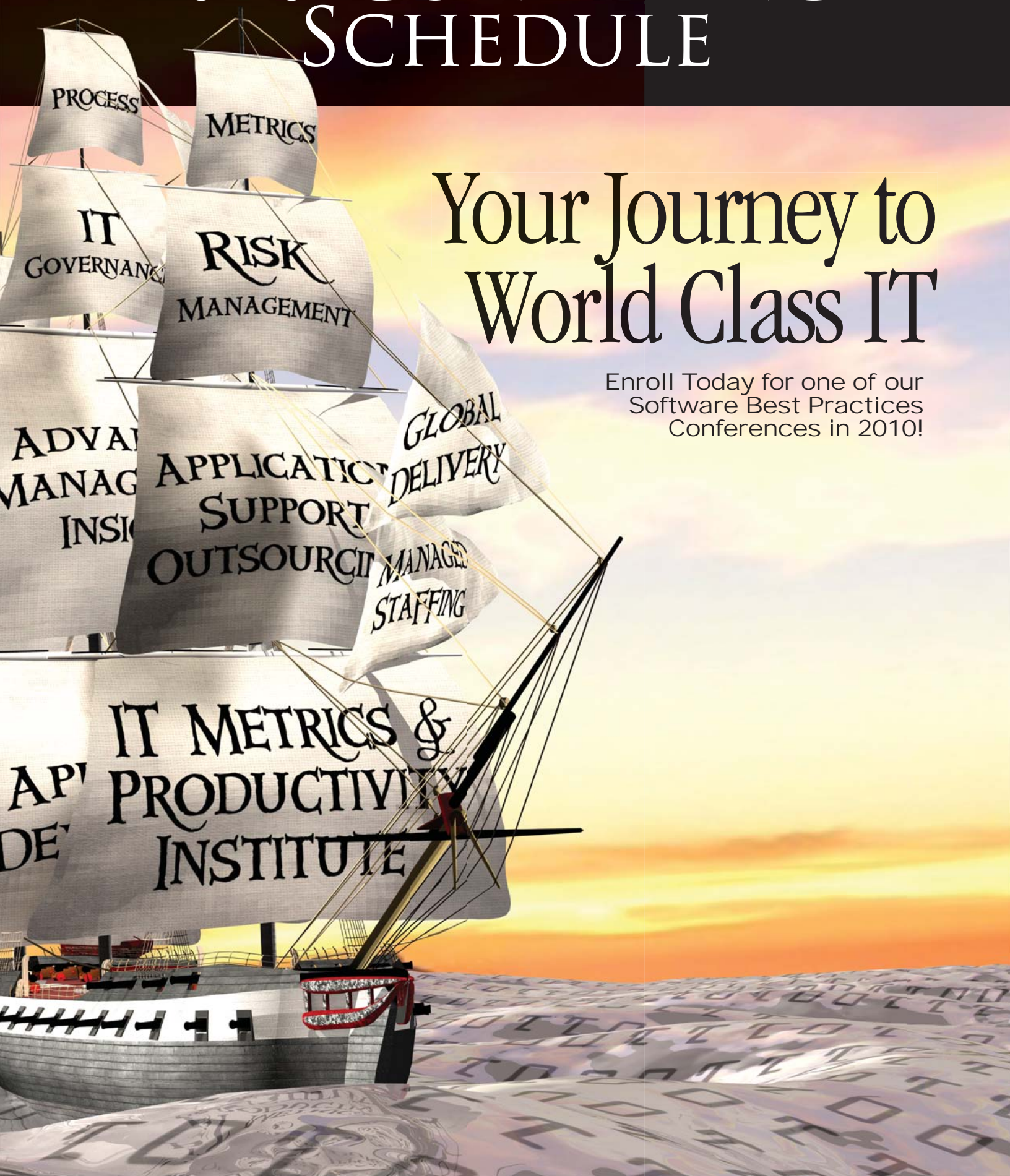


2010 CONFERENCE SCHEDULE

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GLOBAL DELIVERY

IT MANAGED STAFFING

IT METRICS & PRODUCTIVITY INSTITUTE

The 2010 Software Best Practices Conference

Cities & Dates

FULL-DAY CONFERENCE DATES						
DATE	CITY	SCHEDULED TOPICS				
Apr 15, 2010	Philadelphia, PA	BRODERICK Transitioning IT Work to China: How To Mitigate Risk and Achieve Success	WEI IT Outsourcing, Trends, and Opportunities in China	BENDIS Innovation with, and in, China	CHING Setting up Business in China: Legal and Non-Legal Considerations	
Apr 20, 2010	Detroit, MI	BROWN How to Answer 5 Key Software Maintenance Questions	GARMUS What are You Getting for Your Software Maintenance Dollars?	PRITCHARD The Truth About Transition Management	REIFER 12 Myths of Maintenance	RYAN Transforming IT Management for Dramatic Business Success
Apr 29, 2010	Chicago, IL	BASILI Metrics Based Management as a Core Competency	CHARETTE Risk and Maintenance	JONES Analysis of New Technologies	LAWHORN Transforming IT Management for Dramatic Business Success	NICKELS ITIL for Service Management, v. 3
May 20, 2010	Albany, NY	KAPPELMAN IT, Enterprise Architecture, and the Information Age Organization	BROWN Key Factors for Successful Service Level Agreements	LAWHORN Transforming IT Management for Dramatic Business Success	DRIBIN Service Level Agreements: The Good, The Bad, and The Ugly	
Sep 14, 2010	Baltimore, MD	DRIBIN Using Metrics to Become Excellent at Maintenance	JONES Geriatric Care for Aging Software	RYAN Transforming IT Management for Dramatic Business Success	PRITCHARD The Truth About Transition Management	REIFER 12 Myths of Software Maintenance
Sep 28, 2010	Detroit, MI	BURNS Practical QA Testing in a Configurable World	JONES Software Quality in 2010 - The State of the Art	KRASNER The ROI of Improving Software Quality	LAYMAN Techniques for Improving Software Quality	
Oct 13, 2010	Orlando, FL	CHARETTE Why Software Projects Fail	HERRON I'm Late, I'm Late, for a Very Important Date	KAPPELMAN Early Warning Signs of IT Project Failure	LAWHORN Ensuring Project Success through Automated Project Governance	
Oct 27, 2010	Rochester, NY	YOURDON 10 Most Important Software Engineering Ideas	DRIBIN What Gets Measured Gets Done	CHARETTE Risk & Maintenance	BROWN 5 Key Software Maintenance Questions	LAWHORN Transforming IT Management for Dramatic Business Success
Nov 16, 2010	Miami, FL	CHARETTE Why Do Software Projects Fail?	HERRON I'm Late, I'm Late, for a Very Important Date	LAWHORN Ensuring Project Success Through Automated Project Governance	YOURDON 10 Most Important Software Engineering Ideas	

HALF-DAY SEMINAR DATES				
DATE	CITY	SCHEDULED TOPICS		
Mar 18, 2010	San Antonio, TX	CHARETTE Risk Management & Maintenance	HESSMILLER Solving The IT Application Support Puzzle	KEITH Application Service Management - Using Metrics to Drive Results
