Ten Minute Madness - NYC SPIN - February 10, 2004

Moderated by Richard Kuper, R.L. KUPER, Inc.

This is an opportunity for people to brag, complain, or seek help. Our Software Process Improvement Network operates to enhance the knowledge and skills of each other, and this is our 'engage each other' event, as opposed to our other events where we have dedicated speakers for the whole session.

The rules are:

1. All subjects must be focused on the CMM/CMMI or some phase of Software Process Improvement.
No sales pitches are permitted.

2. Each Speaker or topic gets a maximum of ten minutes of floor time.

3. There will be a timer. When the ten minutes are up, we stop wherever we are. If the bell rings in mid-sentence, we will stop there. Hallway conversations during the meeting and after meeting groupings to finish a subject are encouraged.

Volunteer Timer:

I need someone to volunteer to be the timer and to pop up and say "TIME" when the 10 minutes are up. (**Pick a volunteer**).

Volunteer Scribe:

I need someone to volunteer to try to take notes and then type them up and email them to me to be posted on the website. (**Pick a volunteer**).

Priority for speaking:

1. People who have registered in advance.

2. Since there were quite a number of pre-registered speakers, the sign-up sheet was for those who did not preregister in case we run out of topics or presenters and have time for more.

3. If no one is left to speak that signed up, we may go back to an earlier speaker or topic or we may open the floor to anyone.

The goal is to have fun, learn a lot, and improve ourselves and our knowledge.

Notes from Presentations at NYC SPIN 10 Minute Madness, February 10, 2004
as captured by Barry Dusault (thank you, Barry), and reviewed/modified by the presenters:

Each presenter was allowed a maximum of 10 minutes for his/her topic.

Barry Schrimsher, Glentalon:

"Pseudo-Knowledge of the CMM"

(Barry credits Pat O'Toole as his source for the Pseudo-Knowledge.)

What does CMM have that makes it understandable by high-level executives?

It has:

5 maturity levels: You can count them on **one hand**.

18 KPA's: Executives can relate this to the **18 holes** on a golf course!

52 goals: Executives can relate this to **52 cards** in a deck in the card game they have after playing golf!

316 practices: Think of celebrating on "St. Patrick's Day Eve" (Eve of March 17 = **3/16**).

So knowing these numbers is an example of pseudo-knowledge of the CMM.

But question is how to transition pseudo-knowledge to CMMI which has 25 process areas??

Audience discussion followed.

Matt Clarkson, Thoughtworks:

"How to reconcile the agile approach used by an onshore team with a new remote (offshore) team"

Development scenario: Onshore team doing agile development. Offshore team in Bangalore, India. The project is an initiative to re-write a client's application.

Offshore effort utilizes: 13 offshore developers, and 3 onshore proxies.

Issue is how to adapt face-to-face communication (possible with one site development) to the offshore scenario:

Specific issues are:

1. How to best capture and communicate requirements.

2. How to insure that the code remains of uniformly high quality.

3. How to get the development team into a rhythm so that the rate of producing code can be predicted and planned for.

What was done to address these points:

For #1: Created a Requirements Document called the Narrative. This includes text describing functionality, screen pictures, and other items.

For # 2: Set up communication to and from the developers by having each developer communicate through one dedicated proxy - the 3 proxies are onshore.

For #3: Having the work managed with a 2-week iterative process of develop and test.

Jeffrey Davis, CMI

"Offshore Development successes and failures"

Questions for the audience regarding Offshore Development (particularly focused on India):

Most attendees are doing offshore outsourcing

1. What are member (company) experiences with offshoring with respect to successes or failures (or somewhere in-between)?

   Cite examples.

2. What are the critical success factors of failure?

   Lack of communication

   Lack of control over selecting offshore team members

   Not making the team responsible for requirements

   Recruit to the same standards overseas as you would here

   Locate proxies here (proxies are individuals that work directly with peers overseas). Proxies are more than just an onshore project manager, but can be business analysts, engineers, etc.

3. How has senior management viewed offshore development with respect to early experiences?

   A necessary business need – cheap labor

4. Has senior management experienced 3rd-degree burns from an offshore endeavor?

   5 years ago they did more so because of cultural & time differences, as well as distance. Clients are more cautious now

5. Are members ecstatic over offshore results?

   Mixed response.

