cost
Two-year and four-year college	\$400 billion per year
Workforce education and on-the-job training	\$600 billion per year
Skills gap	\$160 billion per year
Time for new employees to reach full productivity	> Five months on average
Replacing an employee	Ranges from 6 to 24 months of the position's salary

# Common Benefits of Apprenticeship

## Production

- Output during the apprenticeship at a reduced wage
- Higher post-apprenticeship productivity relative to similarly tenured employees
- Reduction in mistakes or errors

## Workforce

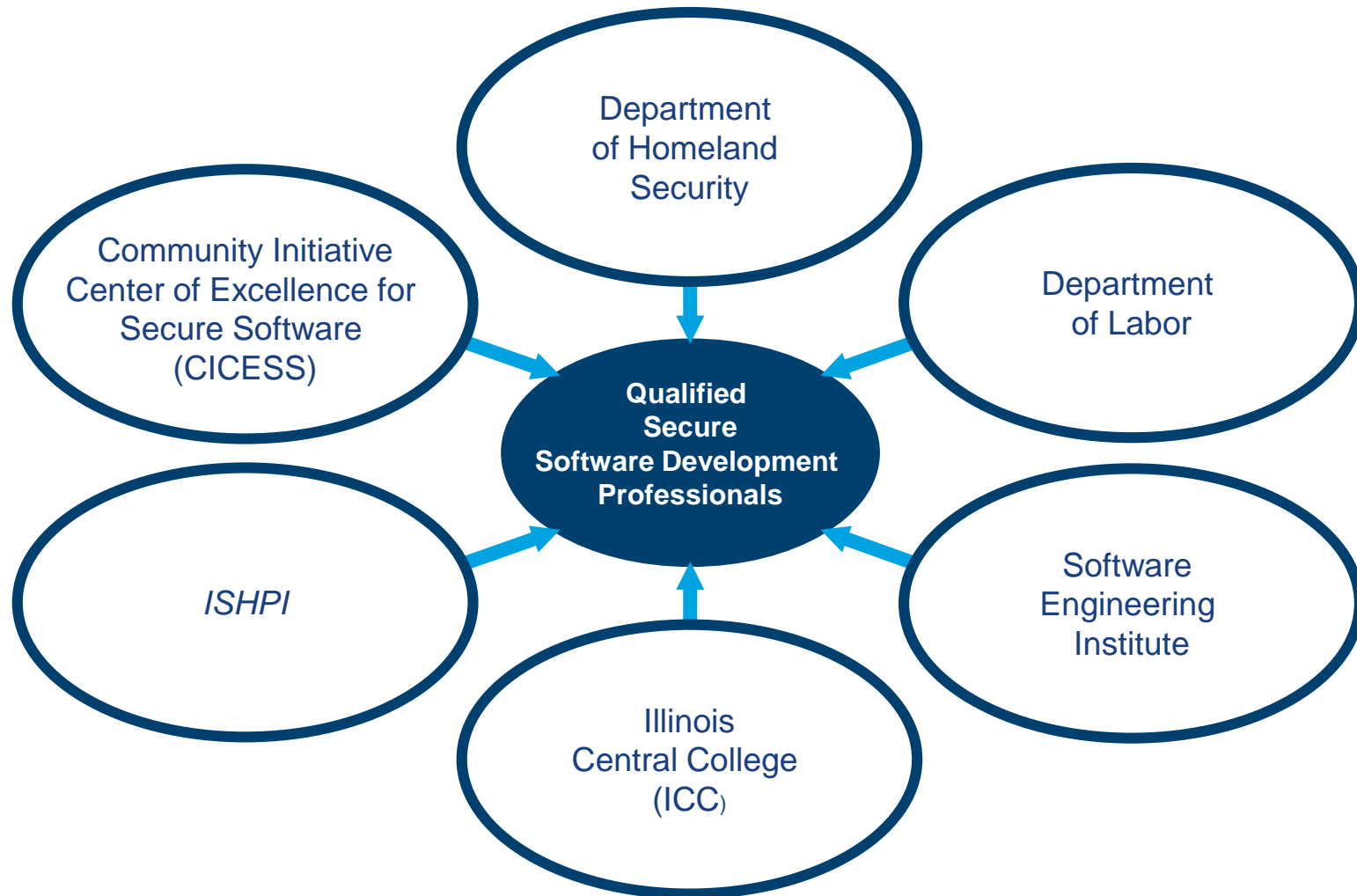
- Reduced turnover
- Pipeline of skilled employees
- Better matching of employee skills and character with employer needs and firm culture
- Lower recruiting costs
- Development of future managers

## Soft Skills

- Employee engagement and loyalty
- Greater problem-solving ability and adaptability
- Reduced need for supervision



# A Unique Collaboration – Industry, Government, Academe



# Goals

One of the largest available skilled workforce for secure software

Direct connection between education and a job without accumulating debt

World-class education providers with core common standard curriculum offerings

A standard competency-based, registered, apprenticeship program with uniform guidelines

Central Illinois is the destination choice for an exciting career

A skills formation and workforce development model scalable to other occupations and other communities across the nation

# The Swiss Dual Track Model

**STUDENTS GIVE APPRENTICESHIPS AN**

# A+

They join the workforce **prepared** thanks to a **top-notch** education

- ✔ A prestigious education pathway
- ✔ Flexibility regarding future career options
- ✔ Skills & knowledge align with labor market demands
- ✔ No student debt  
Tuition paid by cantons (states)  
Apprentices earn a progressive wage

**Gross Investment in Apprenticeships** by companies → **\$5.2 Billion**

**Productive Apprentice Output** → **\$5.65 Billion**

**COMPANIES SEE A DIRECT NET BENEFIT** → **\$450 Million**

## Who benefits? Everyone.

AMONG SWISS HIGH SCHOOL GRADUATES

2/3 choose vocational education & training

1/3 choose a general education

**YOU'RE HIRED** → Switzerland has one of the lowest youth unemployment rates among European countries

# APPRENTICESHIPS

Switzerland's business-driven & labor market-oriented training system

**230** TYPES OF APPRENTICESHIPS TO CHOOSE FROM

**#1** MOST POPULAR  
**BUSINESS**

**#2** MOST POPULAR  
**RETAIL**

**#3** BEST POPULAR  
**HEALTH CARE**

SWITZERLAND

NUMBER **1**

GLOBAL INNOVATION INDEX  
2011 • 2012 • 2013 • 2014 • 2015

## How does the system work?

**FUNDING SOURCES**

- 10% FEDERAL GOVT
- 30% CANTONS (STATES)
- 60% PRIVATE SECTOR

**AGE 14**

CAREER COUNSELING

**CAREER CHOICE**

Apply for apprenticeship positions in the labor market

**AGE 16**

HIGH SCHOOL GRADUATION

**APPRENTICESHIP (3-4 YEARS)**

Dual-track Approach!