Mar 25, 2010	Philadelphia, PA	BURNS Applying QA Testing in an Agile Development Methodology	KRASNER The ROI for Improving Software Quality	YOURDON Testing as a Proactive Strategy for Increasing Quality
Mar 30, 2010	El Segundo, CA	RYAN IT and the World Wide Manufacturing Revolution	GALORATH Sizing, Cost, Schedule and Risk for Software: A 10 Step Process	LAWHORN Transforming IT Management for Dramatic Business Success
May 04, 2010	Trenton, NJ	BROWN How to Answer 5 Key Software Maintenance Questions	RYAN Transforming IT Management for Dramatic Business Success	YOURDON Learning to Love Software Maintenance
May 18, 2010	New York, NY	SALVAGGIO Proactive Application Support to Boost your Bottom Line	KEITH Using Metrics to Drive Results	PETERS Driving Service, Quality and Credibility with Metrics
May 25, 2010	Toronto, ON	NEMES IT Cost Reduction	LOKINGER Improving Performance of IT Teams with a Domain Oriented Approach to Application Knowledge Management	KEITH Application Service Management
Oct 07, 2010	Tallahassee, FL	BROWN How to Answer 5 Key Software Maintenance Questions	JONES Software Maintenance and Enhancements	LAWHORN Transforming IT Management for Dramatic Business Success
Oct 21, 2010	Philadelphia, PA	GARMUS What are You Getting for Your Software Maintenance Dollars?	BROWN How to Answer 5 Key Software Maintenance Questions	RYAN Transforming IT Management for Dramatic Business Success

State-Of-The-Art Techniques for IT Management



Tony Salvaggio,
President of CAI and
Founder of CAI's IT Metrics &
Productivity Institute

This conference series is about learning how to dramatically improve the productivity and quality of the software development and maintenance organization. It's about increasing visibility and control in all of your IT initiatives. And it's about starting where the investments in software process improvement will do the most good right NOW.

Learn the Theory

You will learn how leading authorities have applied manufacturing principles and software best practices to the world of IT and software process management.

Learn From Case Studies

You will learn how the application of software best practices and IT process management techniques has produced 200-500% productivity improvements in large, complex IT environments.

Learn What Steps to Take

You will learn what must be done to achieve 50% software cost reductions, 90% software defect reductions, and 30% throughput increases.

Learn from IT Executives

You will learn how other IT executives have successfully made use of manufacturing principles and software best practices in their own IT organizations.

You will leave these conferences with a clear, proven approach on how to adapt these lessons to your own IT organization!

I look forward to joining you on this journey.