6. Are companies ramping up?

7. Are companies / members executing SSM processes (CMM L2 or higher) effectively with respect to offshore projects?

   Need to closely monitor quality

   Recommendation to have an internal person offshore to coordinate project

   Be sure to factor in the knowledge transfer time.

   Training is also an issue

8. What team members onshore are used to support offshore projects?

9. What are the true cost savings (as a percent) that member companies are experiencing over pure onshore development?

Ajay Khanna, Corporate Power:

"How to calculate the ROI for adding/enhancing application and network security?"

Scenario - you need funding for additional security work - - - but [senior management / CFO] replies that a lot of money has already been spent on security - for example antivirus protection and firewalls. How do you make the business case for additional needed security efforts? Hard to get definite numbers on probability of certain risks. Have to deal with a range of probabilities.

Audience response and suggestions followed - including suggestions to look for risk descriptions on the FBI web site, and the NIST (National Institute of Standards and Technology) and NIST/NIAP sites. Also mentioned was www.foundstone.com.

Peter Finke, Blancco:

"Security Compliance"

Scenario: Integrating quality systems from a Security perspective.

Introduction to Systems Security Engineering Capability Maturity Model, (SSE-CMM). The SSE-CMM establishes a framework for measuring and improving performance in the application of security engineering principles which can be applied to GLBA, , HIPAA and other mandated security requirements. SSE-CMM is maintained by The International Systems Security Engineering Association (ISSEA)/

www.issea.org

NIST Special Publication 800-55, Security Metrics Guide for Information Technology Systems, and excellent free publication to help guide you in meeting mandated or required security compliance

http://csrc.nist.gov/publications/nistpubs/

Referral to National Institute for Standards and Technology, National Information Assurance Partnership (NIST NIAP), and the Computer Security Resource Center (CSRC) for additional information on computer and information security resources which may be helpful for privacy and security compliance.

http://niap.nist.gov/

http://csrc.nist.gov/

Response / audience discussion also included:

DOD (Department of Defense) has great free resources for electronic document management.

Susan Ganz, Merrill Lynch:

"Aligning various technology groups for delivery of applications"

Scenario: For a major software development project to assist with pitchbook presentations, the infrastructure support model changed during the initiative's lifecycle. When the project started, there was a dedicated infrastructure group and then it became a centralized group.

Issue: How does infrastructure support work in your organization / how can you streamline the process of managing changes to the infrastructure… what are best practices for working with the different groups.

Suggestions:

- Have your own project's Infrastructure Proxy - dedicated to dealing with relationships with the infrastructure groups.

- Plus, have your own project's Environment Manager.

- Regarding the infrastructure groups - if they only get involved later in the project, then timeframes are short (to request and receive services) so get them involved early in the project.

- Implement Service Level Agreement (SLA's) with each infrastructure group.

David Messinger, Topcoder:

"Adding Competition To TSP"

We think we should have competition for everything. The approach is: Have two different groups working on the same design problem. Then use peer review to compare results. For the multiple competing designs, review scores for standard questions (reliability, availability, serviceability, reusability (the "ilities")).

Then repeat this process for the development also.

Audience questions: Q: Do you use onshore or offshore development for the projects? A: We use "best shore". *Q: How do you get funding for parallel efforts?* A: Various means; we also solicit outside competitors.

Audience comments included: For peer review process, see information from Ron Register.

Richard Kuper, R.L. KUPER, Inc.:

"Meeting Customer Needs"

It's often that we encounter consumer services web sites, especially financial services sites, which require the latest Microsoft operating system or Microsoft browser to work properly. Yet why should we be required to change or upgrade from earlier or non-Microsoft versions which work perfectly well? Not all consumers are going to have the latest Microsoft software.

A TurboTax example - even though the box says NT 4.0 compatible, it could not be installed for NT 4.0 Rel 3; it needed a later release.

Audience discussion: Service companies are going to go where the majority of their (profit-providing) customers are. It's driven by profits, not by a concern to provide compatible services for all customers.

Richard Kuper for Bob Jarvis of JPMorganChase:

"Advantages / disadvantages of CMMI over CMM"

An extra topic: What are the advantages/disadvantages of CMMI compared to CMM.

Question: Has CMMI caught on?

Response/discussion: It's harder to go from CMM to CMMI than it was to get to CMM Level 5.