



SM
MANAGEMENT

2002

SOFTWARE MANAGEMENT

PEOPLE, PROCESSES, & PRODUCTS

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SM 2002 Covers the Management Topics That Make Software Work

- Team-Based Development Techniques
- Managing Agile Development
- Creating Realistic Project Schedules
- Build-and-Deploy Processes for Web Applications
- Improving Team Decision Making
- Learn to Facilitate Requirements Workshops
- Managing Customer Expectations
- How to Manage Multiple Iterative Projects
- Integrating Risk Management into the Project Plan

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



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

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A CONFERENCE DEVOTED TO EXCELLENCE IN SOFTWARE MANAGEMENT

SM 2002 Offers Up Effective Management Techniques

The Software Management Conference (SM 2002) 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 that 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.

Who Should Attend

- Software managers at every phase of the software development process who want to bolster their people and process skills
- Practitioners who are looking to move into the management ranks
- Seasoned managers who need solutions to changing work force issues

Plus

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

SPECIAL BONUS

Your registration allows you to attend all sessions of the Applications of Software Measurement 2002 Conference (ASM 2002)—a co-located event. For more information, visit www.sqe.com/asm.

See pages 16-17 for additional details.



The Largest Software Event of Its Kind

The side-by-side delivery of these two powerful conferences — SM 2002 and ASM 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, combined with practical insight from international experts. And your registration allows you to attend sessions from either conference — resulting in even more valuable information!

The Event Organizer

The SM 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*, 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.

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20 Concurrent Sessions Feature Management Strategies and Experiences from Leading Software Organizations

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.

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



I've experienced the good, the bad, and the ugly of software management practices. It's because of these experiences that I'm so passionate about software management. Whether you're a new manager or a seasoned one, this conference — with its dedication to great software management — has a lot to offer you. Use it as your forum to share difficulties, challenges, and solutions, and to see what others have done with similar challenges.

I know you'll learn a lot from this event, and I look forward to seeing you in Anaheim.

Sincerely,
Johanna Rothman
Rothman Consulting Group, Inc.

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.

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 for additional information.

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

W1

Deadlines, Defects, and Risk: Managing the Three-Headed Dragon
Michael Mah,
Cutter Consortium

W7

Project Management Lessons from the Frontlines
Andy Kaufman,
Institute for Leadership
Excellence and
Development

IMPROVING

W2

Avoiding Project Failure
Payson Hall,
Catalysis Group, Inc.

W8

Iterative Software Development — From Theory to Practice
Amir Tomer,
RAFAEL Ltd.

ADVANCED TOPICS

W3

Requirements Workshops: What, Why, and How
Ellen Gottesdiener,
EBG Consulting, Inc.

W9

Team-Based Development: Truth from the Trenches
Bobbi Antonucci,
Blackboard, Inc.

10:15

11:30

12:30

2:00

3:00

3:30

4:45

Lunch • Visit The EXPO

W13

Project Management in the e-World
Bonnie Vaughan,
TeraQuest

W14

Get Real! Creating Realistic, Actionable Project Schedules
Rex Black,
Rex Black Consulting
Services, Inc.

W15

Requirements Are Requirements Are Requirements — Not!
Robin Goldsmith,
GoPro Management, Inc.

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**
Don Winter, TRW Systems

9:30 **Networking Break • Visit The EXPO**

GETTING STARTED

T1

eXtreme Programming: Managing Agile Development
Robert Martin,
Object Mentor Inc.

10:00

11:00

11:30

12:30

2:00

3:00

3:30

4:30

Networking Break • Visit The EXPO

T7

Building a Learning QA Organization
Bill Goleman,
Mangosoft, Inc.

T8

A Reliable Deploy Application
Bhushan,
Hewlett-Packard

Lunch • Visit The EXPO

T13

Teams, Governance, and the Evolution of Social Systems
Russell Roundtree,
Landmark Graphics

T14

A Unified Software Development Process
Wael Amr,
IT Worx

Networking Break — Center

Program Management a
Irene Dec, The Prudential Insurance

Moderated Birds-of-a-Feather

E-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

**Course in
Managing Expectations**
Garten,
Associates

ADVANCED TOPICS

T3
**How to Juggle Multiple
Projects and Play to
the Strengths of
Your Team**
Terri Devlin,
Agilent Technologies

The EXPO

**Building a
Scalable Build-and-
Operate Process for Web
Applications**
Gupta,
Packard Company

T9
**Why Are My Pants
on Fire?**
Elisabeth Hendrickson,
Quality Tree Software, Inc.

