

# APPLICATIONS OF SOFTWARE MEASUREMENT

**ASM**  
MEASUREMENT

2002



**FEBRUARY 11-15, 2002  
ANAHEIM, CALIFORNIA, USA**

*Disneyland® Hotel*



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## **ASM 2002 Covers Measurement Techniques to Improve Software Performance**

- Measuring Project Performance
- Sorting Out Six Sigma and the CMM
- Software Customer Satisfaction Surveys
- A Practical Framework for Software Measurement
- System Test Measurement
- Measurement: The CEO Viewpoint
- Activity-Based Cost Estimating and the Web
- The Business Case for Software Quality
- Strategic Measures Using the Balanced Scorecard

### **Plus More!**

**Keynotes by Tim Lister, Bill Curtis, Irene Dec, and Don Winter**

**Special Panel Discussion:  
Mentors, Models, and the  
Making of Managers**

**Preconference Tutorials  
and Workshops**

**Concurrent Presentations  
from Leading Software  
Organizations**

**The EXPO**  
February 13-14, 2002

**ASM**  
MEASUREMENT

**2002**



**FEBRUARY 11-15, 2002**  
**ANAHEIM, CA, USA**

*Disneyland® Hotel*

**A CONFERENCE TO HELP YOU MEASURE AND  
QUANTIFY SOFTWARE PROJECT DATA.**

## **ASM 2002: Show Me the Measurement**

For more than a decade, ASM has been the world's leading software measurement event. It's set the standard for exploring how a movement toward accurate metrics can improve the development process and yield project success. Offering valuable insight from software professionals who have successfully used measurement to improve project productivity, ASM 2002 will continue to build on its past success.

The conference features real-world information that combines the measurement experiences of leading software organizations with practical insight from international experts. More than two-thirds of the conference content is made up of the strategies, challenges, and achievements of real software projects and professionals.

## **Metrics to Improve Software Performance**

Software measurement provides the insight into managing software. It's what allows you to improve your development process and project success. ASM 2002 provides you with a high volume of practical and current measurement information that sheds light on your software efforts. In other words, it covers the techniques you need to gather quantitative data on your products, processes, and projects.

## **Who Should Attend**

- Software managers, development managers, and CIOs who need to increase quantitative control
- Software engineers and developers seeking objective data about their projects and organizations
- Practitioners who want to implement a software measurement program
- Experienced metrics specialists and systems analysts who want to keep up with the latest advances

## **SPECIAL BONUS**

*Your registration allows you to attend all sessions of the Software Management 2002 Conference (SM 2002)—a co-located event. For more information, visit [www.sqe.com/sm](http://www.sqe.com/sm).*

*See pages 16-17 for additional details.*



## **The Largest Software Event of Its Kind**

The side-by-side delivery of these two powerful conferences — ASM 2002 and SM 2002 — covers the breadth of software management along with vital measurement activities to assess and improve results. Both conferences feature real-world coverage of the management and measurement experiences of leading software organizations. And your registration allows you to attend sessions from both conferences — resulting in even more valuable information!

## **The Event Organizer**

The ASM conference is produced by Software Quality Engineering (SQE). SQE assists software professionals and organizations throughout the world in their efforts to build and deliver better software.

In addition to organizing the SM and ASM conferences, SQE hosts the STAR and the Software Test Automation international conferences. It's the producer of *STQE* magazine and [StickyMinds.com](http://StickyMinds.com), premium resources for software professionals. SQE also delivers software testing, requirements, and management seminars and provides consulting services, specialized publications, and research. For a complete list of our services, visit [www.sqe.com](http://www.sqe.com).

**Plus**

***Hot Topics Lunch, Book Signings, Networking Events, Bonus Sessions, Post-Conference Workshops, and Much More!***

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**20 Concurrent Sessions Feature Measurement Strategies and Experiences from Leading Software Organizations**

## Event Location

**Disneyland® Hotel, Anaheim, California**

The Disneyland Hotel is the centerpiece of the Disneyland Resort. A perfect balance of business and leisure facilities, the hotel features spacious, Disney-themed rooms; lots of shopping; Never Land Island, complete with white-sand beach and swimming pools; plus the Team Mickey Fitness Center. There are four theme restaurants including the award-winning Granville's Steak House and Hook's Pointe & Wine Cellar. Within walking distance of lots of wonderful amenities, this facility is proof that you can mix business with pleasure.

**BONUS! Discounted park tickets are available for conference attendees.**



## FROM THE CONFERENCE CHAIR



The challenges of software measurement never dwindle; they only change. Keeping up with those changes is a lot to handle. That's why I've been attending the ASM conference since 1991. This conference brings together new ideas and examples of what works — and explains how to implement them — enabling you to do your job as a measurer or manager. Together with the Software Management conference, ASM provides a unique opportunity to stay on the leading edge of practical software measurement applied to software management.

I know you'll learn a great deal at this event, and I look forward to seeing you in Anaheim.

Sincerely,  
Ed Weller  
Software Technology Transition

**Edward F. Weller** is a consultant for Software Technology Transition and provides training in software process improvement, metrics, and inspections processes. He has more than 30 years' experience in hardware, software, systems, and test engineering. He received the IEEE Software "Best Article of the Year" award for his September 1993 "Lessons From Three Years of Inspection Data." Ed has been the program chair for the Applications of Software Measurement conference in: 1996, 1999, 2000, 2001, and again in 2002.

## THE EXPO

**February 13-14, 2002**

Wednesday 9:45 a.m. - 6:00 p.m. • Thursday 9:15 a.m. - 2:00 p.m.

Spend two exciting, information-packed days with the industry's leading software management and measurement vendors. Meet suppliers who specialize in measurement automation, project tracking and estimation tools, practice assessment services, configuration management, project management, team management, and more. Participate in technical presentations and demonstrations held throughout The EXPO to help you find the tools and services you need to support and improve your software development efforts.

See the *Conference-at-a-Glance* (page 11) for a preview of the exhibitors.

# PRECONFERENCE TUTORIALS & WORKSHOPS

MONDAY, FEB. 11, 8:30–4:30

## A Project Management Best Practices

*Karl Wieggers, Process Impact*

Managing software projects is difficult even under the best circumstances. You can reduce the difficulty and improve your chances of success by applying known industry best practices for software project management. These practices are based on industry studies of successful and failed projects, and on the speaker's personal experiences. This session presents 30 such best practices, grouped into categories such as the foundation for success, planning the project, estimating the work, tracking progress, and learning for the future. Attendees can try out many of these techniques during short practice sessions.



*Karl E. Wieggers is the principal consultant at Process Impact, a software process consulting and education company. Karl's most recent book is Peer Reviews in Software: A Practical Guide. He also wrote Software Requirements and Creating a Software Engineering Culture — both of which won Productivity Awards from Software Development magazine, and more than 135 articles on software development, chemistry, and military history. Karl has served as a member of the editorial board for IEEE Software magazine. He's a frequent speaker at software conferences and professional society meetings.*

## B Measuring and Modeling Software Product Quality

*David Card, Software Productivity Consortium*

David Card explains some of the most widely used techniques for measuring and modeling software product quality. Learn a method for selecting the techniques most relevant to a specific project, and discover how to use the resulting information in management decision making. In this tutorial, simple statistical techniques are presented to address functional correctness, complexity, reliability, and customer satisfaction. The approach satisfies the requirements of the Software Quality Management key process area of the Capability Maturity Model (CMM), and it also can be implemented outside a CMM context.