Best regards,

Tony



World Class Experts



Dr. Vic Basili

Former Director, Fraunhofer Center for Experimental Software Engineering



Dave Broderick

Director of Offshore Delivery, CAI



Ian Brown

Senior Associate, Booz Allen & Hamilton



Joe Burns

Quality Assurance Director, CAI



Dr. Robert Charette

President, ITABHI Corporation



Dr. Larry Dribin

President, Pearl Street Group



David Garmus

Founder, David Consulting Group (DCG)



David Herron

Founder, David Consulting Group (DCG)



Joe Hessmiller

Director, CAI Texas



Capers Jones

Chief Scientist Emeritus, Software Productivity Research (SPR)



Dr. Leon Kappelman

Director Emeritus, Information Systems Research Center



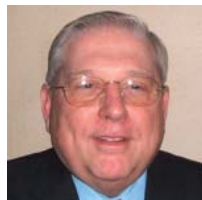
John Keith

Former CIO of Unilever North America



Dr. Herb Krasner

Senior Faculty Member, University of Texas at Austin



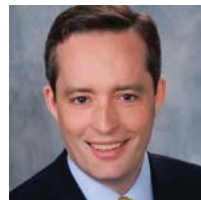
Bob Lawhorn

Chief Technology Officer, CAI



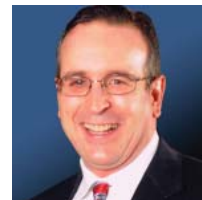
Beth Layman

Senior Director of Business Process Improvement, McAfee



Michael Milutis

Executive Director, IT Metrics and Productivity Institute



Clay Nickels

Principal Developer, CAI Managed Maintenance Consulting



Carl Pritchard

Founder, Pritchard Management Associates



Don Reifer

International Software Consultant



Janet Russac

President, Software Measurement Expertise, Inc.



James Ryan

Director, CAI Consulting



Tom Salvaggio

Managing Director, CAI



Guo Wei

President, Shanghai Newtouch Software



Ed Yourdon

Consultant, Speaker, Author

Real-World Knowledge

10 Most Important Software Engineering Ideas

This talk by **ED YOURDON** summarizes the ten most software engineering ideas that we have learned over the past 30-40 years, in the areas of peopleware, software processes, and technologies, so that today's IT executives can ensure that the 'basics' don't get overshadowed by the 'glitz' of new technology.

12 Myths of Software Maintenance

In this presentation, **DON REIFER** unravels the twelve most common myths about software maintenance. As part of his talk, Don will discuss how IT organizations can put the information he provides to work to improve the manner in which they perform their software maintenance tasks. For example, Don will recommend that IT groups focus on regression testing because such revalidation and testing represent as much as seventy-five percent of the work organizations perform during the operations and support phase of the life cycle.

Analysis of New Technologies

The software industry is extremely active in developing new methodologies and technologies. Many of these are effective, but some are not. This presentation by **CAPERS JONES** uses a standard analytic approach for evaluating the effectiveness of new and emerging technologies on software development productivity, software maintenance productivity, and software quality. The current version of this presentation uses recent data to analyze Agile development, extreme programming, the ITIL library, SCRUM sessions, Watts Humphrey's Team Software Process (TSP) and Personal Software Process (PSP), Service-Oriented Architecture (SOA), and Six-Sigma for Software.

Application Service Management - Using Metrics to Drive Results

JOHN KEITH will provide a business case for using metrics to drive results in the application operations and support arena. His discussion will include the benefits realized and a realistic approach to improving the support organization.

Applying QA Testing in an Agile Development Methodology

The growing popularity of utilizing the Agile Development methodology to develop systems has changed the way software is tested. In this presentation, **JOE BURNS** will discuss the appropriate approaches, artifacts, and metrics for successfully delivering high quality products on time in an Agile methodology. Customer experiences and real world examples will be included.

Early Warning Signs of IT Project Failure

Postmortem examinations of IT projects often reveal that long before problems and failures materialize there are significant "early warning signs" (EWSs) of trouble. EWSs are events or conditions that alert one of impending problems. EWSs indicate risks, probable future pain, or failure. Managers need to ask themselves as early as possible to what extent any EWS warrants project redirection or even termination. In this presentation Professor **LEON KAPPELMAN** reports on a study of seasoned IT project professionals that ranks the importance of EWSs, describes four main sources of IT project risk (the Four Horseman of Project Pain); and provides practical advice about how to spot EWSs and what to do about them.

Ensuring Project Success through Automated Project Governance

According to the Standish Group, more than half of all IT projects come in over budget, over schedule, or fail outright. Why is IT continually plagued by such dismal success rates? In this presentation, **BOB LAWHORN** proposes a solution to this problem. He will discuss an innovative new approach for automating and institutionalizing project governance best practices at both the executive and operational level.

Geriatric Care for Aging Software

As of 2010 there are almost twice as many software engineers and programmers working on updates to legacy applications as working on new development. Although there are significant financial and technical differences between enhancements (adding new features) and maintenance (fixing defects) many companies lump these two disparate kinds of work together. Legacy applications tend to decay over time as entropy increases. This means that every year complexity will increase. It also means that repairs and updates become more difficult and expensive as time passes. In addition, many legacy applications have troublesome areas with very high defect rates. These are known as "error-prone modules." Adding to the hazards of software maintenance, about 7% of all changes to existing software introduce a new bug or defect. This presentation with **CAPERS JONES** discusses the history and future of software maintenance. Because specialists can outperform generalists in maintenance tasks, maintenance has been one of the most successful areas for outsource contracts.

How to Answer 5 Key Software Maintenance Questions

In this presentation, **IAN BROWN** will explore some of the key questions that organizations will want to answer about maintenance delivery. He will take a look at several measures that can be used to help answer those questions, as well as how to use multiple measures to help avoid unintended consequences. This presentation will emphasize practical application of these measures and provide examples from actual projects.