**Building a
Business Model for
Software Management**
in,

T15
**Software Management:
Taking Off the Blinders**
Gerald M. Weinberg,
Weinberg & Weinberg

Center Lounge

Software and IT: Deliver the Goods!
Insurance Company of America

Workshop 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

F1

Put Your Power to Work!

Dale Emery,
Sun Microsystems

11:15

F3

Read My Lips: No New Models!

Karl Wieggers,
Process Impact

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.

PlanView, Inc.

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

SM 2002 sponsors who are exhibiting at the EXPO are listed in bold.

For Sponsor/Exhibitor news and updates, visit www.sqe.com/sm/exhibit.asp.

WEDNESDAY, FEB. 13

10:15 A.M.

W1 Getting Started

Deadlines, Defects, and Risk: Managing the Three-Headed Dragon

Michael Mah, Cutter Consortium

The commercial pressures of the economy and the need for speed often impose unwieldy deadlines for software projects. Yet the nature of software projects demands that teams deal with constant change and scope growth within these fixed deadlines. By understanding software project dynamics, managers empower themselves to make better decisions about promised functionality, thereby controlling the very factors that degrade software quality and reliability. This presentation addresses why software development, an example of “knowledge work,” is different from other types of work, and how knowing its behavioral laws can help managers avert disaster.

- Discover common mistakes in metrics, estimation, and project negotiation
- Address critical flaws in traditional planning processes
- How to use productivity baselines for “reverse estimation”

W2 Improving

Avoiding Project Failure

Payson Hall, Catalysis Group, Inc.

Let’s face facts: Software projects fail more often than they succeed — and nothing a project manager does will ever completely eliminate the possibility of failure. But there are steps an organization and you as a project manager can take to detect problems early and avoid classic mistakes. This presentation is designed for project managers and sponsors who want to reduce their risk of project failure and improve their ability to successfully deliver.

- Detect warning signs of troubled projects
- Break down the barriers to failure avoidance
- Construct mitigation strategies for common problems

W3 Advanced Topics

Requirements Workshops: What, Why, and How

Ellen Gottesdiener, EBG Consulting, Inc.

Are you wasting time and resources on unproductive requirements or design meetings that leave everyone confused? There is a better way. Requirements workshops, such as Joint Application Design, aren’t traditional meetings. They’re focused, highly productive events attended by carefully selected stakeholders and led by a neutral facilitator. Requirements workshops are used to scope, discover, define, and reach closure on business and user requirements. They promote trust, mutual understanding, and strong communications among project stakeholders, and produce deliverables that structure and guide development. In addition to enhancing teamwork on your project, requirements workshops can also be fun and motivating.

- Find out how workshops differ from meetings
- How to weave needed roles, skills, and quality assurance into the requirements process
- Set up an effective workshop using workshop best practices

11:30 A.M.

W7 Getting Started

Project Management Lessons from the Frontlines

Andy Kaufman, Institute for Leadership Excellence and Development

In the natural world, systems tend to go from order to disorder. The same often happens with projects, teams, and organizations. Fortunately, there are things we can do as project leaders to improve our ability to thrive within chaotic project environments. In this session, you’ll join fellow project leaders and managers in a frank discussion about practical lessons learned through real-world experience.

- Learn to do more than just live with chaos
- Come to grips with uncertainty, complexity, and change
- Get practical tips, tools, and ideas you can apply to your projects right away

W8 Improving

Iterative Software Development — From Theory to Practice

Amir Tomer, RAFAEL Ltd.

Iterative or incremental software development appears to be a promising software process approach, and it looks great in theory. However, it’s anything but simple when it comes time to apply it to real projects. Iterative development is even more difficult to implement when your staff is familiar — and comfortable — with the waterfall method. Amir Tomer illustrates how a leading company in Israel created a software development plan template and adapted it to the iterative process.

- Identify the core differences between iterative and waterfall software development
- Address the possible difficulties in applying the iterative process
- How to shift your staff towards iterative development

W9 Advanced Topics

Team-Based Development: Truth from the Trenches

Bobbi Antonucci, Blackboard, Inc.

As software professionals, the products we deliver are the totality of the services, documentation, software, and hardware required to produce a solution for customers. But how often do we find ourselves ready to deliver a software product, yet we still don’t have the services to support it? And how often does a product reach the testing phase even though it’s lacking some critical requirements? Team-based management is a solution to these common — but major — problems. Bobbi Antonucci describes the machinations of team-based software development and the issues it resolves.