*David Card is a fellow of the Software Productivity Consortium. A former director of software process and measurement at Computer Sciences Corporation, he is co-editor of the ISO/IEC standard 15939 Software Measurement Process and author of the book Measuring Software Design Quality. He's also co-author of Practical Software Measurement.*

## C Get the Right Stuff Fast: Defining User Requirements

*Ellen Gottesdiener, EBG Consulting, Inc.*

The problems that result from ambiguous and incorrect requirements are a major source of software failure. Getting the right user requirements, and getting them quickly, is critical to your success. In this tutorial, learn how to use appropriate models to define correct user requirements based on your business requirements. You'll also learn valuable collaborative techniques that streamline the process, saving time and creating buy-in among users, developers, and QA specialists. This is a hands-on tutorial where you'll participate in simulated collaborative workshops with business users. Veteran facilitator Ellen Gottesdiener teaches you how to employ best practices that promote quality while accelerating the requirements process.



*Ellen Gottesdiener, principal of EBG Consulting, Inc., is a pioneer in business rule-driven requirements workshops, and has been helping people to collaboratively define and verify business, user, and technical requirements for 23 years. Ellen presents at numerous industry conferences and has authored many papers on requirements, workshops, methods, and modeling. Her book, Requirements Workshops: A Collaborative Approach to Defining User Requirements, is forthcoming from Addison Wesley.*

## D Management Improv: Communication Skills for Software Managers

*Elisabeth Hendrickson, Quality Tree Software, Inc.*

*Johanna Rothman, Rothman Consulting Group, Inc.*

Elisabeth Hendrickson and Johanna Rothman examine a series of difficult interactions between members of software project teams. They demonstrate proven techniques for handling everyday issues such as bad news, obstinate peers, how to say “no,” and ways to effectively influence others' behavior — even when you have no authority over them. This is an experiential workshop format where attendees have the opportunity to participate and practice the communication skills they've learned during the presentation.



*Elisabeth Hendrickson is an independent consultant specializing in software quality assurance, management, and testing. She has more than 12 years of experience working with leading software companies. An award-winning author, Elisabeth has more than 20 published articles and is a frequently invited speaker at major software quality and software management conferences.*



*Johanna Rothman observes and consults on managing high technology product development; she works with clients to increase their effectiveness as organizations and as managers. Johanna has written numerous articles and is a columnist for Software Development and StickyMinds.com. She publishes “Reflections,” an acclaimed quarterly newsletter about managing product development. She's also a member of the clinical faculty of The Gordon Institute at Tufts University, a practical management degree program for engineers.*

**“The event gave me the opportunity to find out what's hot and what's not. Each of the emerging trends were supported and explained by industry leaders.”**

Steve Wilkinson  
Software Process Lead

## **E** Simply Speaking ... Selling Yourself and Your Ideas

*Lenny Laskowski, LJL Seminars*

Need to prop up your presentation skills? This tutorial will bolster your presentations and your confidence. Whether public speaking gives you anxiety attacks, or you'd just like a few pointers on handling questions with finesse, Lenny Laskowski has specific techniques and tips for creating, structuring, and presenting your best side. You'll also learn about visual aids, gestures, and speaking postures. He even shares physical and mental techniques you can use to reduce your speech anxiety.



*Lenny Laskowski is an internationally known professional speaker and the president of LJL Seminars. He is a member of the National Speakers Association and the NSA-New England Speakers Association. Lenny's expertise includes presentation skills, communication skills, and strategic Internet marketing. His books, CD-based programs, audiotapes, and videotapes have helped thousands of people in more than 110 countries become better presenters. Lenny's newest book, 10 Days to More Confident Public Speaking, was released in July 2001. His articles regularly appear in magazines and newsletters around the world.*

## **F** Making Good Software Product, Project, and People Decisions

*Shari Lawrence Pflieger, Systems/Software, Inc.*

We don't manage, measure, or make decisions in a vacuum. Software managers must base their decisions on product needs, the processes and resources available, and quality concerns. But software isn't the only industry that has to make decisions within a business context. In this tutorial, Shari Lawrence Pflieger uses examples from business, public policy, and social science as well as information technology to illustrate and extract universal tactics on how to make good decisions. By applying these techniques to software development and maintenance problems, participants can produce better estimates, reduce risk, and demonstrate more confidence in their ability to choose the right course of action.



*Shari Lawrence Pflieger is president of Systems/Software, Inc., a consultancy specializing in software engineering and technology. Shari is well known for her work in empirical studies of software engineering, and her clients include many international corporations. She is currently associate editor of IEEE Transactions on Software Engineering. A popular speaker, author, and instructor, she has been named repeatedly by the Journal of Systems and Software as one of the world's top software engineering researchers.*

## **G** Leading Projects Past Resistance to Change

*Lou Russell, Russell Martin and Associates*

Project management means dealing with resistance and change on two separate levels: the personal and the external. On the personal level, project management includes project requirements, people, time, and scope, all of which are in constant change. When it comes to external issues, projects bring change to others in the business by their very nature. How can the two levels synchronize to reach maximum potential? This tutorial details how to apply a systemic approach to organizational resistance for projects and the people they impact. Learn to assess the resistance factors, then develop strategies to balance the effects of a project's progress so that the company's business goals are accomplished.



*Lou Russell's job is to help her Fortune 500 clients understand that it's not about the technology — it's about what the technology does. As president and CEO of Russell Martin and Associates, she provides companies with a staff of what she calls "IT therapists." She is the author of two books on accelerated learning and writes widely for industry publications such as Computerworld, Cutter Executive Reports, and Network World. A frequent and popular speaker, Lou has addressed audiences at major conferences around the world.*

## **H** 12 Steps to Useful Software Metrics

*Linda Westfall, The Westfall Team*

This session offers a practical process for establishing and tailoring a software metrics program that focuses on goals and information needs. It's a practical, systematic, start-to-finish method of selecting, designing, and implementing software metrics; it even outlines a "cookbook method" you can use to simplify the journey from conceptual software metrics to delivered information. Linda Westfall walks you through the many areas of selected metrics, including definitions, models, counting criteria, benchmarks, objectives, reporting mechanisms, and additional qualifiers.



*Linda Westfall is president of The Westfall Team, which provides software metrics and software quality engineering training and consulting services to software organizations. Linda has more than 20 years of experience in real-time software engineering, quality, and metrics. She's also chair of the American Society for Quality (ASQ) Software Division, and has served as the Software Division's program chair and certification chair as well as on the ASQ National Certification Board.*

## **I** Orthogonal Defect Classification

*Ram Chillarege, Chillarege Corp.*

Are you down with ODC? Orthogonal Defect Classification (ODC) is evolving into the de facto standard for measurement through software defects. ODC extracts information from software defects to yield quantitative measurements on products and processes. This data is then used for a variety of project management and risk assessment activities. The use of ODC for test strategy enhancement has also gained considerable popularity. Root Cause Analysis programs have benefited by cost savings of a factor of 10. This tutorial provides an overview of ODC technology, plus work examples to familiarize you with Version 5.1 ODC, introductory analysis sessions, and implementation methods.



*Ram Chillarege is the inventor of Orthogonal Defect Classification (ODC). He recently opened the doors on Chillarege Corp., a firm that helps companies successfully blend technology and business. His accomplishments include a broad range of roles in technical leadership, product delivery, and organizational leadership. While at IBM, Ram founded and headed the Center for Software Engineering at IBM's Thomas J. Watson Research Center. He's an IEEE fellow, and has published more than 50 technical articles. He serves on the steering and program committees for conferences pertaining to software engineering and dependability.*

# PRECONFERENCE TUTORIALS & WORKSHOPS

TUESDAY, FEB. 12, 8:30-4:30

## J Risk Management: A Must for Software Projects

Tim Lister, Atlantic Systems Guild, Inc.

For a software project to deliver complex products successfully, project leaders must learn to *court* inherent risk, not avoid it. Every great software project is full of risk. Tim Lister shows you why risk management is such a good deal — even though it will cost you money and time. He also makes the case that software folks should view their projects on the risk-value scale rather than on the productivity-quality scale. Walk away with an eight-step risk management procedure you can use immediately, and learn to handle risk management in the context of your own corporate culture.