I'm Late, I'm Late, for a Very Important Date

Welcome to Wonderland. I wonder when we will be finished with this project? I wonder how much this will cost? Does your customer live in Wonderland; constantly wondering when their project will be delivered? Wondering if it will be on time and within budget? Managing the technical resources and the programming staff is what project managers do, but what about managing the customer? One of the criteria for a successful project is that it meets customer expectations. However, we often pay little attention to properly setting and then managing our customers expectations. This presentation by **DAVID HERRON** will demonstrate how basic project management tools and techniques can be more effectively used to help manage customer expectations. Help your customers get out of Wonderland!

Improving Project Development Success by Early Planning

Success in software project development can be achieved by better requirements definition and through the use of an improved estimation model. In this presentation, **DAVID GARMUS** will identify estimation techniques that will enable better expectations on the perceived success of delivering a project

Your Journey to

on-time and within budget. He will review some proven quality assurance techniques that should be planned by project teams throughout the life cycle, including prototyping, peer reviews and inspections to ensure project development success.

IT, Enterprise Architecture, and the Information Age Organization

Enterprise Architecture (EA) represents a new way of thinking about and managing the enterprise, including its information technologies. EA is the key to being agile, adaptable, interoperable, integrated, lean, secure, responsive, efficient, and effective. In this presentation, **DR. LEON KAPPELMAN** will discuss what EA is, what the value of EA consists of, and how to build a successful EA practice within your own organization.

IT Outsourcing, Trends, and Opportunities in China

GUO WEI is President of Shanghai Newtouch Software Company, Ltd. (Newtouch). Newtouch is a high-tech software company established in 1994. Guided by the company's spirit "Continuous innovation ensures company development", Newtouch keeps a fast and healthy development. Newtouch has been recognized as one of the National Pivotal Software Enterprises for Development annually since 2002. In 2005, Newtouch partnered with CAI and formed a JV, CAI-Newtouch, which focuses on U.S. businesses to supply global services for application support, application development, and application testing.

ITIL for Service Management, v. 3

ITIL V3 service management provides an industry recognized set of standards for bringing process consistency and dramatic improvements to your IT Application Maintenance and Support services. A well defined and implemented service management strategy can demonstrate that IT support services provide business value by measuring performance against agreed service commitments.

Key Factors for Successful Service Level Agreements

Service Level Agreements (SLAs) can be an effective means to quantify the services to be delivered to users and to continuously improve those services. However, if set up incorrectly, SLAs can cause unintended behaviors that are contrary to both parties' best interest and goals. This presentation by **IAN BROWN** will discuss some of the key factors for setting up successful SLAs. It will look at best practices in measurement strategies and in determining what measures will be most effective. It will discuss approaches to establishing common definitions for effective communication, what a good SLA should contain, and how to set up performance standards. It will also review ways to handle resulting financial incentives/penalties. Finally, this presentation will look at the importance of change management in SLAs. These topics will be illustrated throughout with industry best-practices as well as real-world examples.

Learning to Love Software Maintenance

For decades, we've known that maintenance consumes approximately 70% of the typical enterprise software budget; and we also know that maintenance has a reputation for being the most boring, undesirable assignment that a programmer could ever get. Indeed, it's no surprise that we refer to people in our industry as "software developers," and only rarely as "software maintainers." Does this mean we are doomed to tolerate an industry of miserable profession-

als, doing as little as possible to fulfill the demands of a job they hate? Based on his 45 years of experience in the field (which included a lot of maintenance work!), **ED YOURDON** will help CIO's and senior IT executives (as well as project managers) transform software maintenance into an activity that has the respect, satisfaction, and excitement it deserves. And he'll offer practical advice for staffing an IT organization so that it can most effectively carry out an enterprise mission that is most likely to devote the majority of its resources to software maintenance.

Math Free Risk Management

All too often, risk management is seen as a deep mystery wrapped in higher mathematics. The reality is that risk is situational and incidental in nature, and all the math in the world doesn't guarantee a less risky outcome. The key to risk success is consistent communications and a consistent understanding of what truly constitutes "risk." In this presentation, **CARL PRITCHARD** examines the high value of the non-mathematical aspects of risk, and the importance of using qualitative, rather than quantitative practices to generate an organizational culture that effectively communicates and resolves risks.

Metrics Based Management as a Core Competency

Measurement is essential to good software project management, estimation, and improvement. However, it is not easy to create an effective measurement program. The software organization has to develop software goals that are derived from the organization's goals, map the software goals into measurement goals, and in turn map the measurement goals onto data. This talk by **DR. VIC BASILI** will offer suggestions for mapping corporate goals through software goals down to data and back up to analysis appropriate for the individual stakeholders. Specific topics covered will include: 1) goal oriented measurement; 2) mapping business goals to measurement goals; and 3) guidelines for establishing a measurement program.

Practical QA Testing in a Configurable World

In today's world there are many systems that are being configured to adapt to ever changing business conditions. The solutions include the use of SOA architecture and commercial, off-the-shelf (COTS) software. In this presentation, **JOE BURNS** will walk you through the appropriate techniques and approaches for testing these types of systems. A customer case study will be included.