- Work-based learning at host-company
- Classes at local school

**AGE 19-20**

EARN FEDERAL DIPLOMA

APPRENTICESHIP GRADUATION

**THE FUTURE AWAITS**

- A wealth of job prospects
- Maximum mobility in the labor market
- Further education

# CICISS Design – 1

Standard academic curriculum leading to first-in-the-nation AAS Degree in Secure Software Development

Berger Aptitude Test (B-Apt) for Computer Programming for entry to the apprenticeship program

Standard apprenticeship curriculum based on Carnegie Mellon University Software Engineering Institute (CMU/SEI) process models

Validate secure software development competencies – (ISC)<sup>2</sup> CSSLP, SEI PSP Developer certifications

# CICES Design – 2

Alternating blocks of weeks of academic instruction and apprenticeship on-the-job training in the dual model

Recurring and one-time-only fees from participating employers for ongoing program administration, apprenticeship curriculum development, and train-the-trainer materials

Guidelines for minimum hourly wages for the apprentices with flexibility to meet varied human resources practices of participating employers

# Alignment with Federal Initiatives

NIST Cybersecurity Workforce Framework

NIST National Initiative Cybersecurity Education

NSA Centers of Academic Excellence

DoL American Apprenticeship Initiative

DoL Registered Apprenticeship standards

# CICISS Value Proposition

Augmentation of your current workforce development methods

Ability to plan for and satisfy future needs for hard-to-fill secure software developers

Ability to build a secure software talent pipeline that includes women and minorities who are trained, mentored, and certified

A cost-effective solution to training and retaining new workers in secure software development

High retention rates when apprentices become full-time employees

# Takeaways

Sense of urgency to address unsustainable trends and exploit rare economic development opportunity to create hundreds of thousands of middle class jobs

Industry/government/academic coalition led by industry to address cybersecurity “skills gap” and talent pipeline

Connect education directly to a job through a dual learn and earn registered apprenticeship program

Develop skilled workforce based on validated competencies and industry standard certifications

Apprenticeships are good for business with positive return on investment



# Software Solutions Symposium 2017

Secure Software Workforce Development Panel Discussion

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Secure Software Workforce Development Panel Discussion

## **Software Assurance (SwA) Curriculum Project**

# Definition of Software Assurance

We used the following definition of software assurance:

*Application of technologies and processes to achieve a required level of confidence that software systems and services function in the intended manner, are free from accidental or intentional vulnerabilities, provide security capabilities appropriate to the threat environment, and recover from intrusions and failures.*

# Software Assurance (SwA) Curriculum Project

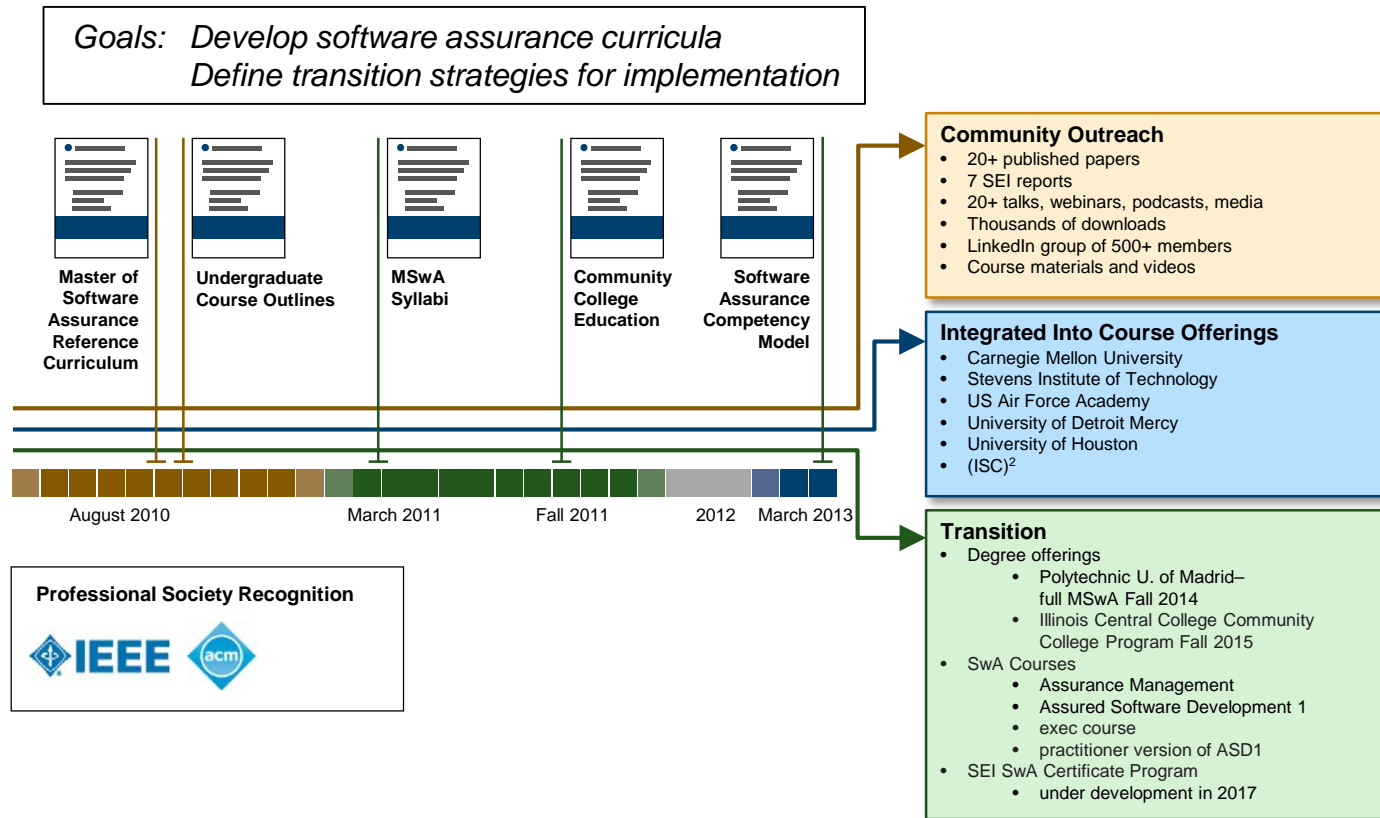
Initially sponsored by the Department of Homeland Security (DHS)  
National Cyber Security Division (NCSD)