- Discover methods for deploying team-based software development
- How to train team-based participants for success
- Tactics to improve productivity and decrease errors

WEDNESDAY, FEB. 13

2:00 P.M.

W13 *Getting Started*

Project Management in the e-World

Bonnie Vaughan, TeraQuest

Successful project management in today's e-world depends on more than just solid project planning and tracking skills. A thorough understanding of the unique issues and opportunities faced by e-projects, as well as an in-depth knowledge of the scope and integration needs of these complex projects, is essential. This presentation steers participants through the maze of issues that confronts any e-world project, including its business application, infrastructure, portal, customer experience, content management, and communication requirements.

- Learn e-world project management process tailoring
- Discover e-world project scope and integration considerations
- Highlight typical e-world development issues — and proven responses

W14 *Improving*

Get Real! Creating Realistic, Actionable Project Schedules

Rex Black, Rex Black Consulting Services, Inc.

The preparation of a realistic, practical project schedule is an essential management function for obtaining stakeholder commitment, setting expectations, and communicating within the team and organization what is achievable. Doing this preparation well is another challenge — one that must be conquered. Rex Black helps participants see the bigger project scheduling picture by focusing on issues such as constituent tasks, the underlying dependencies between them, and the risks attached to the completion of those tasks.

- Penetrate scheduling complexities and create clear, readable project plans
- Learn why “stretch goals” don't work for project scheduling
- How to build trust and team commitment through realistic scheduling

W15 *Advanced Topics*

Requirements Are Requirements Are Requirements — Not!

Robin Goldsmith, GoPro Management, Inc.

“This isn't what I need,” states Customer Bob. “But it's what you said you wanted,” replies Engineer Joe. “It's not right. I need something else.” We've all encountered this classic users-don't-know-what-they-want scenario. The fact that software professionals continue to have this same experience over and over again suggests that we're overlooking the real reasons for the user/engineer disconnect. This presentation contrasts the different uses of the term “requirements” as it explores the possible solutions to improving understanding between business people and technical people.

- Discover the real reasons we have difficulty defining requirements
- Learn key techniques for defining business requirements
- Uncover the true nature of business/user requirements

THURSDAY, FEB. 14

10:00 A.M.

T1 *Getting Started*

eXtreme Programming: Managing Agile Development

Robert Martin, Object Mentor Inc.

eXtreme programming (XP) has captured the attention of the industry by challenging many cherished beliefs held about software development and management. Not only that, it's actually delivered against those challenges. As a development process, XP focuses on producing sound software architectures while delivering required functionality to customers on time and within budget. It uses iterative development along with other controversial yet effective techniques to get the job done. Robert Martin gives us the real scoop on why XP has enjoyed so many successes, and how it can and will continue to flourish in business development environments.

- Find out what XP really is
- Learn how to test in an XP environment
- Discover the documentation requirements of XP

T2 *Improving*

A Short Course in Managing Expectations

Naomi Karten, Karten Associates

Have you ever delivered exactly what your customers said they wanted, and still they were dissatisfied? This session uses a case study of one such experience as the basis for introducing information, tools, and guidelines to help you better manage expectations. Naomi Karten addresses issues such as how to build a strong foundation, avoid conflicting interpretations, implement effective feedback-gathering processes, and understand the other party's perspective.

- Learn to be a successful expectations manager
- Identify sources of misinterpretations, then avoid them
- Realize the importance of asking the right questions

T3 *Advanced Topics*

How to Juggle Multiple Projects and Play to the Strengths of Your Team

Terri Devlin, Agilent Technologies

As a project manager, do you find yourself managing multiple projects with deadlines that parallel — and often conflict with — one another? In addition to stress, a situation like this can cause confusion to the central person responsible for each of the outcomes. Terri Devlin explains how methodologies that play to the strengths of the project team members can reduce confusion while boosting success. Whether you're working directly with a customer or tracking definitions, design, implementation, and test, you can find a project management strategy that works for you and your team.

- Learn to manage multiple projects
- How to employ the techniques of iterative software management
- Identify ways to challenge organizational processes in order to improve them

THURSDAY, FEB. 14

11:30 A.M.

T7 *Getting Started*

Building a Learning QA Organization

Bill Goleman, Mangosoft, Inc.

As managers, we're stewards of our company's assets. Each team's capacity to learn — and rate of learning — should be treated as something to be developed, just like coding skills and other intangible corporate assets. Like many software teams, the QA team needs to be able to ramp up fast. However, due to the diversity of projects and customers, they need to know and grow even faster than most. Bill Goleman shares tricks of the learning trade and shows managers how to enhance team learning skills at little or no cost to the company.