Proactive Application Support to Boost your Bottom Line

Two thirds of today's CIOs are frustrated because 70+% of their IT dollars are directed to keeping the lights on instead of facilitating their company's growth engine. To avoid this pitfall, CIOs must reduce the funds needed to maintain existing applications and target those dollars towards strategic projects. In this presentation, **TOM SALVAGGIO** will explain how you can take charge of your IT spend and capitalize on the differences that result from improved processes, metrics, and management.

Risk Management & Maintenance

Failing to manage operational risks can lead to unhappy customers, loss of revenue, and possibly business failure. Nevertheless, a major source of operational risk - that stemming from information systems maintenance - is neither routinely assessed nor actively managed. In this presentation, **BOB**

World Class IT

CHARETTE explains why organizations need to make managing maintenance risk a priority.

Service Level Agreements: The Good, The Bad, and The Ugly

Service Level Agreements (SLA's) are an important means of managing outsourcing relationships. SLA's define the scope of the work to be outsourced, the services to be provided, and any guarantees and/or penalties if the service levels are not achieved. In this presentation, **DR. LARRY DRIBIN** will discuss how to develop SLA that are fair and equitable to both sides. This talk will provide attendees with guidance on how to develop successful SLAs and discuss some of the pitfalls to avoid.

Software Maintenance and Enhancements

Software maintenance and enhancement work often consists of making a great many fairly small changes to a few very large software applications. The tasks of "maintenance" or fixing defects and "enhancements" or adding new features sometimes get in each other's way. Because small updates cannot be measured using standard function point measurements, there is a paucity of solid data about maintenance and enhancement productivity and quality levels. This presentation by **CAPERS JONES** is based on analysis of the maintenance and enhancement methods that have successfully been used by industry leaders. Some of the topics included are: optimal organization structures for maintenance and enhancement; assignment scopes for maintenance teams; maintenance and enhancement productivity and quality levels; the tools available for assisting maintenance and enhancement tasks; and the role of outsourcing in maintenance and enhancement environments.

Software Quality in 2010: The State of the Art

Software quality is a topic of importance throughout the world. Unfortunately, software quality assurance groups are often understaffed for the work at hand, and also undercapitalized and under equipped. This presentation by **CAPERS JONES** attempts to cover the known factors which influence software quality results, including methodologies, tools, and staffing levels and provides empirical data on the impact of major quality approaches.

Testing as a Proactive Strategy for Increasing Quality

Many IT professionals and managers believe that testing is a "defensive," unavoidable and unpleasant activity that chews up time and resources at the end of a systems development effort, often pushing a project past its deadline (and over its budget) as bug after bug continues to be found. But as **ED YOURDON** explains in this presentation, world-class IT shops recognize that testing can be a proactive strategy for preventing bugs from creeping into the system in the first place, and for improving the development process so that the next project will run even more smoothly.

The ROI of Improving Software Quality

Leading organizations have learned that whenever proactive quality management with measurable outputs is used as a foundation for action, the concept of financial ROI is applicable. However, this is not yet become common practice in many IT organizations. In light of an increased focus on quality and customer satisfaction, IT executives and managers have raised the question: What is software quality's ROI? The answer to this question is unique for every organization and is based on two fundamental conditions: quality must be mea-

surable (preferably in dollars) and a cause-and-effect relationship must exist between quality and financial results (e.g. costs, revenue, etc.). This presentation with **DR. HERB KRASNER** explores the following basic questions: 1. How can 'good' software quality increase ROI? and; 2. How can 'poor' software quality decrease ROI? Examples and cases of actual company software quality ROI results will be presented, and their implications discussed.

The Truth About Transition Management

In this presentation, **CARL PRITCHARD** drives to the heart of risk in maintenance effort - the tenuous moments of transition. Carl examines the surge in transition management practices and how they can be coupled with risk management practice to minimize the level of concern associated with the inevitable handoffs during the maintenance life cycle. Carl will challenge IT groups to create some level of consistent practice in transition to minimize the probability and impact of failure during these crucial moments of truth.

Transforming IT Management for Dramatic Business Success

In this presentation by **JIM RYAN**, an automated approach to data collection is outlined that can address classic metrics challenges, at both a technological and a cultural level, while at the same time institutionalizing standard processes throughout an organization so that the data we wind up with can be analyzed in a meaningful and consistent manner.

Using Metrics to Become Excellent at Maintenance

Today, software maintenance activities often make up well over 50% of an IT organization's budget. Yet, many organizations do not effectively measure their maintenance activities. Ineffective measurement prevents many IT organizations from maximizing the value of the maintenance dollar. In this presentation, **LARRY DRIBIN** will discuss a variety of maintenance measures. He will then show how IT organization's can use these measures to better manage their maintenance activities, improve maintenance productivity and provide more value to the business for their maintenance dollars.

What are You Getting for Your Software Maintenance Dollars?

Do you have difficulty in maintaining your legacy software systems? Have you been discouraged by the difficulty in transitioning to new technologies, languages and platforms? In this presentation, **DAVID GARMUS** will discuss current issues in maintaining legacy systems and identify those systems that have the greatest potential for outsourcing or replacement.