## Goals

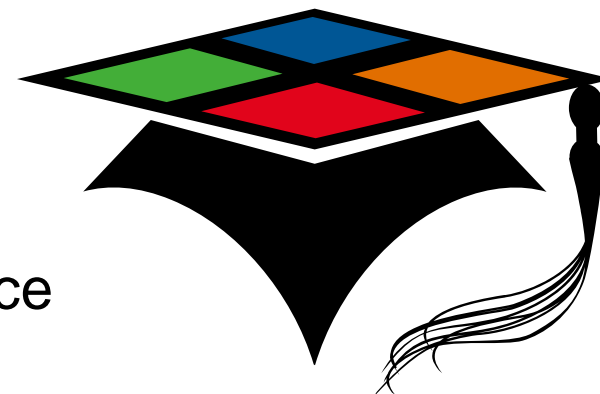
- Develop software assurance curricula.
- Define transition strategies for future implementation.

# Timeline



# Objectives

Improve the state of software assurance education.



- ◆ Develop a Master of Software Assurance Reference Curriculum (Volume I).

Identify educational offerings at other levels:

- ◆ - undergraduate (Volume II)
- ◆ - MSwA syllabi (Volume III)
- ◆ - Community College (Volume IV)
- integration with IS curricula (SEI report)
- SwA Competency Model

# Audiences

Faculty responsible for

- design, development, and maintenance of degree programs focusing on software assurance knowledge and practices

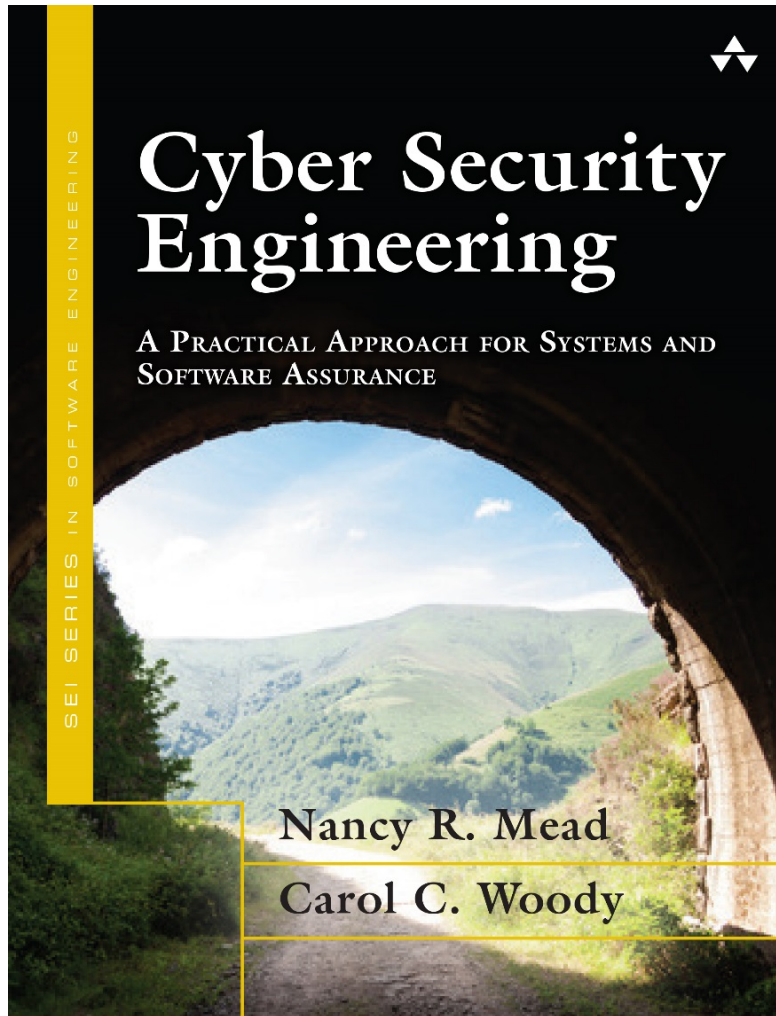
Those in development and acquisition organizations responsible for either

- staffing positions in software assurance
- providing current software engineers with increased software assurance capabilities

Those who assess software assurance oriented programs



# Book Published in Late 2016



Search for the book  
on [informit.com](http://informit.com).

