



The Sixth Annual SEI Member Awards

Aldo Dagnino has established a strong track record and professional reputation for innovative approaches in applying SEI technologies to industry.

Phil Hill constantly refers new colleagues to SEI Member Services, all while serving as vice president and director for American Systems, where he does consulting, leads appraisals and conducts training.

Madhumita Poddar Sen works as a senior program manager in “delivery excellence” for IBM India and works to help the organization achieve high maturity and sustain a continuous level of improvement.

These three individuals are leaders in their respective fields. They are among the best and the brightest of our SEI Membership roster and, for the last year, have represented the excellence and leadership for which the SEI Member award winners are known.

Every December, SEI Member Services will dedicate *The Monitor* to providing you, our readers, with everything you need to nominate yourself or another SEI Member for one of three prestigious awards for work in software and systems engineering and related disciplines. This issue will tell you all you need to know about nominating a member (page 2) and provide inspiration by highlighting the amazing accomplishments of our past winners (page 4). This edition of *The Monitor* also contains an SEI Member profile (page 5) featuring Jeff Dalton and his research into CMMI and Agile.

So let's get started. Think about the past year. Can you identify a fellow SEI Member who has made a significant impact in the community? Maybe it's you?

There are three categories—Advocate, Contributor, and Representative—and three opportunities to recognize an SEI Member who is really making a difference.

A few questions to get you started

In the last year, can you think of an SEI Member (maybe even yourself) who has won an award or been recognized by an organization, their peers, or a professional association?

Do you know an SEI Member who has authored or co-authored a recent publication?

Do you know an SEI Member who has created or refined an innovative concept or approach to problem solving?

Or, do you know an SEI Member who is about to, or already has started groundbreaking research in their field?

Even better, do you know an SEI Member who is making an impact or mentoring a younger professional or student?

Nominate yourself or another SEI Member today. It's easy and takes about 10 minutes to recognize someone whose work is making an impact.

We've made it easy for you...

Complete an online nomination form via SurveyMonkey at www.tinyurl.com/5dm7vd or email us at membership@sei.cmu.edu and we'll send you a form.

Or visit our SEI Membership Page at www.sei.cmu.edu/membership where you can download a form, complete it and fax it back to SEI Member Services at 412-268-6257.

2 The SEI Member Awards & Need-to-Knows

3 Ask the Experts & SEI Technical Reports and Notes

4 SEI Member Awards Honor Roll

5 Member Profile: Jeff Dalton

6 Win a Free SEI Membership!

SEI Membership
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From Left: Aldo Dagnino, winner of the SEI 2007 Member Contributor Award; Phil Hill, winner of the SEI 2007 Member Advocate Award, with SEI Director, Dr. Paul Nielsen; and Madhumita Poddar Sen, winner of the SEI 2007 Member Representative Award.



Go paperless! If you would like to receive an email containing a PDF version of *The Monitor* instead of a printed version, email membership@sei.cmu.edu.

About the Awards

The annual SEI Member Awards recognize those SEI members who have had a significant impact on our community by facing a specific problem or challenge, implementing an innovative solution, or achieving measurable results in one of the following categories:

SEI Member Advocate

Nominees for the SEI Member Award for Outstanding Advocate demonstrate leadership qualities by actively engaging the SEI member community. These nominees lead by example to provide exceptional support, promotion, and sponsorship of SEI membership to further the development of the member community. Maximizing and utilizing their member benefits to the fullest, these prominent voices strengthen the network and contribute ideas that influence and shape our Membership program.

SEI Member Contributor

Nominees for the SEI Member Award for Outstanding Contributor are those whose achievements resulted in a lasting positive change to the member community and/or its constituency. These nominees have made an exceptional contribution to the member community through networking, volunteering, or providing service or training. They may also have shared their knowledge and experiences through presentations or publications.

SEI Member Representative

Nominees for the SEI Member Award for Outstanding Representative display independent and innovative thinking, providing significant and noteworthy contributions to the broader community. Leaders and advocates, they are recognized by the community as accomplished pioneers of principles and practices in software and systems engineering.

They eagerly initiate problem solving and are willing to explore alternate solutions and forge inventive methods for continuous process improvement.

Who's Eligible?

Only current, active SEI members are eligible to be nominated for or receive SEI Member Awards. In addition to nominating others, an SEI member can nominate himself or herself, or be nominated by a peer or manager.

Make sure you submit your nomination by **January 9, 2009**.

A person can nominate as many individuals as he or she wants. Winners will be notified on or before **January 30, 2009**. Only one SEI Member Award will be given for each category.

Need-to-Knows

When Does the Awards Ceremony Take Place?

Winners will be recognized at the annual SEI Member Assembly. Details will be forthcoming.