Why Do Software Projects Fail?

Why do software projects fail? It's simple, really. They're unaffordable. Why aren't they affordable? Because projects become overwhelmed by unplanned work and rework? Why does that happen? Because of a myriad of known but poorly managed risks, ranging from unrealistic project goals to sloppy development practices to commercial pressures that encourage taking gambles. All in all, software projects fail because the organization fails. In this talk, **ROBERT CHARETTE**, a pioneer in enterprise and IT risk management, will talk about why software projects fail, and what can be done from both a project and organizational perspective to minimize failure, beginning with the risk management principle: Trust, but verify.

Presenter Bios



Dr. Vic Basili

Dr. Vic Basili is a former Executive Director of the Fraunhofer Center-Maryland for Experimental Software Engineering. He was also one of the Founders and Principals in the Software Engineering Laboratory (SEL). Dr. Basili was instrumental in transforming software engineering into an empirical science and was an early pioneer in the integration of processes, techniques, methods and tools into the practice of developing software. By applying the scientific method to the software engineering domain, Vic Basili developed concepts like the Goal-Question-Metric method, the Quality-Improvement paradigm, and the Experience-Factor approach to help bring a sense of order to the ad-hoc development so prevalent in the software engineering field.



David Broderick

David Broderick is Director of Off-shore Delivery, where he oversees Application Services solutions that are delivered in all three of CAI's off-shore locations in China, Philippines and India. He is also the General Manager of CAI's Chinese Joint Venture, CAI-Newtouch, located in Shanghai, China.

David has over twenty-five (25) years of application support and development experience. He has led and managed large international application services engagements. He was responsible for running a 250-person delivery organization that performed application development and support for multiple global client engagements.



Ian Brown

Ian Brown, a senior associate with Booz Allen Hamilton, leads the firm's Quantitative Software Analysis capability. He has 8 years of experience in software measure-

ment and analysis, CMM/CMMI, and goal-question-metric (GQM) implementation. Ian was elected to the Board of Directors of the International Function Point Users Group (IFPUG) in 2004 and serves as the Secretary and Director of Communications and Marketing. Ian is a Certified Function Point Specialist (CFPS) and has earned a bachelors degree from Cornell University and a master degree in public policy from Harvard University. He has worked closely with the firm's Earned Value Management (EVM) capability to integrate software measurement concepts with EVM and is currently implementing the approach on a large maintenance and enhancement task at the Federal Deposit Insurance Corporation.



Joe Burns

Joe Burns has over 20 years experience developing and implementing products and services for the quality assurance industry. He is an entrepreneur and enjoys building world class QA solutions. He has successfully founded and developed testing products which are integrated with companies like IBM, TIBCO, and webMethods. He is one of only a handful of people that developed a startup product that is now being commercially sold all over the world. This product is currently on the Gartner's Magic Quadrant for Integration Testing. He is an expert in QA tools and processes and enjoys sharing his real life experiences with his audience.



Dr. Robert Charette

Dr. Robert Charette is the President of the ITABHI Corporation, an international high technology company involved in information and telecommunications systems management consulting. He is the author of over 40 articles on software, systems, and management in addition to the following books: "Software Engineering Environments: Concepts and Technology" (1986), "Software Engineering Risk

Analysis & Management" (1989), "Applications Strategies for Risk Analysis" (1990), "Introduction to the Management of Risk" (1994) and "A Unified Methodology for Systems Development" (1987). Several new books on managing risk are in progress. Dr. Charette is the author of "The Foundations Series on Risk Management", a 3-volume set of CD training tools.



Dr. Larry Dribin

Dr. Larry Dribin is President of the Pearl Street Group, Inc.(PSG) and Adjunct Professor of Software Engineering at DePaul University in Chicago. Pearl Street provides process improvement and measurement consulting services to both Information Technology and Business organizations. Dr. Dribin utilizes industry best practice frameworks such as the SEI's CMMI, ITIL, PMI's PMBOK and Six Sigma to develop solutions for clients. Dr. Dribin holds a Ph.D. in Organizational Psychology from the Illinois Institute of Technology, an MBA from Loyola University, and a Bachelor of Science in Industrial Engineering from Illinois Institute of Technology. He is a past Director with the Chicago Software Process Improvement Network (C-SPIN) and the Chicago Quality Assurance Association (CQAA).



David Garmus

David Garmus is a Founder of The David Consulting Group (DCG), an SEI CMMI® Approved Transition Partner and a PSM Transition Organization that supports software development organizations in achieving software excellence with a metric-centered approach. David is an acknowledged authority in the sizing, measurement and estimation of software application development and maintenance. He serves as a Past President of the International Function Point Users Group (IFPUG) and as a member of the IFPUG Counting Practices Committee. He is also a member of QAI, PMI (and their Information Systems

Specific Interest Group), SEI and the IEEE Computer Society (and their Standards Association). David is the author, along with David Herron, of "Measuring The Software Process: A Practical Guide To Functional Measurements" and "Function Point Analysis: Measurement Practices for Successful Software Projects."