# Software Solutions Symposium 2017

## Secure Software Workforce Development Panel Discussion **Community College Program**

# SwA Curriculum Community College Recommendations

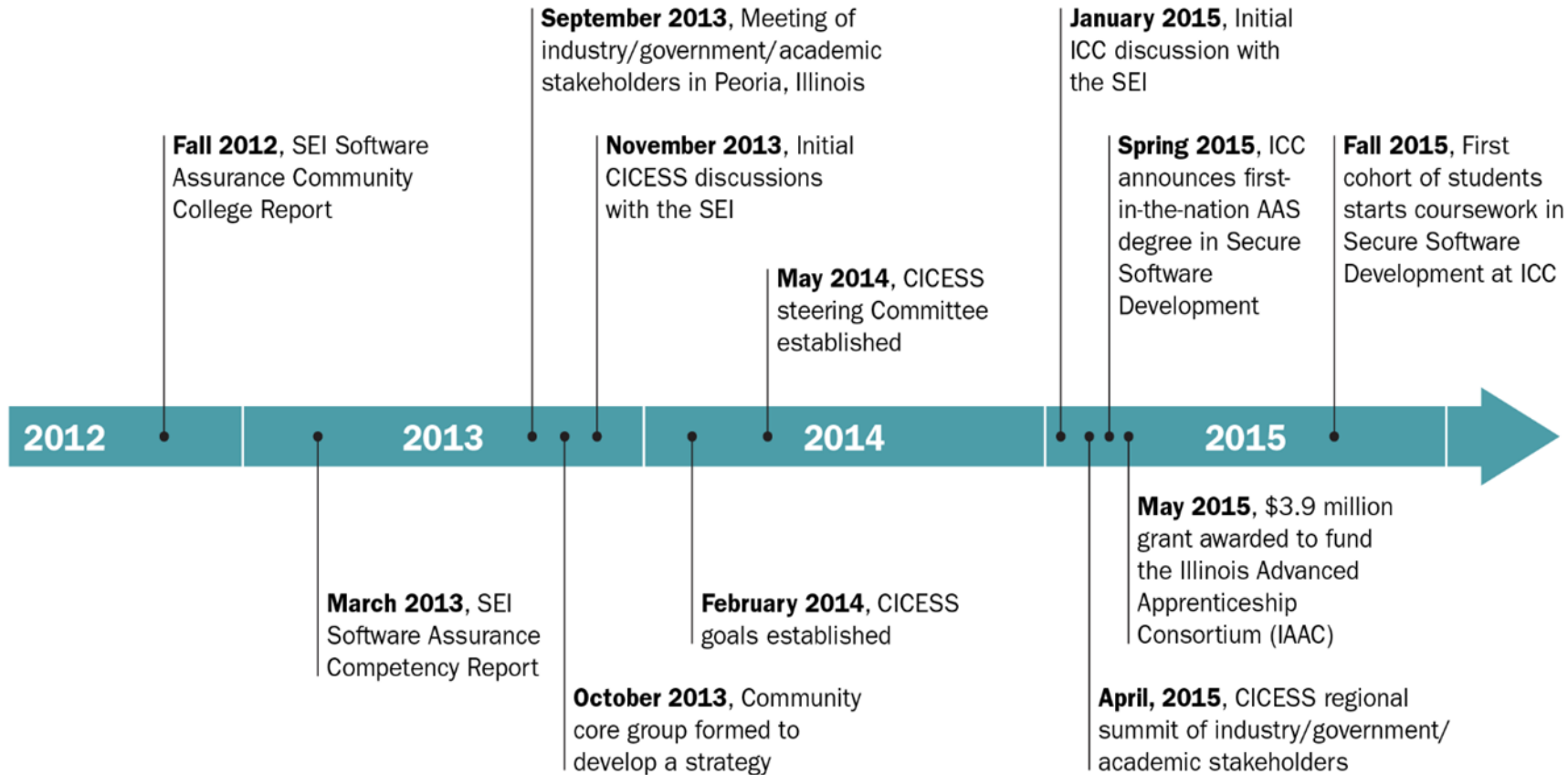
Volume IV in the SwA Education Curriculum Reports

- Modifications to Computer Science I, II, and III
- Additional recommended courses
  - Introduction to Computer Security
  - Secure Coding
  - Introduction to Assured Software Engineering

SwA Curriculum webpage

- [www.cert.org/curricula/software-assurance-curriculum.cfm](http://www.cert.org/curricula/software-assurance-curriculum.cfm)

# Timeline for the Community College and Industry Apprenticeship Program



# Illinois Central College Implementation

**CS I: Programming in Java**

**CS II: Programming in Java**

**CS III: Advanced Programming in Java**

Structured Query Language

Introduction to Relational Database

C# Programming

Mobile Application Programming

**Introduction to Computer Security**

**Secure Coding**

**Introduction to Assured Software Engineering**

Database Administration

Structured System Analysis

Two electives in computer programming, web, or networking, depending on employer needs

General education courses (19 credit hours)

# Contact Information

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[www.sei.cmu.edu/about/people/profile.cfm?id=mead\\_13121](http://www.sei.cmu.edu/about/people/profile.cfm?id=mead_13121)

# Software Solutions Symposium 2017

Secure Software Workforce Development Panel Discussion

## **The NICE Workforce Framework & Software Development**

Bill Newhouse

Deputy Director, National Initiative for  
Cybersecurity Education, NIST

# National Initiative for Cybersecurity Education (NICE)

- The NICE strategic plan <http://csrc.nist.gov/nice/about/strategicplan.html>
- The NICE Cybersecurity Workforce Framework  
<http://csrc.nist.gov/publications/PubsDrafts.html#SP-800-181>

## Resources

- The NICE Working Group and subgroups (K-12, Collegiate, Competitions, Training and Certifications, and Workforce Management)  
<http://csrc.nist.gov/nice/nicewg/index.html>
  - Forum to identify and share best practices that help us as a nation make progress towards the NICE Strategic goals and objectives.
- NICE provide a grant to support the creation of Cyberseek  
<http://cyberseek.org/>
- NICE provided grants for the creation of 5 [Regional Alliances and Multistakeholder Partnerships to Stimulate \(RAMPS\)](#)



## NICE Strategic Goals



### Accelerate Learning and Skills Development

- *Inspire a sense of urgency in both the public and private sectors to address the shortage of skilled cybersecurity workers*



### Nurture A Diverse Learning Community

- *Strengthen education and training across the ecosystem to emphasize learning, measure outcomes, and diversify the cybersecurity workforce*



### Guide Career Development & Workforce Planning

- *Support employers to address market demands and enhance recruitment, hiring, development, and retention of cybersecurity talent*

## NICE Strategic Goal #3: Guide Career Development and Workforce Planning

*Support employers to address market demands and enhance recruitment, hiring, development, and retention of cybersecurity talent*

Objectives:

3.1 Identify and analyze data sources that support projecting present and future demand and supply of qualified cybersecurity workers

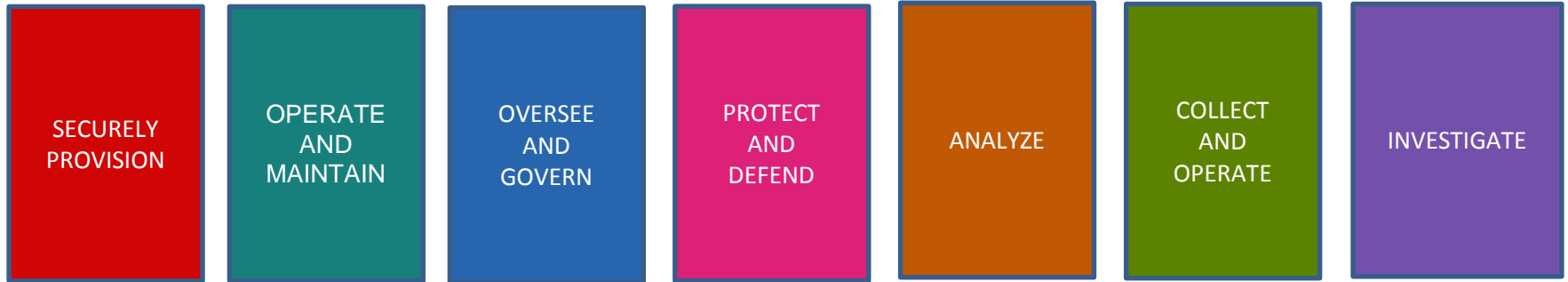
**3.2 Publish and raise awareness of the NICE Cybersecurity Workforce Framework and encourage adoption**