Tim Lister is a principal of the Atlantic Systems Guild, Inc. He is a member of the Airlie Software Council, a group of industry consultants advising the DoD on best practices for software development and acquisition. He's also a member of the Cutter IT Trends Council and co-author — with Tom DeMarco — of many popular course sequences, as well as Peopleware: Productive Projects and Teams. Their tentatively titled book, Software Risk Management, is scheduled to print in 2002. Tim is a member of the IEEE and the ACM. He also serves as a panelist for the American Arbitration Association, arbitrating disputes involving software and software services.

## K Growing a Mature Measurement Program

Beth Layman and Charles Weber, TeraQuest

Many organizations that have achieved a CMM Level 3 maturity rating often do not have a "mature" measurement program. This causes two very big problems: 1) They don't achieve or can't demonstrate improvement results, and 2) they can't move forward to higher process maturity. This tutorial covers the critical dimensions of a mature program, such as measurement culture, data quality, measurement infrastructure, automation, and use of data to make decisions. It discusses what's written "between the lines" in the CMM and describes key measurement maturity themes that should be addressed as part of any process improvement program. Self-assessments will be used throughout the tutorial to help participants assess their own program, determine gaps between current and desired practices, and identify corrective actions.



Beth Layman has more than 20 years of experience in software and systems development as an individual contributor, manager, trainer, and consultant. A published author and speaker, Beth is an authority on software measurement and quality management. She's an SEI-Authorized SW-CMM lead assessor, one of the principal authors of Practical Software Measurement, and associate editor of ASQ's Software Quality Professional journal. As a process improvement director at TeraQuest, Beth provides software process improvement-related training, assessments, and consulting support to TeraQuest clients.



Charles Weber is a process improvement director with TeraQuest who works with clients to perform process assessments, along with planning and managing process improvement programs. He has more than 25 years of experience in software and systems engineering and management, primarily with IBM Federal Systems Company. He is one of the primary authors of the Capability Maturity Model for Software, which has become a standard for software process improvement, and he is co-author of the CMM Integration Models.

## L Negotiation Boot Camp: Advanced Techniques for Software Managers

Michael Mah, Cutter Consortium

When faced with project negotiations, tough trade-offs, shifting scope, tight deadlines, budget constraints, and decisions on outsourcing, what's an embattled software manager to do? This tutorial presents negotiation techniques for software managers and executives. Derived from the Harvard Method of negotiation, the session highlights "merit-based" and "principled" negotiation. Michael Mah explores issues such as alternatives to positional bargaining, how to navigate underlying interests and agendas, using metrics to establish legitimacy, and enhancing communication when dealing with difficult people and situations. Examples from actual projects frame the interactive discussions.



Michael Mah is a senior consultant with the Cutter Consortium, and an owner/partner at QSM Associates Inc., a consulting firm based in Pittsfield, Massachusetts. He is a featured industry conference speaker on software measurement, management, organizational dynamics, outsourcing, and productivity benchmarking. He has more than 10 years' experience and has written numerous papers and articles on these subjects. Michael is also editor of Cutter's IT Metrics Strategies.

## M Statistical Process Control for Software Process Improvement

William Florac and Anita Carleton, Software Engineering Institute at Carnegie Mellon University

Are you looking for better ways to examine your software organization's data? This tutorial addresses the application of statistical process control (SPC) to software development and maintenance processes. William Florac and Anita Carleton help participants understand how the application of SPC can aid managers and help them improve the productivity and effectiveness of critical development and maintenance. They provide an overview of the concepts and issues that lie behind classical SPC, then discuss the effective implementation and use of SPC to manage and improve software processes.



Anita Carleton helped launch the software measurement initiative at the Software Engineering Institute (SEI) in 1988. While there, she served as the manager of the Software Process Measurement Project, and she currently provides technical leadership to the Software Engineering Measurement and Analysis Team. Anita also recently co-authored a book entitled Measuring the Software Process: Statistical Process Control for Software Process Improvement. She's received many industry awards in addition to co-authoring several SEI reports.



William A. Florac is a visiting scientist at the Software Engineering Institute, Carnegie Mellon University, where he is a member of the Software Engineering Measurement and Analysis Team. He's co-author of the book Measuring the Software Process: Statistical Process Control for Software Process Improvement in addition to a number of SEI software process measurement guides. He has spent 30 years developing and managing hardware and software products for the IBM Corp.

**N Project Management Success in the Real World**

*Andy Kaufman, Institute for Leadership Excellence and Development*

Despite improved tools and new approaches, managing the software development process in the real world is hard. As a leader in the development activities of your company, you know the challenges of consistently driving a project to its successful completion. This tutorial focuses on key lessons learned from more than 20 years of success and failure in the software development industry. Andy Kaufman discusses practical ways to improve effectiveness in managing scope, dependencies, risks, expectations, people, and ourselves. Bring your war stories of what's worked — and what hasn't — as well as what you're struggling with today. This session delivers practical insight you can put to use right away on your projects back home.



*Andy Kaufman is president of the Institute for Leadership Excellence and Development (I LEAD), an organization committed to helping companies and individuals discover and maximize their leadership abilities. I LEAD provides keynote presentations and professional coaching services for companies and individuals around the world. Andy has a real passion for helping people learn to thrive in the midst of uncertainty and change, and his clear and entertaining style has helped thousands of people over the last decade to learn how to successfully navigate these challenges. He brings a rich background of over 20 years' experience to his presentations and coaching.*

**O Orienteering Skills for Software Project Managers**

*Esther Derby, Esther Derby Associates, Inc.*

Software development starts with a destination (the product) and some sort of map (a plan) for how to get there. But how do you know if you have the right map? How do you know whether the project is on track? This presentation explores ways project and development managers can pick the right map, and how they can make progress visible to the team in order to achieve project goals. Some familiarity with basic project management should be brought to this tutorial.



*Esther Derby has more than 20 years of experience in software development, including roles as an application developer, systems manager, and project manager. Currently, she's a consultant, writer, and facilitator who works with individuals and teams to plan projects and increase team capability. She's also a frequent speaker and technical editor for STQE magazine.*

**P Certified Function Point Specialist Exam Preparation**

*Janet Russac, The David Consulting Group*

Planning to take the IFPUG exam after the conference ends Friday, or some other time soon? This tutorial reviews the rules contained in the current *International Function Point Users Group (IFPUG) Counting Practices Manual*. It also covers its uses and benefits, along with an explanation of function point counting rules that includes examples. Janet Russac provides hints on exam preparation and test taking, and gives participants a chance to ask questions about their upcoming test. A practice exam will be given and correct answers will be provided and explained.



*Janet Russac is a senior consultant for The David Consulting Group. A recognized authority in the estimation and planning of software development projects using function point analysis and estimating models, she's been working with software for more than 15 years. Her experience includes software sizing, estimation, training, mentoring, and auditing. Janet is currently a member of the International Function Point Users Group (IFPUG). She's also vice chair of the IFPUG Management Reporting Committee and a certified function point specialist.*

**Q Information Systems and Technology Benchmarking**

*Mark Czarnecki, The Benchmarking Network, Inc.*

Benchmarking is widely considered an essential ingredient in any recipe for software development success. This tutorial covers the key concepts and opportunities in benchmarking, including performance measures, the use of databases, control and documentation, and more. Aside from providing a far-reaching background to the concepts, Mark Czarnecki helps managers dissect their own organizations to identify best practices as well as areas for improvement. He also includes a how-to overview of the Study Map™ process and shows participants how to effectively document and present their findings to management.