David Herron

David Herron is a Founder of the David Consulting Group. During the past ten years he has served as a consultant to Fortune 1000 companies in the areas of software metrics, software process improvement and applications outsourcing management. He is an acknowledged authority in the measurement and estimation of software productivity and quality, specializing in the determination of software project size, effort and cost. His engagements have supported clients on the use of metrics to monitor the impact of IT on the business, on the advancement of IT organizations to higher levels on the Software Engineering Institute's Capability Maturity Model and on the governance of offshore outsourcing arrangements. Mr. Herron is also the author, along with David Garmus, of "Function Point Analysis: Measurement Practices for Successful Software Projects."



Joe Hessmiller

Joe Hessmiller is the Director of CAI Texas. His career includes over twenty-five years of IT experience as a Systems Analyst, Software Developer, Educator, Project Manager, and Process Improvement Consultant. Over the years, Mr. Hessmiller has worked with information technology clients in banking, insurance, telecommunications, manufacturing, logistics and state government. Twenty of those years were spent with Computer Aid, Inc. (CAI). At CAI, Mr. Hessmiller works with clients to help them achieve significant quantifiable improvements in resource productivity levels and customer service effectiveness

through knowledge management and process improvement practices. Mr. Hessmiller is a member of the American Society for Quality and the IEEE (Software Section).



Capers Jones

Capers Jones is Chief Scientist Emeritus of Software Productivity Research (SPR). Mr. Jones is the designer of several software cost and quality estimation tools including SPQR/20™, the first commercial software estimating tool to use function points as the basis for sizing source code and other deliverables such as specifications and user documents. He is also an international consultant on software management topics, a speaker, a seminar leader, and a prolific author. As an author, Mr. Jones has written 16 books including his best seller "Applied Software Measurement: Assuring Productivity and Quality." His most recent book is "Estimating Software Costs."



Dr. Leon Kappelman

Dr. Leon Kappelman is a research scientist, teacher, author, speaker, and consultant whose research, publications, and presentations in software project management, enterprise architecture, and technology management have received worldwide recognition. He is Director Emeritus of the Information Systems Research Center and a Professor of Information Systems in the College of Business at the University of North Texas, where he is also a Fellow of the Texas Center for Digital Knowledge. His professional expertise includes software project management; technology-related legal and ethical issues including intellectual property; continuity of operations; performance measurement; system development and maintenance; enterprise architecture and strategy; and high-tech and public policy matters like privacy, security, and software quality. He currently serves as chair of the Society for

information Management's Enterprise Architecture Working Group and contributed to and edited the SIM Guide to Enterprise Architecture (CRC Press, 2010).



John Keith

John Keith, former CIO of Unilever North America IT, worked 31 years for Unilever United States and its predecessor company, Bestfoods. While at Unilever, he held many senior leadership roles in finance and information technology, including VP Finance for Bestfoods North American Retail and VP Information Technology for Unilever in North America. John recently led the Project Vital initiative at Unilever which was one of the company's largest and most strategic business transformation projects. IT delivered savings to the business from both a cost reduction and efficiency perspective. John is a Certified Public Accountant licensed in the State of New Jersey. He received a BS in Finance and History from Monmouth University in 1971.



Herb Krasner

Herb Krasner is a senior faculty member at the University of Texas at Austin, and the Director of the Software Engineering Industry Affiliates Program. He is also a successful software excellence consultant. His personal mission, spanning several decades, has been to enable the development of superior software, and to stamp out poor quality software, wherever found. He is best known for his leading edge work on modeling the costs of software quality, reporting the ROI data for software process improvement, coaching organizational improvement programs and reporting the results from his empirical studies of professional programmers. He has published over 55 papers, articles and book sections, has spoken at many professional conferences and meetings, and is active in professional organizations and societies. His current research

interest areas include empirical studies of software engineering, the human factors of software engineering (e.g. teamwork models), agile development methods, software design paradigms, software engineering process improvement, and software engineering best practices.



Bob Lawhorn

Bob Lawhorn has over 40 years of experience in software development, software measurement, and software project estimation. He spent his first twenty years at Bethlehem Steel working on applications related to steel, mining, and ship building and his next twenty years at CAI, where he is credited with the invention of CAI's application development methodologies and fixed price estimating matrices. Bob is currently CTO of CAI where he spends most of time consulting with companies and government agencies on how to implement application development best practices within their own organizations.



Beth Layman

Beth Layman has more than 20 years of experience in the software industry as a senior manager and professional consultant. Her work experience encompasses a wide range of markets and industries including commercial, government, aerospace, IT services, and product software organizations. Beth has provided process improvement-related training, assessments and consulting services, using various models including CMMI, and is an SEI SCAMPI Authorized Lead Assessor. Beth is a recognized authority on software measurement and quality management, and is a co-author of Practical Software Measurement: Objective Information for Decision Makers.



Clay Nickels

Clay Nickels has twenty years of experience in the Information Technology industry and specializes in the management, definition, and implementation of application support processes. He has managed development and maintenance activities associated with the support of business applications in the health insurance, manufacturing, and the student loan sectors. Mr. Nickels' consulting engagements have included numerous clients in the health insurance, government, banking, and retail industries.