3.3 Facilitate state and regional consortia to identify cybersecurity pathways addressing local workforce needs

3.4 Promote tools that assist human resource professionals and hiring managers with recruitment, hiring, development, and retention of cybersecurity professionals

3.5 Collaborate internationally to share best practices in cybersecurity career development and workforce planning

## Cybersecurity Work Roles



- Specialty Areas (33) – Distinct areas of cybersecurity work;
  - Work Roles (52) – The most detailed groupings of IT, cybersecurity or cyber-related work, which include specific knowledge, skills, and abilities required to perform a set of tasks.
    - Tasks – Specific work activities that could be assigned to a professional working in one of the NCWF’s Work Roles; and,
    - Knowledge, Skills, and Abilities (KSAs) – Attributes required to perform Tasks, generally demonstrated through relevant experience or performance-based education and training.
- Audience:
  - Employers
  - Current and Future Cybersecurity Workers
  - Training and Certification Providers
  - Education Providers
  - Technology Providers

## Securely Provision (7 Specialty Areas, 11 Work Roles)

Category	Specialty Area	Work Role
Securely Provision	Risk Management	Authorizing Official/Designating Representative
		Security Control Assessor
	Software Development	Software Developer
		Secure Software Assessor
	Systems Architecture	Enterprise Architect
		Security Architect
	Technology R&D	Research & Development Specialist
	Systems Requirements Planning	Systems Requirements Planner
	Test and Evaluation	Testing and Evaluation Specialist
	Systems Development	Information Systems Security Developer
		Systems Developer

# Software Development Specialty Area

Software Development (DEV)	Develops and writes/codes new (or modifies existing) computer applications, software, or specialized utility programs following software assurance best practices.	Software Developer (SP-DEV-001)	Develops, creates, maintains, and writes/codes new (or modifies existing) computer applications, software, or specialized utility programs.	621	<a href="#">Click to view KSAs</a>	<a href="#">Click to view Tasks</a>
		Secure Software Assessor (SP-DEV-002)	Analyzes the security of new or existing computer applications, software, or specialized utility programs and provides actionable results.	622	<a href="#">Click to view KSAs</a>	<a href="#">Click to view Tasks</a>

Securely Provision (SP)	Software Developer (621): Develops, creates, maintains, and writes/codes new (or modifies existing) computer applications, software, or specialized utility programs.
Software Development (DEV)	

Knowledge

K0001	* Knowledge of computer networking concepts and protocols, and network security methodologies.
K0002	* Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).
K0003	* Knowledge of national and international laws, regulations, policies, and ethics as they relate to cybersecurity.
K0004	* Knowledge of cybersecurity principles.
K0005	* Knowledge of cyber threats and vulnerabilities.
K0006	* Knowledge of specific operational impacts of cybersecurity lapses.
K0014	Knowledge of complex data structures.
K0016	Knowledge of computer programming principles such as object-oriented design.
K0027	Knowledge of organization's enterprise information security architecture system.
K0028	Knowledge of organization's evaluation and validation requirements.
K0039	Knowledge of cybersecurity principles and methods that apply to software development.
K0044	Knowledge of cybersecurity principles and organizational requirements (relevant to confidentiality, integrity, availability, authentication, non-repudiation).
K0051	Knowledge of low-level computer languages (e.g., assembly languages).
K0060	Knowledge of operating systems.
K0066	Knowledge of Privacy Impact Assessments.
K0068	Knowledge of programming language structures and logic.
K0073	Knowledge of secure configuration management techniques.
K0079	Knowledge of software debugging principles.
K0080	Knowledge of software design tools, methods, and techniques.
K0081	Knowledge of software development models (e.g., Waterfall Model, Spiral Model).
K0082	Knowledge of software engineering.
K0084	Knowledge of structured analysis principles and methods.

Securely Provision (SP)	Software Developer (621): Develops, creates, maintains, and writes/codes new (or modifies existing) computer applications, software, or specialized utility programs.
Software Development (DEV)	

### Knowledge

K0085	Knowledge of system and application security threats and vulnerabilities.
K0086	Knowledge of system design tools, methods, and techniques, including automated systems analysis and design tools.
K0105	Knowledge of web services, including service-oriented architecture, Simple Object Access Protocol, and web service description language.
K0139	Knowledge of interpreted and compiled computer languages.
K0140	Knowledge of secure coding techniques.
K0152	Knowledge of software related information technology (IT) security principles and methods (e.g., modularization, layering, abstraction, data hiding, simplicity/minimization).
K0153	Knowledge of software quality assurance process.
K0154	Knowledge of supply chain risk management standards, processes, and practices.
K0170	Knowledge of local specialized system requirements (e.g., critical infrastructure systems that may not use standard information technology [IT]) for safety, performance, and reliability.
K0179	Knowledge of network security architecture concepts including topology, protocols, components, and principles (e.g., application of defense-in-depth).
K0199	Knowledge of security architecture concepts and enterprise architecture reference models (e.g., Zachman, Federal Enterprise Architecture [FEA]).
K0202	Knowledge of the application firewall concepts and functions (e.g., Single point of authentication/audit/policy enforcement, message scanning for malicious content, data anonymization for PCI and PII compliance, data loss protection scanning, accelerated cryptographic operations, SSL security, REST/JSON processing).
K0219	Knowledge of local area network (LAN) and wide area network (WAN) principles.
K0260	Knowledge of Personally Identifiable Information (PII) data security standards.
K0261	Knowledge of Payment Card Industry (PCI) data security standards.
K0262	Knowledge of Personal Health Information (PHI) data security standards.
K0263	Knowledge of information technology (IT) risk management policies, requirements, and procedures.
K0322	Knowledge of embedded systems.
K0331	Knowledge of network protocols (e.g., Transmission Critical Protocol (TCP), Internet Protocol (IP), Dynamic Host Configuration Protocol (DHCP)), and directory services (e.g., Domain Name System (DNS)).
K0342	Knowledge of penetration testing principles, tools, and techniques.
K0343	Knowledge of root cause analysis techniques.

