

8TH ANNUAL

CMMI[®] TECHNOLOGY CONFERENCE AND USER GROUP

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Investigation, Measures and Lessons Learned About the Relationship Between CMMI[®] Process Capability and Project or Program Performance

SPONSORED BY:
NATIONAL DEFENSE INDUSTRIAL
ASSOCIATION SYSTEMS
ENGINEERING DIVISION
IN CONJUNCTION WITH:



Carnegie Mellon

This conference brings together the managers and professionals involved in Acquisition Management, Systems Engineering, Program Management, Software Development, Process Improvement, Six Sigma and related activities for the purpose of advancing the state-of-the-art in process improvement and achieving a higher state of process capability in engineering development in order to reduce cost, schedule and risk, and improve overall quality.

HYATT REGENCY TECH CENTER ► DENVER, COLORADO

EVENT #9110

NOVEMBER 17-20, 2008
WWW.NDIA.ORG/MEETINGS/9110

The National Defense Industrial Association, Systems Engineering Division, in conjunction with the Software Engineering Institute, Carnegie Mellon University, is pleased to announce the 8th Annual CMMI® (Capability Maturity Model Integration) Technology Conference & User Group. This premier conference will be held November 17-20, 2008, at the Hyatt Regency Tech Center in Denver, Colorado.

The purpose of the conference is to exchange ideas, concepts and lessons learned concerning the continuing evolution, adoption and use of the CMMI® and its associated appraisal (assessment and evaluation) methods. This conference brings together CMMI® adopters, users, developers and appraisers, as well as those with general interest in process improvement. It provides a forum for the free exchange of ideas and affords a unique opportunity to meet with the sponsors, developers and stewards of the CMMI®, as well as those offering CMMI® training and implementation assistance. Emphasis will be placed on CMMI® implementation methods and strategies, return on investment and program/project performance benefits.

CONTACTS

Suzanne Havelis, Meeting Planner,
NDIA
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Conference Chairs:

Bob Rassa, Director, Engineering
Programs, Raytheon Company
rcrassa@raytheon.com, (301)334-0764
Jeffrey Dutton, Chief Engineer, Jacobs
Technology ITSS
jeff.dutton@jacobs.com

Technical Program Chairs:

Mr. Rick Barbour, Software Engineering
Institute, reb@sei.cmu.edu
Dr. Randy Walters, Northrop Grumman
Corporation, randy.walters@ngc.com

BEST PRESENTATIONS

Track #1 - Process Improvement and CMMI®

▶ *Journey From CMMI® Ratings to Value added process improvement*, **Philip Wah, Jr., The Boeing Company (7165)**

Track #2 - Practical Guidance

▶ *Using CAR to Rescue a Sinking Process Improvement Program*, **Bill Smith, Leading Edge (7201)**

Track #3 - Lean, 6 Sigma, Agile and CMMI®

▶ *Six Sigma and the Application of Psychometric Techniques to Requirements Specifications*, **Dr Radouane Oudrhiri, Systonomy Limited (7464)**

Track #4 - High Maturity

▶ *Baselines and Models for Tailoring*, **Diane Mizukami (Williams), NGC (7297)**

▶ *Statistical-Modeling Approach with Limited Data Forecast – The Japanese Secret of Low-Maturity and High-Quality*, **Shinobu Minamikawa and Yoshinobu Yamamura, YARNE and Company (7242)**

Track #5A - Acquisition

▶ *Experience Sharing of the first CMMI-ACQ Appraisal*, **Steven Hu and Margaret Glover, Polar Tech Co., Ltd (7350)**

Track #5B - Measurement

▶ *Good and Bad Software Projects*, **Don Beckett, Quantitative Software Management, Inc. (6941)**

Track #6 - Appraisals

▶ *Appraisals and CMMI Gotchas Lessons in CMMI Use and Appraisal Preparation*, **Mary Sakry, The Process Group (6978)**

Track #7A - Multi - Model Implementation

▶ *Benefits of Multi-Model Process Improvements in Small – Medium Businesses*, **Dr. Mary Anne Herndon Transdyne Corporation (7259)**

Track #7C - CMMI® In Small Micro - Settings

▶ *Achieving CMMI-Dev + IPPD Version 1.2 Maturity Level 3 in a Small Organization – Planning/Implementing/Appraising*, **Donna Lee, United Space Alliance (7001)**

The co-sponsorship with OSD of the Capability Maturity Model Integration (CMMI®) Project is one of the major activities of the Systems Engineering Division of NDIA. This Project is taking the tried-and-true Software Capability Maturity Model (SW-CMM) as developed by the Software Engineering Institute (SEI), and the Systems Engineering Capability Model, initially developed by INCOSE and now released as an interim Standard by EIA (EIA/IS-731), and integrating them into one comprehensive model. The Software Engineering Institute is also heavily involved, and has been designated the custodian for the model. The project involves over 60 companies, both aerospace/defense and commercial, plus DoD organizations, who are dedicating expert resources to the effort. A Steering Group and a Product Development Team meet monthly to perform their duties. A series of descriptive documents have been generated to cover transition activities (Transition Plan), sustained operations (ConOps), and the overall performance of the model itself (CMMI® A-Spec). These documents, and other CMMI®-related information, can be viewed on the CMMI® website at <http://www.sei.cmu.edu/cmm/cmms/cmms.integration.html>.