- Learn to manage and cultivate your QA team's ability to learn
- Identify methods that build a team of people with learning as a primary goal
- How to create a culture of learning in your own team

T8 *Improving*

A Reliable Build-and-Deploy Process for Web Applications

Bhushan Gupta, Hewlett-Packard Company

While the Internet provides an array of powerful tools and utilities for developing Web applications, it also requires adequate usage management of these resources. Failing to manage usage could result in significant project setbacks, including delayed initial deployment and prolonged down time on your Web site. Bhushan Gupta discusses a process that takes build-and-deployment activity from a simple manual ritual to an on-demand, fully automated activity. He even illustrates how failures can occur and offers solutions to avoid them.

- Create realistic build-and-deployment goals
- Utilize an incremental approach and stepwise refinement to enrich the process
- Minimize your build and deployment failures

T9 *Advanced Topics*

Why Are My Pants on Fire?

Elisabeth Hendrickson, Quality Tree Software, Inc.

Sometimes it seems we software managers are so busy responding to crises that we don't have time to go back and figure out how we got in the mess to begin with. Using real-world examples, Elisabeth Hendrickson explores some of the most common causes of constant crisis mode, and what you can do to break the pattern. This presentation arms you with fire prevention tools — and fire-resistant pants.

- How to identify the root cause of crises
- What to do when you discover your chief firefighter is also an arsonist
- When and how to let some fires burn in order to prevent others

2:00 P.M.

T13 *Getting Started*

Teams, Governance, and the Evolution of Social Systems

Russell Roundtree, Landmark Graphics

While there are good reasons to use teams for software projects, there are also many well-documented challenges and pitfalls. One of the most important decisions for any team is the governance model they choose to abide by. By examining how social systems evolve and the different types of decision-making models they use, we can successfully modify our team approach, especially when work — like software development — is technical and creative in nature. This presentation shows you how to use this context to apply these social structure principles to extract maximal benefits from your team.

- Identify the role of a project team as a social structure
- Use evolving social systems to improve your team's dynamics
- Find out how cultural assumptions can blind us during team conflict

T14 *Improving*

A Unified Model for Software Management

Wael Amin, IT Worx

This is the presentation that puts all the concepts into perspective. The speaker constructs a model of the software development company as a layered organization comprised of core values at the center, then radiating out to best practices, software lifecycles, software management processes, and finally support tools and systems. Wael Amin reveals how to understand an organization's culture, identify its core values, adopt best practices, and more. His exploration runs the gamut from corporate vision to delivering quality.

- Map the relationships between culture, values, best practices, software lifecycles, management processes, and supporting tools and systems
- Identify, communicate, and foster corporate values
- Learn to take a holistic view of the software development organization in order to better align its components

T15 *Advanced Topics*

Software Management: Taking Off the Blinders

Gerald M. Weinberg, Weinberg & Weinberg

Are you blinded by your workload? If so, it's time to stop and take a good look around. To be successful, or to maintain success, it's critical that software managers make time to objectively take stock in their teams and what their teams are producing. In this session, Gerald M. Weinberg discusses some of the ways you see your staff and your projects, then shows you a couple of techniques to see them better.

- Learn objective ways to evaluate your software development team
- Gain insight into your team's — and customers' — motivations
- Get clarity of vision about your team, your products, and your organization

T S E S S I O N S

FRIDAY, FEB. 15

10:00 A.M.

F1

Put Your Power to Work!

Dale Emery, Sun Microsystems

Power is the ability to create value. If you want to create more value in your organization, you must learn to tap the abundant resources of power. The four most abundant power sources are 1) your own inner resources; 2) the physical world; 3) interacting with another person; and 4) working in teams to achieve a shared purpose. Winner of Best Presentation at SM 2001, Dale Emery returns to help you learn to harness your own power resources — for your benefit and the benefit of others.

- Explore ways to use power wisely and compassionately
- Create value for yourself and other people
- Learn to utilize four abundant sources of power

11:15 A.M.

F3

Read My Lips: No New Models!

Karl Wieggers, Process Impact

These days, it seems everyone who wants to make a mark in the software world feels the need to invent a new model or methodology. While such models provide useful frameworks for structuring our thinking and practices, enough already! Karl Wieggers contends we don't need any more new and improved models for software engineering. Rather, we need to encourage a majority of developers to consistently and effectively apply the practices that have already been shown to work.

- Why — with a few exceptions — we don't need any more models
- The inadequate education and awareness of industry best practices
- How we can select from many options for managing our projects effectively

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SM 2002 IS A TWO-FOR-ONE EVENT!