*Mark Czarnecki is a CPA and president of The Benchmarking Network, Inc. He's also an experienced study leader whose industry studies have focused on the areas of accounting, finance, treasury, maintenance, purchasing, distribution, logistics, and warehousing. He is the author of Benchmarking Strategies in Accounting & Finance and Benchmarking Strategies for Healthcare Management, in addition to numerous industry articles. He also conducts national programs on benchmarking for the American Management Association, the American Institute of Certified Public Accountants, and a variety of other conference organizations.*

**R The Consultant's Consulting Clinic**

*Gerald M. Weinberg, Weinberg & Weinberg*

A good game plan will keep your consulting practice healthy inside and out. In this interactive workshop, you'll obtain new strategies for coping with your most serious consulting problems — both internal and external. Gerald Weinberg helps you affirm your most successful strategies, while sharing other techniques you may not have thought of. Learn to be more sensitive to client desires, more aware of safety issues, and more influential in obtaining effective client responses. Real-life consulting cases will be used to illustrate.



*For more than 40 years, Gerald M. Weinberg has worked on transforming software organizations. He is author or co-author of many articles and books, including The Psychology of Computer Programming. He is perhaps best known for his workshops for software leaders, including Systems Effectiveness Management, Problem Solving Leadership, and the Congruent Organizational Change-Shop.*

**Seating for the clinic is strictly limited to 20 delegates on a first come, first served basis. Register early!**



**Tim Lister**

**WEDNESDAY, 8:45 A.M.**

**Tim Lister, Atlantic Systems Guild, Inc.**

## Why Nobody in Our Business Can Estimate

To put it politely, software estimation has proven to be challenging. But to be frank, software estimation has proven to be a nightmare. Most organizations that develop software have lost all credibility with their clients when it comes to simple questions like “When will you be done?” and “How much is it going to cost?” In this fast-evolving industry, one thing is clear: Time hasn’t given us a chance to improve our estimating skills. In this presentation, Tim Lister investigates the estimation issue, offers some suggestions, and promises to come up with some surprising answers to the question of whether anyone in our business can estimate.

*Tim Lister is a principal of the Atlantic Systems Guild, Inc. He is a member of the Airlie Software Council, a group of industry consultants advising the DoD on best practices for software development and acquisition. He’s also a member of the Cutter IT Trends Council and co-author — with Tom DeMarco — of many popular course sequences, as well as Peopleware: Productive Projects and Teams. Their tentatively titled book, Software Risk Management, is scheduled to print in 2002. Tim is a member of the IEEE and the ACM. He also serves as a panelist for the American Arbitration Association, arbitrating disputes involving software and software services.*



**Bill Curtis**

**WEDNESDAY, 3:30 P.M.**

**Bill Curtis, TeraQuest**

## High Maturity Benefits and Bogosity

With more and more organizations claiming to be Capability Maturity Model (CMM) Level 4 or 5, is high maturity all it’s cracked up to be? This talk clarifies what attributes should be present in a true high maturity organization, and presents case studies where organizations benefited substantially from achieving these high maturity capabilities. Yet, it also addresses practices that, while they technically qualify as high maturity, add absolutely no business value to development and its customers. Bill Curtis points out three challenges that keep organizations from gaining useful benefits from their efforts to achieve high maturity capability. They include: 1) the blind use of control charts; 2) the difficulty of establishing process capability baselines; and 3) the obsession with process stability instead of predictability of outcomes. Gain a new understanding of how an actual high maturity organization operates, and determine whether its advanced measurement practices might benefit your organization.

*Bill Curtis is co-founder and chief scientist of TeraQuest in Austin, where he works with organizations to increase their software development capability. He is a co-author of the Capability Maturity Model for Software, and the principal architect of the People CMM. Bill also has directed research on advanced user interface technologies and the software design process, developed a global software productivity and quality measurement system at ITT’s Programming Technology Center, evaluated software development methods in GE’s Space Division, and taught statistics at the University of Washington.*



**Don Winter**

**THURSDAY, 8:30 A.M.**

**Don Winter, TRW Systems**

## Measurement: The CEO Viewpoint

Software managers, process engineers, and measurement specialists often evaluate measurement and metrics based on how they help the software and its customers. Yet it’s just as important to think about and quantify how they help the business. In this presentation, Don Winter shares the perspective of measurement from the top — more specifically, which numbers are most critical to the corporate bottom line. Discover how measurement drives senior-level decision making, and why a measurement system must take this viewpoint into account.

*Don Winter is president and CEO of TRW Systems. He oversees operations of the business and its 15,000 employees. TRW Systems offers value-added solutions through information technology systems and services; systems engineering and analysis; systems development and integration; scientific, engineering, and technical services; and enterprise management services.*



Irene Dec

**THURSDAY, 3:30 P.M.**

**Irene Dec, The Prudential Insurance Company of America**

## Program Management and IT: Deliver the Goods!

Today, how it's done is just as important as why it's done. When it comes to straightening out an IT department's "madness," sane organizational structure and processes can be the ultimate cure-all. Irene Dec discusses how IT's organizational ability to deliver is critical to business success. She focuses on program management, including strategic planning, program office components, and alignment with business objectives. Her presentation focuses on how today, more than ever before, technology is the key to successful business implementation.

*Irene Dec is a vice president in the International Investments Division of The Prudential Insurance Company of America, focusing on special projects in investments and securities around the globe. She is responsible for directing and building technology architectures to enhance Prudential's international investments. Irene was awarded the Eric Jenett Excellence Award in 2001 by the Project Management Institute, and in 2000 she was listed among Computerworld's Premiere 100 IT Leaders.*

## Birds-of-a-Feather Sessions

**Thursday, February 14, 4:30 p.m.**

Take part in birds-of-a-feather sessions for a more personal take on the issues of the day. Gather with colleagues and industry leaders in a relaxed setting to learn more about specific topics of interest in the areas of software management and measurement. These informal, interactive sessions are a great source of networking and information exchange with your peers.

## Special Panel Discussion

**Friday, February 15, 8:30 a.m.**

### Mentors, Models, and the Making of Managers

*Bob Schatz (Liquent)*

*Eileen Strider (Strider & Cline, Inc.)*

*Johanna Rothman (Rothman Consulting Group, Inc.)*

*Gerald M. Weinberg (Weinberg & Weinberg)*

*Moderated by Esther Derby (Esther Derby Associates, Inc.)*

Each of us has a story about how we came to be managers in software organizations. Many of us became managers because we were good developers. Some of us studied management in school. A few of us were groomed and mentored by the companies we work for, and some were tapped for management because we were the only warm body available. But now that we're here, what does it take to become an effective manager? Is being mentored and developed as a manager considered a luxury? Join this interactive panel and discuss the real-life issues and challenges of developing ourselves — and others — as software managers.

# FREE POST-CONFERENCE WORKSHOPS

## Measurement 101: Structuring a Start-Up Program

*Robin Goldsmith, GoPro Management, Inc.*

**Friday, February 15, 1:30 p.m.**

This workshop outlines the steps to structure a start-up measurement program. Attendees arrive at a workable set of key measurements as well as operational factors that must be addressed for a new metrics program. Topics include: stakeholder constituencies, definition of purpose, core metrics, ways to collect and analyze measures, monitoring program usage, and how to gain commitment and support.

## The IFPUG Certified Function Point Specialist Exam

**Friday, February 15, 1:30 p.m.**

The IFPUG Certified Function Point Specialist (CFPS) credential is a designation that's well recognized throughout the industry. And because there's a great demand for qualified function point counters, this is an excellent opportunity to increase your marketability. IFPUG, the International Function Point Users Group, will give the exam Friday afternoon after the conference. All participants must be registered with the IFPUG office in advance. Each exam participant must present a valid photo ID immediately prior to taking the exam. The duration of the exam is three hours. Visit [www.ifpug.org](http://www.ifpug.org) for additional information.

# ASM CONFERENCE

## MONDAY AND TUESDAY, FEBRUARY 11-12

18 Preconference Tutorials, 8:30 a.m. - 4:30 p.m.

## WEDNESDAY, FEBRUARY 13

8:30 **Introduction**

The EXPO  
9:45 a.m. - 6:00 p.m.