Mr. Nickels has significant experience in assessing, evaluating, and enhancing enterprise-wide Information Technology management processes. He is a principal developer of Computer Aid's Managed Maintenance Process and Consulting Practice and is currently involved in evaluating the ISO-20000 compliance of Computer Aid's Managed Maintenance practices.



Carl Pritchard

Carl Pritchard is the principal and founder of Pritchard Management Associates (PMA). He is a recognized lecturer, author, researcher, and instructor. He is the lead chapter author for risk management in the 4th Edition of the Guide to the Project Management Body of Knowledge, the ANSI standard for project management. His work as an instructor has taken him around the world, training with some of the leading international training organizations, as well as for private clients and the Project Management Institute®. He has presented at each of the last 13 North American Project Management Institute Symposia and Congresses. Carl is also the US Correspondent for the U.K. project management journal, Project Manager Today.

Presenter Bios



Don Reifer

Don Reifer is an internationally-recognized software consultant. During his over 38 years in the software field, he has served as a consultant, built businesses, managed major projects, led recovery teams, served on red and greybeard teams, prepared proposals and served in executive positions in both industry and government. He has also served as a Visiting Associate at the Center for Systems and Software Engineering at the University of Southern California. Don has published more than one hundred papers and seven books. His many awards include the AIAA Software Engineering Award, the Frieman Award and the Secretary of Defense's Medal for Outstanding Public Service.



Janet Russac

Janet Russac has over 25 years of experience as a programmer, analyst and measurement specialist in software application development and maintenance. She recently started her own company, Software Measurement Expertise, Inc. (SME). She has worked for The David Consulting Group, Software Productivity Research, IBM Global Services and Prudential Insurance as a lead function point analyst, software measurement specialist and function point instructor. She has implemented software development measurement programs and used various software development metrics, including function points, to recommend business decisions and identify best practices and process improvements in client organizations.



Tom Salvaggio

Tom Salvaggio serves as Managing Director for Computer Aid, Inc. (CAI). CAI is an Information Technology consulting and outsourcing services organization with over 2,500 associate world-wide. In his role, Tom is responsible for strategic planning, as well as the fiscal and operational management of a 600-person operating region. Tom's region spans eight states as well as Canada and the United Kingdom. Tom also serves as a member of Computer Aid's Inc. Executive Board and holds board positions for the company's Canadian and Philippine subsidiaries. Tom graduated from the Pennsylvania State University where he earned a B.S. in Finance in 1990.



Guo Wei

Guo Wei is President of Shanghai Newtouch Software Company, Ltd. (Newtouch). Newtouch is a high-tech software company established in 1994. Guided by the company's spirit "Continuous innovation ensures company development", Newtouch keeps a fast and healthy development. Newtouch has been recognized as one of the National Pivotal Software Enterprises for Development annually since 2002. In 2005, Newtouch partnered with CAI and formed a JV, CAI-Newtouch, which focuses on U.S. businesses to supply global services for application support, application development, and application testing.



James Ryan

James Ryan is the Director of the CAI Consulting Practice in Wilmington, DE. His expertise is in business and technology transformation, process reengineering, performance management, and customer relationship management. Mr. Ryan has over forty years of experience in the information management industry helping clients redesign more effective businesses that result in the growth of profitable revenue streams as well as lower cost structures. He has worked with a wide variety of clients. He has worked in a variety of industries with a wide variety of clients including distribution, healthcare, manufacturing, development engineering, utilities, finance services and insurance.



Ed Yourdon

Ed Yourdon is an internationally-recognized computer consultant, as well as the author of over 500 technical articles and 27 books, including "Byte Wars", "Managing High-Intensity Internet Projects", "Death March", "Rise and Resurrection of the American Programmer", and "Decline and Fall of the American Programmer." His latest book, "Outsource: Competing in the Global Productivity Race", discusses both current and future trends in offshore outsourcing, and provides practical strategies for individuals, small businesses, and the nation to cope with this unstoppable tidal wave.



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About CAI

CAI is a full service Information Technology outsourcing firm with over 25 years of experience and a world leader in IT measurement and IT productivity. CAI solutions include application support, application development, application knowledge capture, business consulting, desktop services, managed staffing services and staff augmentation. A unique set of metrics based processes and proprietary toolsets enables CAI to deliver support and development solutions with the highest degree of efficiency. Employing over 2500 associates worldwide, the company has provided services and solutions to over 600 Fortune 1000 customers as well as federal, state, and local government agencies. CAI has offices throughout the US, Canada, Europe, the Philippines, China, and Australia. To learn more, please visit CAI at www.compaid.com.

About CAI's IT Metrics & Productivity Institute

The IT Metrics and Productivity Institute (ITMPI) is an organization created, funded, and supported by CAI. The purpose of the Institute is to promote best practices education in the IT and software industry. To this end, the Institute maintains a clearinghouse site of free best practices research (www.itmpi.org), coordinates a conference series with industry leaders (www.itmpi.org/events), and runs an online, educational webinar program consisting of over 100 free webcasts throughout the year (www.itmpi.org/webinars). You can receive educational material and program updates from the Institute by subscribing to the Institute newsletter at www.itmpi.org/subscribe.

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