Your registration for SM 2002 means you also get access to the Applications of Software Measurement (ASM 2002) conference, a co-located event with its own schedule of featured presentations. This extremely popular measurement event offers a wealth of information that's easily combined with the SM program to help you measure — and quantify — software project data. Ed Weller of Software Technology Transition returns as program chair.

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 moving toward accurate metrics can improve the development process and yield project success. Offering valuable insight from software professionals that 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 conference content is made up of the strategies, challenges, and achievements of real software projects and professionals.



MEASURE 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.

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	Introduction			
8:45	Why Nobody in Our Business Can Estimate — <i>Tim Lister, Atlantic Systems Guild, Inc.</i>			
9:45	Networking Break • Visit The EXPO, 9:45 a.m.–6:00 p.m.			
	GETTING STARTED		IMPROVING	
10:15	W 4	Software Sizing: There is an Easier Way David Herron, The David Consulting Group	W 5	Solid Software: Is It Rocket Science? Shari Lawrence Pfleeger, Systems/Software, Inc.
			W 6	Sorting Out Six Sigma and the CMM David Card, Software Productivity Consortium
11:30	W 10	Function Points! It's Our Middle Name Scott Goldfarb, International Function Point Users Group	W 11	Refocusing Software Development in the New Economy Ram Chillarege, Chillarege Corp.
			W 12	Measurement and the CMM: How Measurement Practices Evolve Charles Weber, TeraQuest Metrics
12:30	Lunch • Visit The EXPO			
2:00	W 16	Activity-Based Cost Estimating for Web-Based Software Avon Leong, Charles Schwab & Co., Inc.	W 17	IS and IT Benchmarking: Current Status Mark Czarnecki, Benchmarking Networks
			W 18	Understanding Variation and Stability: The Key to Managing Your Software Process Anita Carleton, Software Engineering Institute
3:00	Networking Break • Visit The EXPO			
3:30	High Maturity Benefits and Bogosity — <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	Measurement: The CEO Viewpoint — <i>Don Winter, TRW Systems</i>			
9:30	Networking Break • Visit The EXPO, 9:15 a.m.–2:00 p.m.			
	GETTING STARTED		IMPROVING	
10:00	T 4	Software Customer Satisfaction Surveys Linda Westfall, The Westfall Team	T 5	Failure Is Not an Option: 24 x 7 on the Web Ed Bryce, Reality Test
			T 6	Using a Process Database for Transition to CMM Level 4 Rick Hefner, TRW
11:00	Networking Break • Visit The EXPO			
11:30	T 10	Communicate and Define the Value of Performance in Dollars and Cents Nancy Acree, CAD/CAM Products and Services	T 11	No Survivors! Identifying, Detecting, and Preventing Software Mutants Charles Schultz, Motorola
			T 12	Orthogonal Defect Classification at Cisco David Hsiao, Cisco Systems
12:30	Lunch • Visit The EXPO			
2:00	T 16	Managing Your Outsourcing Contract Through Metrics Koni Thompson, The David Consulting Group	T 17	Problem Resolution Cycle Time Optimization Don Porter, Motorola
			T 18	A Common Sense Approach to Statistical Process Control Steven H. Lett, The David Consulting Group
3:00	Networking Break — Center Lounge			
3:30	Program Management and IT: Deliver the Goods! — <i>Irene Dec, The Prudential Insurance Company of America</i>			
4:30	Moderated Birds-of-a-Feather Sessions			

Friday, February 15

8:30	Special Panel Discussion Mentors, Models, and the Making of Managers — <i>Moderator: Esther Derby (Esther Derby Associates, Inc.)</i> <i>Panelists: Bob Schatz (Liquent), Eileen Strider (Strider & Cline, Inc.), Johanna Rothman (Rothman Consulting Group, Inc.), and Gerald M. Weinberg (Weinberg & Weinberg)</i>	
9:30	Networking Break — Center Lounge	
10:00	F 2	Strategic Measures Using the Balanced Scorecard David Szymanski, First National Bank of Omaha
11:15	F 4	The Business Case for Software Quality Richard Bender, Bender & Associates
12:15	Wrap-Up Session	
1:30	Measurement 101: Structuring a Start-Up Program <i>Robin Goldsmith, GoPro Management, Inc.</i>	The IFPUG Certified Function Point Specialist Exam

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.*

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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.

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). Make all checks payable to Software Quality Engineering. Register directly on the Internet at www.sqe.com/smasm or send email to 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: _____

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