Securely Provision (SP)	Software Developer (621): Develops, creates, maintains, and writes/codes new (or modifies existing) computer applications, software, or specialized utility programs.
Software Development (DEV)	

### Skills

S0001	Skill in conducting vulnerability scans and recognizing vulnerabilities in security systems.
S0014	Skill in conducting software debugging.
S0017	Skill in creating and utilizing mathematical or statistical models.
S0019	Skill in creating programs that validate and process multiple inputs including command line arguments, environmental variables, and input streams.
S0022	Skill in designing countermeasures to identified security risks.
S0031	Skill in developing and applying security system access controls.
S0034	Skill in discerning the protection needs (i.e., security controls) of information systems and networks.
S0060	Skill in writing code in a currently supported programming language (e.g., Java, C++).
S0135	Skill in secure test plan design (e. g. unit, integration, system, acceptance).
S0138	Skill in using Public-Key Infrastructure (PKI) encryption and digital signature capabilities into applications (e.g., S/MIME email, SSL traffic).
S0149	Skill in developing applications that can log and handle errors, exceptions, and application faults and logging.
S0174	Skill in using code analysis tools.
S0175	Skill in performing root cause analysis.

### Abilities

A0007	Ability to tailor code analysis for application-specific concerns.
A0021	Ability to use and understand complex mathematical concepts (e.g., discrete math).
A0047	Ability to develop secure software according to secure software deployment methodologies, tools, and practices.



**NISTIR 8151**

## **Dramatically Reducing Software Vulnerabilities**

*Report to the White House Office of Science and Technology Policy*

Paul E. Black

Lee Badger

Barbara Guttman

Elizabeth Fong

*Information Technology Laboratory*

This publication is available free of charge from:  
<https://doi.org/10.6028/NIST.IR.8151>

November 2016



U.S. Department of Commerce  
*Penny Pritzker, Secretary*

National Institute of Standards and Technology  
*Willie May, Under Secretary of Commerce for Standards and Technology and Director*

# February 2016 Federal Cybersecurity Research and Development Strategic Plan

- This plan starts by describing a well-known risk: current systems perform increasingly vital tasks and are widely known to possess vulnerabilities.
  - These vulnerabilities are often not easy to discover and difficult to correct.
  - Cybersecurity has not kept pace, and
  - The pace that is needed is rapidly accelerating.
- The R&D Strategic plan defines goals for the near, mid and long term.
- NISTIR 8151 addresses the first mid-term goal:
  - Achieve Science and Technology advances to reverse adversaries' asymmetrical advantages, through sustainably secure systems development and operation. ...
  - This goal is two-pronged: first, the design and implementation of software, firmware, and hardware that are highly resistant to malicious cyber activities (e.g., software defects, which are common, give rise to many vulnerabilities) ...

## The Goal of NISTIR 8115

- Present a list of specific technical approaches that have the potential to make a dramatic difference reducing vulnerabilities
  - by stopping them before they occur, by finding them before they are exploited or by reducing their impact.
    - Stopping vulnerabilities before they occur generally includes improved methods for specifying, designing and building software.
    - Finding vulnerability includes better testing techniques and more efficient use of multiple testing methods.
    - Reducing the impact of vulnerabilities refers to techniques to build architectures that are more resilient, so that vulnerabilities cannot be exploited for significant damage

# Software Solutions Symposium 2017

Secure Software Workforce Development Panel Discussion

## **Defective Software Is Not Secure**

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Carnegie Mellon Software Engineering Institute

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DM-0004574

# Defective Software Is Not Secure

Many vulnerabilities are caused by common software defects.<sup>1</sup>

- buffer overflow, failure to validate input, logic errors, etc.

```
if ((err = SSLHashSHA1.update(&hashCtx, &serverRandom)) != 0)
    goto fail;
if ((err = SSLHashSHA1.update(&hashCtx, &signedParams)) != 0)
    goto fail;
→ goto fail; /* MISTAKE! THIS LINE SHOULD NOT BE HERE */
if ((err = SSLHashSHA1.final(&hashCtx, &hashOut)) != 0)
    goto fail;
```

Poor quality development practices are a principal cause.

From 1-5% of defects are potential vulnerabilities.<sup>1,2</sup>

Practices to improve software quality are critically needed.

1. Woody, Carol; Ellison, Robert J.; Nichols, William. "Predicting Software Assurance Using Quality and Reliability Measures." CMU/SEI-2014-TN-026
2. Alhazmi, Omar H.; Malaiya, Yashwant K.; & Ray, Indrajit. "Measuring, Analyzing and Predicting Security Vulnerabilities in Software Systems." *Computers & Security* 26, 3 (May 2007): 219–228.

# Software Quality State of the Practice

**Software Defect:** an engineering artifact, that if not changed, could cause improper design, implementation, test, use, or maintenance.

**Defect Density:** Count of the defects removed divided by product size. A measure of product quality that is related to the quality of the development process.

Source	Defects per KSLOC		Defects per MLOC		Est. Vulnerabilities per MLOC	
	Min	Max	Min	Max	Min	Max
ADA and Beyond: Software Policies for the DoD; 1997	1.0000	7.0000	1,000	7,000	10	350
Delivered Defect Density by Maturity Level; C. Jones; 2003	1.0500	7.5000	1,050	7,500	11	375
Software Engineering Best Practices; C. Jones; 2010	1.1600	5.2933	1,160	5,293	12	265
SEI TSP Data; 2014	0.00092	0.5625	1	563	0	28

# Improving Software Quality



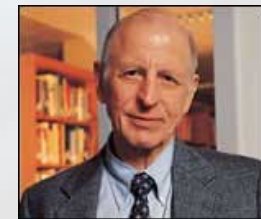
“The only way for errors to occur in a program is by being put there by the author. No other mechanisms are known. Programs can't acquire bugs by sitting around with other buggy programs.” – Dr. Harlan Mills

Software development relies on testing to find and fix defects.