What Do Award Recipients Receive?

- Be recognized at the annual SEI Member Assembly
- Receive an engraved award
- Receive a certificate of nomination
- Be acknowledged by their peers and through SEI Member publications throughout the year
- Be featured in the April 2009 issue of *The Monitor*

How do you nominate someone?

We've set up three easy ways. You pick the one that's easiest for you.

- 1 Go to www.tinyurl.com/5dm7vd and complete the online nomination form by **January 9, 2009**. Please submit separate forms for each nomination that you submit. **Note:** You may not nominate a person for more than one category.
- 2 Visit the SEI Membership home page, www.sei.cmu.edu/membership, where you will be able to download a nomination form, fill it out and fax it to 412-268-5758 by **January 9, 2009**
- 3 Contact SEI Membership Services at membership@sei.cmu.edu and we will email you a form or call us at 412-268-5800 or 888-201-4479.

Questions?

Contact SEI Membership Services by phone at 412-268-5800 or 888-201-4479, or send an email to membership@sei.cmu.edu

New Course Offering in Tokyo

Take Improving Process Performance Using Six Sigma in Tokyo this January

If you want to learn a hands-on problem-solving approach to data analysis, taking the SEI course Improving Process Performance Using Six Sigma (IPSS) is the first step.

The course, which provides participants with a toolkit of analysis methods and leverages industry best practices such as Six Sigma and Goal-Driven Measurement, is being offered in Tokyo, Japan on January 26-30, 2009. Key concepts in data analysis—including statistical thinking, the 7 Basic Tools, and root cause analysis—are introduced through lectures and extensive practice sessions using real-life case studies and project data. Participants learn a framework in the form of tools, methods, and practices for analyzing data to make more informed business decisions about project and process performance, quality, schedule, and cost.

IPSS is an element of several popular SEI credentials, including the SEI Certificate in CMMI and SEI-Certified Instructor for Improving Process Performance Using Six Sigma.

For more information about IPSS and to register, visit www.sei.cmu.edu/products/courses/p49b.html.

Ask the Experts

Every month, Deen Blash, Ross Chapman, and Shane McGraw—our customer relations representatives and experts on what's out there on the web—answer a reader's question. To submit your question for the December edition of *The Monitor*, please email customer-relations@sei.cmu.edu.

Question: How do I become a Lead Appraiser to CMMI?

For CMMI (www.sei.cmu.edu/cmmi) the SEI supports appraisals through the Standard CMMI Appraisal Method for Process Improvement (SCAMPI) and the Lead Appraiser program (www.sei.cmu.edu/appraisal-program). To perform SCAMPI appraisals, you must complete the SCAMPI Lead Appraiser requirements which can be found online at www.sei.cmu.edu/partners/cmmiv1.2/scampila/authorize.html.

Start by looking into the SEI Partner Network (www.sei.cmu.edu/partners). The SEI Partner Network disseminates trusted, leading-edge, SEI methods and technologies throughout the worldwide software engineering community. SEI Partners are organizations that are carefully licensed and monitored by the SEI to deliver official SEI courses, methods, and processes. SEI Partners for SCAMPI appraisal services (www.sei.cmu.edu/partners/cmmiv1.2) will be able to sponsor candidates to become SCAMPI Lead Appraisers. SCAMPI Lead Appraisers are authorized to train appraisal teams about the SCAMPI method, and lead appraisals on behalf of an SEI Partner. Review the authorization process (www.sei.cmu.edu/partners/cmmiv1.2/scampila/authorize.html) for more details.

SEI Technical Reports and Notes

The following SEI technical reports and notes have been published. Please visit the accompanying URLs to download a free copy.

Proceedings of the International Workshop on the Foundations of Service-Oriented Architecture (FSOA 2007)

www.sei.cmu.edu/publications/documents/08.reports/08sr011.html

Grace A. Lewis & Dennis B. Smith
CMU/SEI-2008-SR-011

CMMI High Maturity Measurement and Analysis Workshop Report: March 2008

www.sei.cmu.edu/publications/documents/08.reports/08tn027.html

Robert W. Stoddard II, Dennis R. Goldenson,
Dave Zubrow, & Erin Harper
CMU/SEI-2008-TN-027

CMMI or Agile: Why Not Embrace Both!

www.sei.cmu.edu/publications/documents/08.reports/08tn003.html

Hillel Glazer (Entinex, Inc.)

Jeff Dalton (Broadsword Solutions Corporation)

David Anderson (David J. Anderson & Associates, Inc.)