8:45 **Why Nobody in Our Business Can Estimate**

Tim Lister, Atlantic Systems Guild, Inc.

9:45 **Networking Break • Visit The EXPO, 9:45 a.m. - 6:00 p.m.**

### GETTING STARTED

W4

**Software Sizing: There is an Easier Way**  
David Herron,  
The David Consulting Group

W10

**Function Points! It's Our Middle Name**  
Scott Goldfarb,  
International Function Point  
Users Group

### IMPROVING

W5

**Solid Software: Is It Rocket Science?**  
Shari Lawrence Pfleeger,  
Systems/Software, Inc.

W11

**Refocusing Software Development in the New Economy**  
Ram Chillarege,  
Chillarege Corp.

### ADVANCED TOPICS

W6

**Sorting Out Six Sigma and the CMM**  
David Card,  
Software Productivity  
Consortium

W12

**Measurement and the CMM: How Measurement Practices Evolve**  
Charles Weber,  
TeraQuest Metrics

10:15

11:30

12:30

2:00

3:00

3:30

4:45

**Lunch • Visit The EXPO**

W16

**Activity-Based Cost Estimating for Web-Based Software**  
Avon Leong,  
Charles Schwab & Co., Inc.

W17

**IS and IT Benchmarking: Current Status**  
Mark Czarnecki,  
The Benchmarking  
Network, Inc.

W18

**Understanding Variation and Stability: The Key to Managing Your Software Process**  
Anita Carleton,  
Software Engineering  
Institute

**Networking Break • Visit the EXPO**

**High Maturity Benefits and Bogosity**

Bill Curtis, TeraQuest

**Reception in The EXPO Hall — Speaker Book Signing**  
4:45–6:00 p.m.

## THURSDAY, FEBRUARY 14

8:30 **Measurement: The CEO's Perspective**  
Don Winter, TRW Systems

9:30 **Networking Break • Visit The EXPO, 9:45 a.m. - 6:00 p.m.**

### GETTING STARTED

T4

**Software Customer Satisfaction Surveys**  
Linda Westfall,  
The Westfall Team

10:00

11:00

11:30

12:30

2:00

3:00

3:30

4:30

**Networking Break • Visit The EXPO, 9:45 a.m. - 6:00 p.m.**

T10

**Communicate and Define the Value of Performance in Dollars and Cents**  
Nancy Acree,  
CAD/CAM Products  
and Services

**Lunch • Visit The EXPO**

T16

**Managing Your Outsourcing Contract Through Metrics**  
Koni Thompson,  
The David Consulting Group

**Networking Break — Center for Software Quality**

**Program Management and the CMM**  
Irene Dec, The Prudential Insurance Company

**Moderated Birds-of-a-Feather Session**

# CE-AT-A-GLANCE

FRIDAY, FEBRUARY 14

The EXPO  
9:15 a.m. - 2:00 p.m.

## Viewpoint

The EXPO, 9:15 a.m. - 2:00 p.m.

### IMPROVING

### ADVANCED TOPICS

Is Not an Option:  
on the Web

T6

**Using a Process  
Database for Transition  
to CMM Level 4**

Rick Hefner,  
TRW

### The EXPO

Survivors!  
ing, Detecting,  
venting  
e Mutants

T12

**Orthogonal Defect  
Classification at Cisco**

David Hsiao,  
Cisco Systems

n Resolution  
ime Optimization

T18

**A Common Sense  
Approach to Statistical  
Process Control**

Steven H. Lett,  
The David Consulting Group

### er Lounge

and IT: Deliver the Goods!

urance Company of America

### er Sessions

FRIDAY, FEBRUARY 15

8:30

### Special Panel Discussion

### Mentors, Models, and the Making of Managers

Moderator: Esther Derby (Esther Derby Associates, Inc.)

Panelists: Bob Schatz (Liquent), Eileen Strider (Strider & Cline, Inc.), Johanna Rothman (Rothman Consulting Group, Inc.), and Gerald M. Weinberg (Weinberg & Weinberg)

9:30

### Networking Break — Center Lounge

10:00

F2

### Strategic Measures Using the Balanced Scorecard

David Szymanski,  
First National Bank of Omaha

11:15

F4

### The Business Case for Software Quality

Richard Bender,  
Bender & Associates

12:15

### Wrap-Up Session

1:30

### Measurement 101: Structuring a Start-Up Program

Robin Goldsmith,  
GoPro Management, Inc.

### The IFPUG Certified Function Point Specialist Exam

## PLUS See These Exhibitors and Sponsors at The EXPO (Feb. 13–14)

**Application Development Trends  
magazine**

**ASQ—American Society for Quality**

Charismatek Software Metrics

The David Consulting Group

**Distributive Software**

Dorset House Publishing

Galorath Incorporated

**IFPUG—International Function Point**

**Users Group**

McCabe & Associates, Inc.

Perforce Software, Inc.

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Q/P Management Group

Quantitative Software Management, Inc.  
(QSM, Inc.)

**Rational Software**

Reasoning, Inc.

**Software Development magazine**

Software Quality Engineering

Software Productivity Research

**StickyMinds.com**

STQE magazine

TeamShare, Inc.

TeraQuest

Weinberg & Weinberg

The Westfall Team

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Call 800-423-8378 or 904-278-0707 to register. [www.sqe.com](http://www.sqe.com)

11

WEDNESDAY, FEB. 13

10:15 A.M.

## W4 Getting Started

### Software Sizing: There is an Easier Way

David Herron, *The David Consulting Group*

Project managers and software engineers need to accurately calculate delivery dates and resource needs for their software. This means they have to measure the size of the requirement, and estimate how much it will require in time and expense. But is there a sizing technique that's both effective and efficient? Popular sizing techniques such as the function point method can be difficult and labor intensive. However, there are alternative methods that produce quicker results, often without compromising accuracy. This presentation shares new ways to determine the size of your software deliverable while maintaining accuracy.

- Learn alternatives to function point sizing
- Get accurate size estimates without investing too much of your time
- Identify the cost and benefit tradeoffs inherent in different sizing techniques

## W5 Improving

### Solid Software: Is It Rocket Science?

Shari Lawrence Pfleeger, *Systems/Software, Inc.*

While we can't guarantee that our software will never fail, we can take serious steps to reduce the risk. The toughest kind of system to build involves safety-critical software where the reliability requirements are extremely strict — and whose failure puts lives in jeopardy. Shari Lawrence Pfleeger looks at what "solid software" means, and explores ways we can achieve it. She examines solid software within the context of the proposed National Missile Defense System.

- Use techniques such as inspection, static analysis, hazard analysis, and configuration management to make your software more "solid"
- Apply these techniques to strengthen software that puts many lives at risk
- Identify strengths and weaknesses in real-world, safety-critical software

## W6 Advanced Topics

### Sorting Out Six Sigma and the CMM

David Card, *Software Productivity Consortium*

While the Capability Maturity Model has become widely accepted as an approach to software process improvement, Six Sigma is becoming increasingly popular in manufacturing and service organizations. This has resulted in some confusion over methods and conflicts for resources. However, the two approaches are actually synergistic.

- Learn the basic concepts of Six Sigma
- Understand its relationship to the CMM
- Discover how a CMM-based improvement program can leverage Six Sigma techniques

11:30 A.M.

## W10 Getting Started

### Function Points! It's Our Middle Name

Scott Goldfarb, *International Function Point Users Group*

Function points are measures of software size that are critical to any successful measurement program. The International Function Point Users Group (IFPUG) is the non-profit organization responsible for defining the standard, documenting the rules, and promoting function point usage. This session offers an introduction to function points, including their components, usage, and counting process.