As a defect removal practice testing is

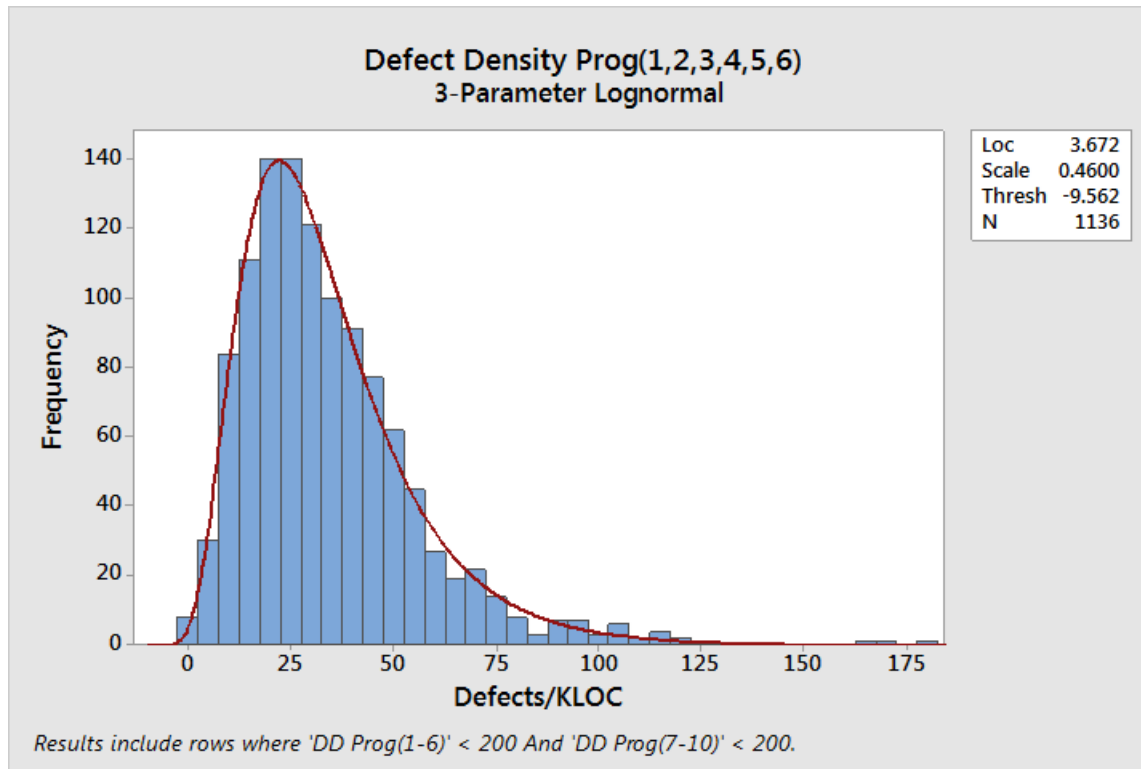
- Expensive; 30% to 60% of development costs
- Slow; 50% or more of schedule
- Ineffective; removes 80% to 85% of defects (and some vulnerabilities)

Low defect content is an essential prerequisite to a quality software process, but testing only finds a fraction of the defects. The most effective way to reduce defects is with the individual software engineer. – Watts Humphrey





# Software Engineer Quality Data



Developers	1,136
Mean	34.739
Median	29.762
Std. Deviation	25.278

Defects found in test and injected during detailed design and coding

Source: PSP training data

# Personal Software Process Quality Practices

## Personal Software Process (PSP)



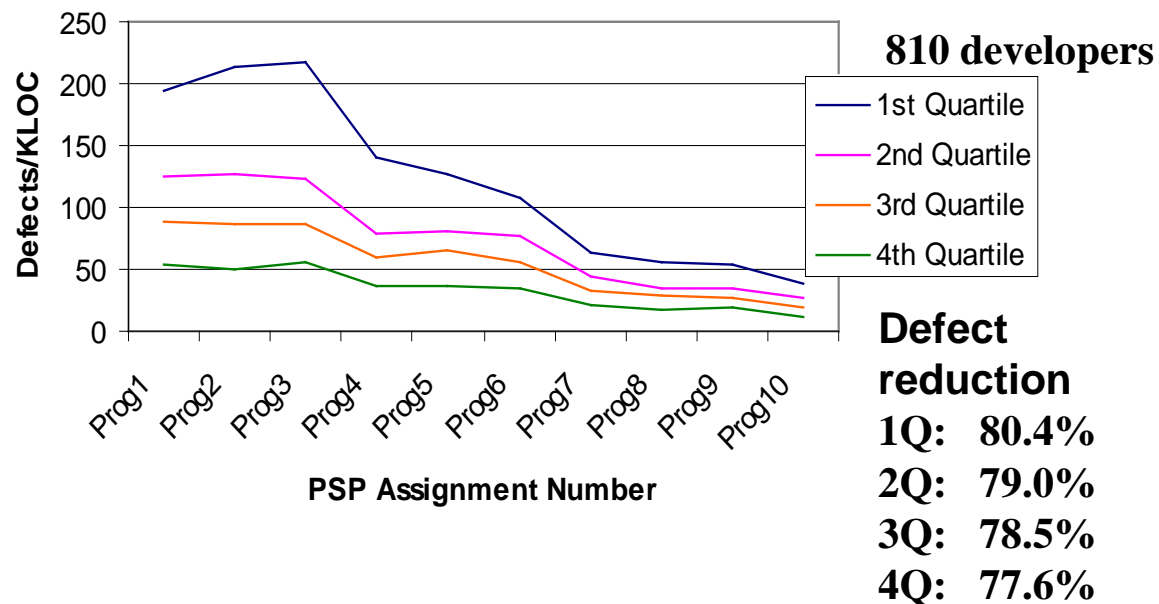
Process framework for developers.