Mike Konrad

Sandy Shrum

CMU/SEI-2008-TN-003

CMMI Roadmaps

www.sei.cmu.edu/publications/documents/08.reports/08tn010.html

Jan Jaap Cannegieter, Andre Heijstek, Ben Linders, &

Rini van Solingen

CMU/SEI-2008-TN-010

Need inspiration? Check out the 2008 Member Award Winners

SEI Member Advocate

The SEI Member Advocate award is given to an individual who has made a far-reaching, sustained contribution to the promotion and support of the SEI Membership program by actively engaging in the software community.

Phil Hill, vice-president and director of IT optimization for American Systems

Phil Hill was nominated for the award because he is a great advocate for the SEI Membership Program and always refers colleagues and friends to join. He has established a reputation for excellence by helping companies implement proven methods for project management, quality management, and configuration management in various industries.

“Phil Hill brings expertise as a seasoned program manager and former program office director to his role as an instructor,” wrote the individual who nominated him. Hill is a certified software quality engineer (CSQE), project management professional (PMP®) and a graduate of the Institute of Configuration Management, skilled in the implementation of Configuration Management II (CMII). He is a licensed project management instructor and Parenthood Drug Association (PDA) auditor. Hill, a SCAMPI Lead Appraiser, has completed training at the SEI and is authorized to teach *Introduction to CMMI for Development v1.2*.

SEI Member Contributor

The SEI Member Contributor award is given to an individual who has made an exceptional contribution to the SEI Member community through networking, volunteering, and sharing experiences and knowledge.

Aldo Dagnino, software architecture and technology program lead at ABB

“Aldo Dagnino has established a strong track record and professional reputation for innovative approaches in applying SEI technologies in industry,” wrote Karen Smiley, who works with Dagnino at ABB corporate research in Raleigh, N.C. and who nominated him for the award. As software architecture and technology program lead at ABB, Dagnino works with development groups that create products which are increasingly software-intensive, to improve on the architecture of their systems.

In addition to his work at ABB, Dagnino serves as an adjunct professor at North Carolina State University, where he teaches software engineering courses and also conducts joint research with faculty members at the university’s department of computer science. Dagnino, who holds both master’s and Ph.D. degrees in systems designs, and also speaks fluent Italian, Spanish, and English.

SEI Member Representative

The SEI Member Representative award is given to an SEI Member who is recognized by the software community as an accomplished pioneer of principles and practices in software and systems engineering.

Madhumita Poddar Sen, senior program manager, delivery excellence, IBM

Madhumita Poddar Sen has dedicated her career to understanding the intent of CMMI and employing it in an innovative way at IBM to help the organization achieve high maturity and sustain continuous improvement. IBM India, which has more than 15,000 employees, has completed Level 5 appraisals in six locations throughout India including Calcutta and Bangalore where Sen lives and works.

Sen presents at numerous conferences. At SEPG North America 2008, she led a panel session with four other high maturity lead appraisers. She is an authorized SCAMPI High Maturity Lead Appraiser and, for the last three years, has worked as an IBM-sponsored research affiliate in the SEI’s Software Engineering Measurement and Analysis (SEMA) group. Sen also served as a reviewer for the SCAMPI Lead Appraiser Body of Knowledge (SLABOK).

SEI Member Awards Honor Roll

2007 Member Award Winners

Outstanding Advocate

Kathy Gallucci

Outstanding Contributor

Rakesh Radhakrishnan

Outstanding Representative

Jeffrey Schwalb

2006 Member Award Winners

Outstanding Advocate

Michael J. Hedaria

Outstanding Contributor

Marilyn Phillips

Outstanding Representative

Jason M. Jackson

2005 Member Award Winners

Outstanding Advocate

SSG. Ned H. Kelley, Jr.

Outstanding Contributor

Ron Lachell

Outstanding Representative

Paul J. Kimmerly

2004 Member Award Winners

Outstanding Advocate

Kirti Bhatt

Outstanding Contributor

James Nash

Outstanding Representative

Pedro Fong



Member Profile

Jeff Dalton

www.askthecmmiappraiser.com/

A recent, abridged post from *Ask the CMMI Appraiser*

Question: Our company achieved ML3 two years ago. Can we go directly to Maturity Level Five, and skip ML4?

Answer: Let's differentiate between SCAMPI "A" Appraisals and the process improvement work that needs to take place to be "performing at a level of maturity."

You can skip a SCAMPI A appraisal, so the short answer is "technically you could" go directly to a Maturity Level Five SCAMPI A appraisal.

The longer and more accurate answer lies in the realization that all of the work in the ML4 PA's (OPP and QPM) will STILL need to happen because CAR and OID (ML5 PAs) depend upon a statistical understanding of process performance that includes Process Performance Baselines and Process Performance Models that are used by your projects.