CONFERENCE ATTIRE

Appropriate dress for this conference is business for civilians (coat and tie) and class A uniform or uniform of the day for military.

SUNDAY, NOVEMBER 16, 2008

3:00 pm - 6:00 pm **Registration Open** - Located in Grand Mesa Foyer, 2nd floor

MONDAY, NOVEMBER 17, 2008

TUTORIALS

Tutorials provide a broad range of informative topics that will enable a better understanding and usage of elements of the CMMI® product suite. This includes understanding the CMMI®-ACQ and CMMI®-SVC as well as practical guidance and experience in applying the CMMI® model. These tutorials also include experience in incorporating supporting techniques such as Lean methods and processes, and EVM.

TUTORIAL REGISTRATION FEES	REGULAR (10/8 - 11/6)	LATE (AFTER 11/6)
INDUSTRY/GOVERNMENT	\$250	\$300

TUESDAY, NOVEMBER 18 - THURSDAY, NOVEMBER 20

CMMI® CONFERENCE REGISTRATION

Register online by visiting the conference website at www.ndia.org/meetings/9110. Online registration will close at 5:00 PM EST on November 6, 2008. You may also fax the registration form found in this brochure to (703)552-1885 or mail it to National Defense Industrial Association, Event # 9110, 2111 Wilson Blvd., Suite 400, Arlington, VA 22201. Payment must be made at the time of registration. Registrations will not be taken over the phone. In order for your name to appear in the on-site attendee roster, you must register for the conference by November 6, 2008. After this date, you must register on-site.

CONFERENCE REGISTRATION FEES	EARLY (BEFORE 10/8)	REGULAR (10/8-11/6)	LATE (AFTER 11/6)
GOVERNMENT/ ACADEMIA/ ALLIED GOV.	\$680	\$750	\$825
INDUSTRY NDIA MEMBER	\$775	\$855	\$940
INDUSTRY NON-NDIA MEMBER	\$795	\$875	\$965

Cancellations received before 10/8/08 will receive a full refund. Cancellations between 10/8/08 and 11/6/08 will receive a refund minus a \$75 cancellation fee. No refunds will be given for cancellations after 11/7/08. Cancellations must be made in writing. Substitutions are welcome in lieu of cancellations.

MONDAY, NOVEMBER 17, 2008

7:00 am - 7:00 pm **Registration Open** - Located in Grand Mesa Foyer, 2nd floor

7:00 am - 8:00 am **Continental Breakfast (Tutorial Attendees Only)** - Located in Grand Mesa Foyer, 2nd floor

8:00 am - 5:00 pm **Tutorial Sessions (Tutorial Attendees Only)**

DISPLAY SET UP

Displays may be set up on Monday, November 17 from 7:00 am - 4:00 pm and are on a first-come, first-served basis. Display tables will not be assigned ahead of time. Displays will be located in the 2nd floor Atrium.