- Learn how function points are used to measure, estimate, and improve processes
- Understand the IFPUG role in maintaining the function point standard
- Find out how to get started using function points in your organization

## W11 Improving

### Refocusing Software Development in the New Economy

Ram Chillarege, *Chillarege Corp.*

A changing economy and fiercely competitive market have raised the bar on what we expect from software development efficiency. But are we really getting the degree of productivity we expect? Quite often these questions are never answered adequately, and we don't have the measurement systems required to gain the needed insight. Ram Chillarege's presentation highlights some key principles and methods to help project teams gain the reporting edge they need. This refocusing of software development can make the difference between failed execution and success.

- Identify weaknesses and strengths in existing measurement systems
- Learn to refocus the systems you have in order to answer the questions posed
- Explore ways to compete in a fast-evolving economy

## W12 Advanced Topics

### Measurement and the CMM: How Measurement Practices Evolve

Charles Weber, *TeraQuest Metrics*

People who use the Capability Maturity Model (CMM) for software often struggle with the apparent paradigm shift as they move from level to level, particularly when they reach Level 4 in the CMM 1 to 5 level scheme. This presentation illustrates the characteristics of a measurement program at the different CMM maturity levels. It particularly seeks to demystify the Level 4 concepts of process capability and process performance baselines, and how these concepts are applicable to all CMM levels. The presenter uses real-world examples from a variety of mid- to high-maturity organizations to show participants how to make the transitions across CMM levels without losing momentum.

- Identify measurement obstacles you'll encounter as you transition to higher levels of process maturity
- Implement your measurement program as a natural evolution of practices to support your process maturation
- Get clarity on what Level 4 really means

WEDNESDAY, FEB. 13

2:00 P.M.

**W16** *Getting Started*

## Activity-Based Cost Estimating for Web-Based Software

*Avon Leong, Charles Schwab & Co., Inc.*

What does it cost to provide a feature or complete a transaction for Web-based software? In traditional activity-based cost estimating, a company looks at a product's sales activity and resources used in order to determine its cost. But how do we measure the resources used by one product, when all of the company's products share a common Web site or server? Avon Leong explores the matters involved in calculating the ongoing cost of providing online functions, and why it's important. He offers participants strategies to tackle these modern-day eCommerce issues.

- Understand the benefits of clarifying the true cost of a Web transaction
- Explore issues surrounding calculating costs on the Web
- Learn what metrics you can use to allocate costs to various products

**W17** *Improving*

## IS and IT Benchmarking: Current Status

*Mark Czarnecki, The Benchmarking Network, Inc.*

Are you having trouble making a business case for benchmarking at your organization? Mark Czarnecki delivers his benchmarking expertise in a presentation designed to help participants impact their corporate culture as well as their benchmarking abilities. He reviews the current status of information systems and technology benchmarking, and he explains current benchmarking theory. The presentation also covers generalized database sources for benchmarking.

- Learn how companies are creating their own benchmarking opportunities
- Examine how industry-focused benchmarking is changing the landscape
- Identify how special efforts target business processes

**W18** *Advanced Topics*

## Understanding Variation and Stability: The Key to Managing Your Software Process

*Anita Carleton, Software Engineering Institute*

The control chart is a form of instrumentation that acts like a pressure gauge in the world of software development. It provides critical data to help guide the decisions made by software engineers and managers. This presentation shares the results of studies using statistical process control analysis to monitor and adjust software process improvement activities. It also highlights the correlation between the use of control charts and improved processes.

- Discover the value control charts add when used to provide engineers and managers with quantitative insights into the behavior of software development processes
- Examine the use of control charts to measure the stability and capability of software processes
- Learn to use control charts as a basis for control and process improvement

THURSDAY, FEB. 14

10:00 A.M.

**T4** *Getting Started*

## Software Customer Satisfaction Surveys

*Linda Westfall, The Westfall Team*

Satisfying our software customers is an essential part of staying in business in the world of global competition. We must satisfy, even delight our customers with the value of our software products and services to gain their loyalty and repeat business. So how happy is your software customer? One of the best ways to find out is to ask, using customer satisfaction surveys. This presentation includes details on designing your own software customer satisfaction questionnaire, tracking survey results, and using example reports.

- Learn to focus your survey on key customer quality requirements
- Design a customer satisfaction database
- Turn your customer satisfaction data into useful information

**T5** *Improving*

## Failure Is Not an Option: 24 x 7 on the Web

*Ed Bryce, Reality Test*

When you have an application that's supposed to be open for business 24 hours a day, 7 days a week, failure is not an option. This presentation helps you define and determine the costs of failure or down time when it comes to your application, along with ways to minimize the risk of going offline for any reason. Ed Bryce sheds light on how to perform stress testing on your software.

- Identify direct and indirect costs that should be considered in a round-the-clock application
- Explore hardware and software options that minimize failure
- Find out how to upgrade hardware and software without going offline

**T6** *Advanced Topics*

## Using a Process Database for Transition to CMM Level 4

*Rick Hefner, TRW*

When competition requires better, cheaper, and faster projects, organizations seek a quantitative understanding of productivity and quality. Moving to Capability Maturity Model (CMM) Level 4 or implementing a Six Sigma program helps provide that understanding. However, a frequently encountered problem is the lack of predictable processes or the lack of consistent data about these processes. Rick Hefner explains how to develop and maintain a corporate repository of historical performance and quality that's driven by business goals. He also shows how this method enabled TRW to better characterize its processes and meet increasing demands for productivity and quality.

- Discover the motivation for quantitative management
- Ways to approach data collection and analysis
- Align measurement needs with business goals

THURSDAY, FEB. 14

11:30 A.M.

**T10** *Getting Started*

## Communicate and Define the Value of Performance in Dollars and Cents

*Nancy Acree, CAD/CAM Products and Services*

What is the economic value of performance improvement? What is the cost of performance degradation? Once you've made these determinations, you have to find a way to make it relevant to your team and to management. This session offers formats for communicating performance information and ways to present the information in terms of dollars and cents. Nancy Acree also shares her real-world experience with using this model, including lessons learned from case studies.

- Examine the motivation behind changing computing performance communication techniques
- Learn a method for calculating value from computing performance
- Find out how to communicate computing performance issues with management

**T11** *Improving*

## No Survivors! Identifying, Detecting, and Preventing Software Mutants

*Charles Schultz, Motorola*

This presentation introduces you to software mutants, their application for improving the quality of test suites, and ways of creating code that more easily reveals defects. Focusing on interface mutants, specific classes of mutants are defined and illustrated by real-world examples. Actual project measurements are presented from before and after applying mutation detection improvements to tests and code written in C.

- Learn to generate mutants in a “laboratory” environment
- Measure and predict how well a given test suite can detect mutations
- Determine the sensitivity of software implementation to various mutations and mutant-killing tests

**T12** *Advanced Topics*

## Orthogonal Defect Classification at Cisco

*David Hsiao, Cisco Systems*

Want to see how orthogonal defect classification (ODC) operates in the real world? Within Cisco Systems' vast software product portfolio, they closed 250,000 defects in the last 12 months. ODC captures additional information about each of the defects for the purpose of identifying preventive actions. This information links the impact on customer satisfaction to key points of Cisco's development and validation processes. In other words, ODC makes the information relevant to your customer's needs. Plus, ODC means the “submitter” and the “fixer” of each bug need spend only a few seconds to record information already learned about the defect, leading to savings and efficiency at nearly every point in the improvement process.

- Examine the business case for ODC
- Uncover the challenges of collecting ODC data
- Get lessons learned before you implement ODC

2:00 P.M.

**T16** *Getting Started*

## Managing Your Outsourcing Contract Through Metrics

*Koni Thompson, The David Consulting Group*

Have project demands led you to consider outsourcing as a possibility? If so, make sure you get the most bang for your company's outsourced buck — and be able to prove it too. Learn about techniques you can use to manage your outsourcing contract based on an appropriate set of service level measures. Koni Thompson also provides specific recommendations for a metrics-centered approach based on the Capability Maturity Model (CMM).