There are some companies that have developed a robust statistical understanding of their process performance, including PPBs and PPMs, and have used them to quantitatively plan and manage projects, but have chosen to not conduct a ML4 SCAMPI A Appraisal. Then they develop and deploy processes for OID and CAR, and eventually conduct a ML5 SCAMPI A appraisal.

This may be a risky strategy though. What if you conduct your ML5 appraisal and all of the work you've done for OPP and QPM is inadequate? What if you misunderstood the very specialized content of the High Maturity process areas? What if your data set is statistically invalid?

If you're trying to do this to save money, I would argue that the cost of the SCAMPI A is insignificant compared to the effort you are putting towards achieving high maturity performance, and in the grand scheme of things it's not worth the extra risk.

SEI Member Jeff Dalton is committed to fixing the misperception that CMMI (Capability Maturity Model Integration) is not compatible with Agile—a popular set of methods for software development that call for an incremental, iterative approach to delivering software and systems.

As Dalton—a business owner, researcher, and well-regarded blogger on Agile and CMMI—sees it, the two can work together and, in fact, complement one another.

"Instead of telling your organization, 'You need to be CMMI Maturity Level 3 by Tuesday,' we might say 'You should have 20 percent of it ready to go online in three months, another 20 percent in the next three months, and so on.'

Incrementally is better, that way continuous improvement gets embedded in your culture," explained Dalton who, for the last five years, has worked with companies and organizations applying Agile computing methods to process improvement through his Detroit, Mich.-based Broadword Solutions. "With a combination of Agile and CMMI, it's a holistic program. The whole purpose is, after we go away, it survives and thrives."

Dalton has spent the most recent years of his career exploring the synergies between the two initiatives in his own research and through his blog, *Ask the CMMI Appraiser*, which can be read online at www.askthecmmiappraiser.blogspot.com/. Through his blog he receives about 1,000 questions a month from around the globe.

In mid-November, the SEI published a technical report that Dalton co-authored with Hillel Glazer of Entinex, also an SEI Member and current visiting scientist; David Anderson of David J. Anderson & Associates; Mike Konrad, a senior researcher at the SEI; and Sandy Shrum, a senior writer/editor at the SEI.

The report explores the root causes of the misperceptions regarding the incompatibility of CMMI and Agile and also proposes that combining the two could dramatically improve business performance.

It may be read online at: www.sei.cmu.edu/publications/documents/08.reports/08tn003.html.

"We're going to be doing ongoing research," said Dalton, adding that he and his co-authors will also be presenting their results at SEPG North America 2009 in San Jose, Calif.

Dalton's early career touched upon different disciplines—all have led him to his current role. He received his earliest training as a classical string bass musician at the Peabody Institute of Music at Johns Hopkins University. For several years, he played bass with the Madrid and Mexico City symphonies.

In the early 1980s, he developed an interest in software and taught himself how to program in "C" for his research into how early additive synthesis is used in sound generation for films. Later he earned degrees in computer science. For the next decade, Dalton worked as a software engineer, architect, and project manager for a number of companies including EDS and Hewlett Packard.

Then Dalton transitioned into management consulting and worked six years as a senior manager and chief technology executive at Ernst & Young, followed by three years as VP of North American consulting for Intellicorp, Inc. It was these diverse career experiences that enabled Dalton to synthesize a career using creative and innovative solutions to help companies write better software as a consultant, Certified SCAMPI Lead Appraiser, CMMI Instructor, and author. He has taught the "Introduction to CMMI" course to more than 40 classes and has recently signed on to write a book, *Agile CMMI*, for Auerbach Publications.

"My career has been an evolution, starting as a classical musician, then a software programmer, and finally moving up to management consulting. Then I got interested in CMMI and haven't looked back since," he said.



Win a Free SEI Membership!

Do you know a coworker or colleague who could benefit from more networking opportunities and a close, personal relationship with the SEI?

Would you like to win a free, one-year SEI Membership valued at \$350?

From now until December 31, refer the most people to SEI Membership, and you can receive a free, one-year membership with all the benefits that you've grown accustomed to—countless networking opportunities, individualized attention, SEI course and conference discounts, and always being the first to know about important developments at the SEI.

All you have to do is tell a friend, colleague or coworker about all the ways you benefit from being an SEI Member. If they still need convincing, tell them to check out our website—www.sei.cmu.edu/membership.

When they join, ask them to indicate on their Membership Application (or to an SEI Member Representative) that you referred them. That's it. The SEI Member who makes the most referrals through December 31, receives a free, one-year Membership when it's time to renew.

Please direct your SEI Member recruits to our website—www.sei.cmu.edu/membership/join.html—and have them download an application, fill it out, and fax it to 412-268-6257. Or, have them call SEI Member Services at 800-201-4479 or email membership@sei.cmu.edu.