Scaled to small projects

Developer controlled

Metrics to manage variation and speed improvement

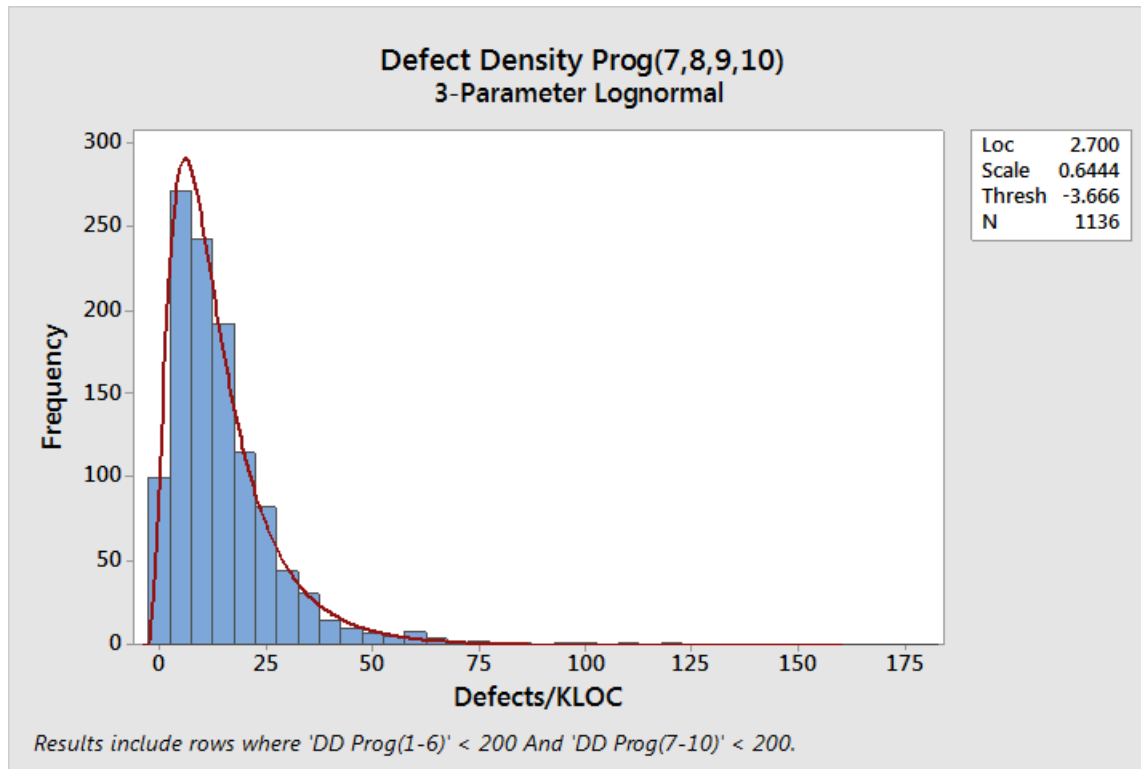
Training and certification



## PSP Facts

- Training – developers write 10 small programs
- PSP levels – 3; baseline, planning, quality
- Measures – size; development time; defects found
- Data – 50 data points/assignment; 10 assignments/developer; 3383 developers as of 2016

# PSP-Trained Software Engineer Quality Data



Developers	1,136
Mean	15.043
Median	11.547
StDev	16.071

Defects found in test and injected during detailed design and coding

Source: PSP training data

# Xtreme Quality

## Team Software Process (TSP)



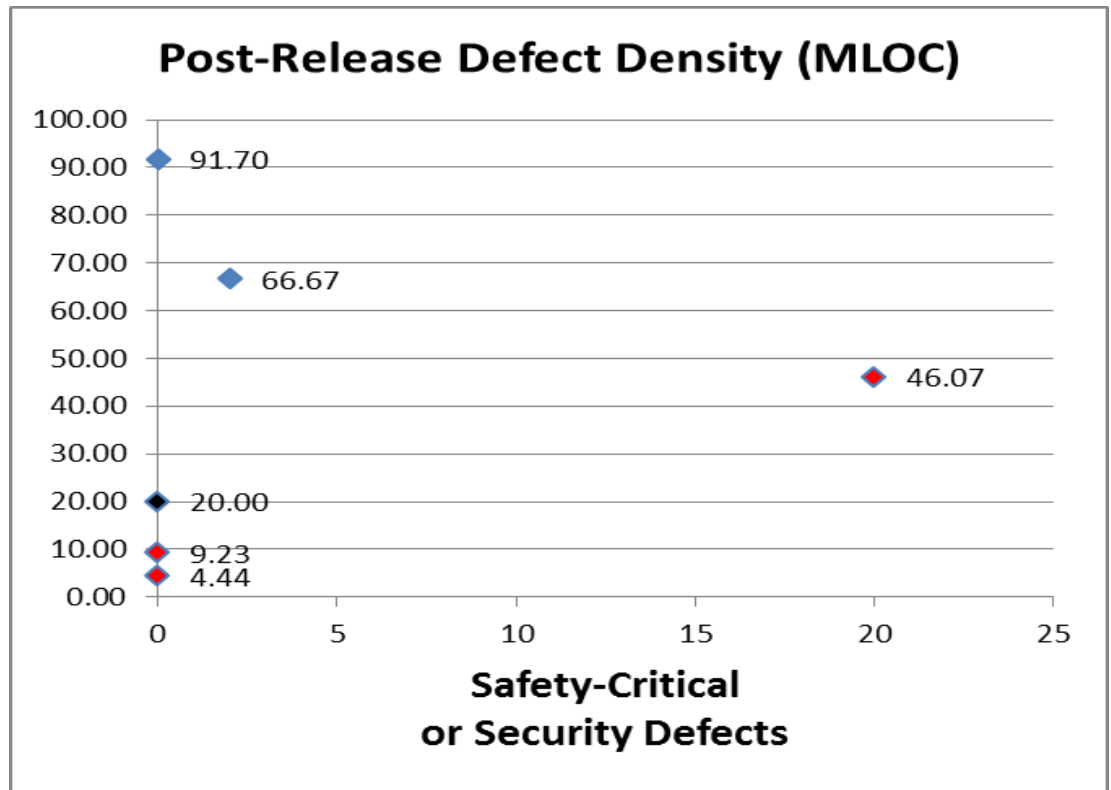
Process framework for PSP-trained developers.

Scaled to medium to large applications

Team controlled

Metrics to support team management.

Coach training and certification



Project	Type	Critical Defects in first 1+ year	Defect Density (MLOC)	Size
<b>D1</b>	<b>Safety Critical</b>	20	46.07	2.8 MLOC
<b>D2</b>	<b>Safety Critical</b>	0	4.44	.9 MLOC
<b>D3</b>	<b>Safety Critical</b>	0	9.23	1.3 MLOC
<b>A1</b>	<b>Secure</b>	0	91.70	.6 MLOC
<b>X1</b>	<b>Secure</b>	0	20.00	.1 MLOC
<b>B1</b>	<b>Secure</b>	2	66.67	.45 MLOC

# A Path Forward

Improving software quality is a necessary part of the solution to software security.

The means of achieving improved quality are proven and available.

The challenges

- Educating the workforce
- Changing the behavior of software people
- Raising consumer awareness

# What Government Can Do

## Change industry behavior

- Software quality standards and policies that address reducing defect content in the software.
- Incentives for government software providers designed to produce continued, incremental improvements in quality.

## Sponsor secure software development apprenticeship programs

- Training programs that emphasize software quality
- Hands-on demonstration of knowledge/skills transfer
- On-the-job application of knowledge/skills learned under the supervision of a qualified coach/mentor