- Identify the “right” set of measurements for your contract
- Employ a systematic approach to developing a measurement-based contract for service
- Learn the guidelines for outsourcing based on the CMM structure

**T17** *Improving*

## Problem Resolution Cycle Time Optimization

*Don Porter, Motorola*

Resolving problems in a timely fashion can be a daunting challenge to software developers. But improving performance may require changing process design or enhancing the execution of an existing “good” problem resolution process. This presentation shows you how to prepare using the latter scenario in order to quickly resolve problems that arise during the development process. It showcases useful mathematical and statistical tools that can help along the way.

- Use experimental data to investigate the problem resolution process
- Employ the results of the data analysis to predict cycle time performance for any given problem
- Input the statistical results into a mathematical optimization model to reduce cycle time

**T18** *Advanced Topics*

## A Common Sense Approach to Statistical Process Control

*Steven H. Lett, The David Consulting Group*

As maturing software organizations begin using statistical process control (SPC) techniques to stabilize processes and manage quality, it's imperative that their SPC implementation approach be carefully considered, especially since it involves the use of statistical analysis techniques that are unfamiliar to most people. This presentation describes an approach to implementing SPC that maximizes project personnel involvement through creative delegation, provides for the timely utilization of the data, and keeps management well informed but not overburdened.

- Learn to effectively identify the need for corrective actions in response to assignable cause variation
- Find out how tools can be used to optimize the process
- Get recommendations on process simplifications from the generic, textbook SPC approach

# T S E S S I O N S

FRIDAY, FEB. 15

10:00 A.M.

F2

## Strategic Measures Using the Balanced Scorecard

David Szymanski, First National Bank of Omaha

Politics isn't the only profession that produces strange bedfellows. This session describes how business customers and technology providers can team up to implement a strategic measurement program — one that truly reflects the progress toward a diverse company's internal and external goals. David Szymanski walks participants through the adoption of the Balanced Scorecard method. He demonstrates how the Balanced Scorecard can be used as the measurement basis for an entire organization and as a way to guide business divisions through "separate but parallel" endeavors.

- Utilize the Balanced Scorecard to facilitate dialogue, teamwork, and partnership between business and technology infrastructure divisions
- Find out how to implement the Balanced Scorecard while aligning your business units
- Convert your information technology allies from utility providers to frontier partners

11:15 A.M.

F4

## The Business Case for Software Quality

Richard Bender, Bender & Associates

Each generation of technology — from mainframe to the Internet — creates many opportunities for businesses to try new things. But with uncharted territory comes exponentially increased risks. One way to reduce risk is to implement effective software quality processes. However, the investment required to improve development and testing infrastructures can be significant. Richard Bender addresses 14 major areas of opportunity that underscore why this investment is critical if an organization is to succeed. He covers areas such as increasing project failure rate, the limited supply of software professionals, rising support costs, and the implications of eCommerce.

- Create a business case for software quality
- Discover ways to successfully integrate tools and staff
- Learn to align business with quality

# INDUSTRY SPONSORS



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**The International Function Point Users Group (IFPUG)** is a membership-governed, non-profit organization committed to promoting and supporting function point analysis and other software measurement techniques. IFPUG is one of the largest measurement associations in the world with more than 500 member companies in 32 countries. Access IFPUG online to view our publications, conferences, link to other industry sites, or email the IFPUG office. [www.ifpug.org](http://www.ifpug.org).

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# ASM 2002 IS A TWO-FOR-ONE EVENT!

Your registration for ASM 2002 means you also get access to the Software Management (SM 2002) conference, a co-located event with its own schedule of featured presentations. This management-focused event delivers a wealth of information that easily combines with the ASM program to help you achieve software success. Johanna Rothman of Rothman Consulting Group, Inc. returns as program chair.

## SM 2002 OFFERS UP EFFECTIVE MANAGEMENT TECHNIQUES

The Software Management (SM 2002) conference is the first conference to present the management essentials that drive high-quality software development, delivery, and support. SM 2002 provides a variety of software management techniques and practices businesses must implement if they wish to succeed.

The conference features real-world information that combines the management experiences of leading software organizations with practical insight from international experts. More than two-thirds of the conference content is made up of the strategies, challenges, and achievements of real software projects and professionals.



## SM 2002 COVERS THE MANAGEMENT TOPICS THAT MAKE SOFTWARE WORK

From people and team management to quality management, SM 2002 gives you the foundation, experience, techniques, and tools you need to effectively and efficiently manage your software projects. The program features an excellent group of speakers who share experiences that are relevant to your job.

***The side-by-side delivery of these two powerful conferences offers the most comprehensive, results-driven software event available!***

## Monday & Tuesday, February 11–12 — 18 Tutorial Training Classes

Wednesday, February 13	8:30	<b>Introduction</b>					
	8:45	<b>Why Nobody in Our Business Can Estimate</b> — <i>Tim Lister, Atlantic Systems Guild, Inc.</i>					
	9:45	Networking Break • Visit The EXPO, 9:45 a.m.–6:00 p.m.					
		<b>GETTING STARTED</b>	<b>IMPROVING</b>	<b>ADVANCED TOPICS</b>			
	10:15	<b>W 1</b>	<b>Deadlines, Defects, and Risk: Managing the Three-Headed Dragon</b> Michael Mah, Cutter Consortium	<b>W 2</b>	<b>Avoiding Project Failure</b> Payson Hall, Catalysis Group, Inc.	<b>W 3</b>	<b>Requirements Workshops: What, Why, and How</b> Ellen Gottesdiener, EBG Consulting, Inc.
	11:30	<b>W 7</b>	<b>Project Management Lessons from the Frontlines</b> Andy Kaufman, Institute for Leadership Excellence and Development	<b>W 8</b>	<b>Iterative Software Development — From Theory to Practice</b> Amir Tomer, RAFAEL Ltd.	<b>W 9</b>	<b>Team-Based Development: Truth from the Trenches</b> Bobbi Antonucci, Blackboard, Inc.
	12:30	Lunch • Visit The EXPO					
	2:00	<b>W 13</b>	<b>Project Management in the e-World</b> Bonnie Vaughan, TeraQuest	<b>W 14</b>	<b>Get Real! Creating Realistic, Actionable Project Schedules</b> Rex Black, Rex Black Consulting Services, Inc.	<b>W 15</b>	<b>Requirements Are Requirements Are Requirements — Not!</b> Robin Goldsmith, GoPro Management, Inc.
	3:00	Networking Break • Visit The EXPO					
	3:30	<b>High Maturity Benefits and Bogosity</b> — <i>Bill Curtis, TeraQuest</i>					
4:45	Reception in the EXPO Hall • Speaker Book Signing 4:45–6:00 p.m.						

Thursday, February 14	8:30	<b>Measurement: The CEO Viewpoint</b> — <i>Don Winter, TRW Systems</i>					
	9:30	Networking Break • Visit The EXPO, 9:15 a.m.–2:00 p.m.					
		<b>GETTING STARTED</b>	<b>IMPROVING</b>	<b>ADVANCED TOPICS</b>			
	10:00	<b>T 1</b>	<b>eXtreme Programming: Managing Agile Development</b> Robert Martin, Object Mentor Inc.	<b>T 2</b>	<b>A Short Course in Managing Expectations</b> Naomi Karten, Karten Associates	<b>T 3</b>	<b>How to Juggle Multiple Projects and Play to the Strengths of Your Team</b> Terri Devlin, Agilent Technologies
	11:00	Networking Break • Visit The EXPO					
	11:30	<b>T 7</b>	<b>Building a Learning QA Organization</b> Bill Goleman, Mangosoft, Inc.	<b>T 8</b>	<b>A Reliable Build-and-Deploy Process for Web Applications</b> Bhushan Gupta, Hewlett-Packard Company	<b>T 9</b>	<b>Why Are My Pants on Fire?</b> Elisabeth Hendrickson, Quality Tree Software, Inc.
	12:30	Lunch • Visit The EXPO					
	2:00	<b>T 13</b>	<b>Teams, Governance, and the Evolution of Social Systems</b> Russell Roundtree, Landmark Graphics	<b>T 14</b>	<b>A Unified Model for Software Management</b> Wael Amin, IT Worx	<b>T 15</b>	<b>Software Management: Taking Off the Blinders</b> Gerald M. Weinberg, Weinberg & Weinberg
	3:00	Networking Break — Center Lounge					
	3:30	<b>Program Management and IT: Deliver the Goods!</b> — <i>Irene Dec, The Prudential Insurance Company of America</i>					
4:30	Moderated Birds-of-a-Feather Sessions						

Friday, February 15	8:30	<b>Special Panel Discussion</b> <b>Mentors, Models, and the Making of Managers</b> — <i>Moderator: Esther Derby (Esther Derby Associates, Inc.)</i> <i>Panelists: Bob Schatz (Liquent), Eileen Strider (Strider &amp; Cline, Inc.), Johanna Rothman (Rothman Consulting Group, Inc.), and Gerald M. Weinberg (Weinberg &amp; Weinberg)</i>		
	9:30	Networking Break — Center Lounge		
	10:00	<b>F 1</b>	<b>Put Your Power to Work!</b> Dale Emery, Sun Microsystems	
	11:15	<b>F 3</b>	<b>Read My Lips: No New Models!</b> Karl Wiegiers, Process Impact	
	12:15	Wrap-Up Session		
	1:30	<b>Measurement 101: Structuring a Start-Up Program</b> <i>Robin Goldsmith, GoPro Management, Inc.</i>	<b>The IFPUG Certified Function Point Specialist Exam</b>	

# Location and General Information

## Disneyland® Hotel, Anaheim, California

The Disneyland Hotel is the centerpiece of the Disneyland Resort. A perfect balance of business and leisure facilities, the hotel features spacious, Disney-themed rooms; lots of shopping; Never Land Island, complete with white-sand beach and swimming pools; plus the Team Mickey Fitness Center. There are four theme restaurants including the award-winning Granville's Steak House and Hook's Pointe & Wine Cellar. Within walking distance of lots of wonderful amenities, this facility is proof that you can mix business with pleasure.



## Hotel Reservation Information for the Disneyland® Hotel

A limited number of rooms are being held at a special conference rate until January 9, 2002. You must make your reservation prior to this date to receive the conference rate.\* All reservations must be made directly with the Disneyland® Hotel Group Reservations Office by calling 714-520-5005 or faxing 714-520-6079. To guarantee the conference rate, please specify that you are attending the SM/ASM 2002 Conference organized by Software Quality Engineering. If you need special facilities or services, notify the hotel at the time of reservation. Cancellations on a guaranteed reservation must occur more than 48 hours prior to specified arrival time to ensure a refund.

*\*Rooms are limited. Make your reservation early.*

**Bonus!** Conference delegates are eligible for discounted tickets to the Disney Theme Parks. Ask your customer service representative for details when you register.

## Special Airline Discount

Delta Air Lines is offering special rates that allow you a **5% discount** off Delta's published round-trip fares\*\* within the continental U.S., Hawaii, Alaska, Mexico, Bermuda, San Juan, Nassau, and U.S. Virgin Islands. By purchasing your ticket 60 days or more prior to your departure date, you can receive an additional 5% bonus discount.

To take advantage of this discount, call Delta Meeting Network® Reservations at **1-800-241-6760**. Refer to File Number **181986A**.

*\*\*Applicable restrictions must be met. Seats are limited. No discounts apply on Delta Express.*

## Group Discounts

Group discounts are available to delegates from the same organization pre-registering at the same time. For additional information, please call 800-423-8378 or 904-278-0707.

## Conference Registration Cancellations and Substitutions

Conference registrations cancelled after January 25, 2002, are subject to a 20% cancellation fee. No cancellations or refunds may be made after February 1, 2002. Substitutions may be made at any time before the first day of the program. To cancel, contact the Registrar at 904-278-0707 to obtain a cancellation code. All valid cancellations require a cancellation code.

## Program Changes

The sponsors and management of the conference reserve the right to make necessary changes in this program. Every effort will be made to keep presentations and speakers as represented. All sessions, excluding tutorials, are filled on a first-come, first-seated basis. Please arrive early to ensure a seat!

## On-Site Registration Hours

Sunday, February 10	5:00 p.m. - 7:00 p.m.
Monday, February 11	7:30 a.m. - 5:00 p.m.
Tuesday, February 12	7:30 a.m. - 7:00 p.m.
Wednesday, February 13	7:00 a.m. - 5:00 p.m.
Thursday, February 14	7:30 a.m. - 2:00 p.m.

# ASM CONFERENCE REGISTRATION

Space is limited and early booking is recommended. To register, complete and return this form to the Conference Registrar at 330 Corporate Way, Suite 300, Orange Park, FL 32073. To register by phone, call 800-423-8378 or 904-278-0707, or fax to Registrar at 904-278-4380 (also available at [sqeinfo@sqe.com](mailto:sqeinfo@sqe.com)). Make all checks payable to Software Quality Engineering. Register directly on the Internet at [www.sqe.com/smasm](http://www.sqe.com/smasm) or send email to [sqeinfo@sqe.com](mailto:sqeinfo@sqe.com). You will receive a confirmation package upon payment by check, credit card, or company purchase order.

Full Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_  
Country: \_\_\_\_\_ Zip: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Email: \_\_\_\_\_

Primary Job Function (choose one):  Development Manager  Measurement Analyst  Project Leader  QA Analyst  QA Manager  
 Software Engineer  Software Manager  Software Process Engineer  Test Manager  Other: \_\_\_\_\_

Enter 4-letter code from mailing label  (SDSA, SQEX, etc.)  **NOTE: Please be sure to include the 4-letter code from the mailing label or label area on back cover.**

Tutorial Choice: **Monday:** A B C D E F G H I **Tuesday:** J K L M N O P Q R  
(Choose one tutorial per day.)

Check Enclosed For \$ \_\_\_\_\_  Purchase Order # \_\_\_\_\_  
 Visa/MC/AMEX #: \_\_\_\_\_ Exp. \_\_\_\_\_  
Cardholder's Name (Print): \_\_\_\_\_  
Signature \_\_\_\_\_

## Your registration allows you to attend sessions from both conferences!

Registration Fees:*	On or Before Jan. 18	After Jan. 18
Conference + 2 Tutorial Days	\$1,845	\$1,945
Conference + 1 Tutorial Day	\$1,545	\$1,645
Conference Only (Wed.-Fri.)	\$1,245	\$1,345
Tutorial Only (per day)	\$595	\$645
Two Tutorial Days	\$1,140	\$1,240

A **check** or **credit card** payment must be received at Conference headquarters by January 18, 2002, to take advantage of the lower conference rates.

\*\$59 of your registration fee includes a one-year subscription to *STQE* magazine (\$75 value). If you are a current subscriber, your subscription will be extended one year.

**Cancellation:** Registrations cancelled after January 25, 2002 are subject to a 20% cancellation fee. No cancellations or refunds may be made after February 1, 2002. Substitutions may be made at any time before the first day of the program. TO CANCEL: Call the registrar at 904-278-0707 to obtain a cancellation code. All valid cancellations require a cancellation code.

**PRACTITIONER brings a MANAGER SAVE  
MANAGER brings a PRACTITIONER 20%**

Every practitioner and manager registering at the same time from the same company will receive a 20% discount off the second registration.

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### **SPECIAL BONUS!**

*Your registration allows  
you to attend all sessions  
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For more information, visit [www.sqe.com/sm](http://www.sqe.com/sm).*



**REGISTER NOW!** [www.sqe.com/asm](http://www.sqe.com/asm)

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