	Track 1 Grand Mesa D/E	Track 2 Grand Mesa F	Track 3 Highlands	Track 4 Chasm Creek	Track 5 Mesa Verde	Track 6 Wind River	Track 7 Wind Star
8:00 am - 9:45 am Session A	1A1 - Tutorial 7267 - CMMI® - A Tutorial <i>Mr. D. Michael Phillips, Software Engineering Institute</i>	1A2 - Tutorial 7336 - Compelling Answers to: Why Base Your Organization's Process Improvement Initiative on the CMMI®? <i>Mr. Tim Kasse, Kasse Initiatives, LLC</i>	1A3 - Tutorial 7181 - Applying CMMI® Generic Practices with Good Judgment <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	1A4 - Tutorial 6980 - CMMI® Level 2 - The Nitty Gritty <i>Ms. Mary Sakry, The Process Group</i>	1A5 - Tutorial 7056 - How to Define Practical Metrics Using NASA JPL as an Example <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>	1A6 - Tutorial 7097 - Integrating Systems Engineering with Earned Value Management <i>Mr. Paul Solomon, PMP, Performance-Based Earned Value®</i>	1A7 - Tutorial 6991 - Development and Configuration Management of Requirements <i>Mr. Al Florence, The MITRE Corporation</i>
9:45 AM - 10:15 AM BREAK IN GRAND MESA FOYER, 2nd FLOOR (TUTORIAL ATTENDEES ONLY)							
10:15 am - 12:00 pm Session B	1B1 - Tutorial 7267 - CMMI® - A Tutorial <i>Mr. D. Michael Phillips, Software Engineering Institute</i>	1B2 - Tutorial 7336 - Compelling Answers to: Why Base Your Organization's Process Improvement Initiative on the CMMI®? <i>Mr. Tim Kasse, Kasse Initiatives, LLC</i>	1B3 - Tutorial 7181 - Applying CMMI® Generic Practices with Good Judgment <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	1B4 - Tutorial 6980 - CMMI® Level 2 - The Nitty Gritty <i>Ms. Mary Sakry, The Process Group</i>	1B5 - Tutorial 7056 - How to Define Practical Metrics Using NASA JPL as an Example <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>	1B6 - Tutorial 7097 - Integrating Systems Engineering with Earned Value Management <i>Mr. Paul Solomon, PMP, Performance-Based Earned Value®</i>	1B7 - Tutorial 6991 - Development and Configuration Management of Requirements <i>Mr. Al Florence, The MITRE Corporation</i>
12:00 PM - 1:00 PM LUNCH IN GRAND MESA ABC (TUTORIAL ATTENDEES ONLY)							
1:00 pm - 2:45 pm Session C	1C1 - Tutorial 7254 - Integrating Lean Methods and CMMI® <i>Mr. Robert Ferguson, Software Engineering Institute</i>	1C2 - Tutorial 7057 - Defining Lean Service and Maintenance Processes that are CMMI® Compliant <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>	1C3 - Tutorial 7362 - How to Create a CMMI®-Compliant Set of Organizational Process Assets <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	1C4 - Tutorial 6980 - CMMI® Level 2 - The Nitty Gritty <i>Ms. Mary Sakry, The Process Group</i>	1C5 - Tutorial 7314 - Using the SEI Models and Practices to Support Military Combat Operational Units with Operational Readiness and Combat Preparedness Evaluation <i>Mr. Kobi Vider-Picker, Kasse Initiatives, LLC</i>	1C6 - Tutorial 7484 - Managing Technical Teams <i>Mr. Girish Seshagiri, Advanced Information Services, Inc.</i>	1C7 - Tutorial 6992 - Independent Verification and Validation <i>Mr. Al Florence, The MITRE Corporation</i>
2:45 PM - 3:15 PM BREAK IN GRAND MESA FOYER, 2nd FLOOR (TUTORIAL ATTENDEES ONLY)							
3:15 pm - 5:00 pm Session D	1D1 - Tutorial 7254 - Integrating Lean Methods and CMMI® <i>Mr. Robert Ferguson, Software Engineering Institute</i>	1D2 - Tutorial 7057 - Defining Lean Service and Maintenance Processes that are CMMI® Compliant <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>	1D3 - Tutorial 7362 - How to Create a CMMI®-Compliant Set of Organizational Process Assets <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	1D4 - Tutorial 6980 - CMMI® Level 2 - The Nitty Gritty <i>Ms. Mary Sakry, The Process Group</i>	1D5 - Tutorial 7314 - Using the SEI Models and Practices to Support Military Combat Operational Units with Operational Readiness and Combat Preparedness Evaluation <i>Mr. Kobi Vider-Picker, Kasse Initiatives, LLC</i>	1D6 - Tutorial 7484 - Managing Technical Teams <i>Mr. Girish Seshagiri, Advanced Information Services, Inc.</i>	1D7 - Tutorial 6992 - Independent Verification and Validation <i>Mr. Al Florence, The MITRE Corporation</i>

5:00 pm - 6:30 pm Reception (Open to ALL ATTENDEES)
Located in Atrium Display Area, 2nd floor

TUESDAY, NOVEMBER 18, 2008

7:00 am - 6:30 pm Registration Open
Located in Grand Mesa Foyer, 2nd floor

7:00 am - 8:00 am Continental Breakfast
Located in Atrium Display Area, 2nd floor

8:15 am - 8:30 am Welcome and Opening Remarks
Located in Grand Mesa DEF, 2nd floor

- ▶ Mr. Sam Campagna, *Director, Operations, NDIA*
- ▶ Mr. Bob Rassa, *Director, Engineering Programs, Raytheon Company*

8:30 am - 9:30 am CMMI® - State of the Model: The Issue of High Maturity
Located in Grand Mesa DEF, 2nd floor

- ▶ Mr. Clyde Chittister, *COO, Software Engineering Institute*
- ▶ Mr. Bob Rassa, *Chair, CMMI Steering Group*

9:30am - 10:00 am Break
Located in Atrium Display Area, 2nd floor

10:00 am - 12:00 pm Executive Panel
Located in Grand Mesa DEF, 2nd floor

Moderator: Mr. Bob Rassa, *Director, Engineering Programs, Raytheon Company*

- ▶ Dr. Rick Hefner, *Northrop Grumman*
- ▶ Mr. Mike Campo, *Raytheon Company*
- ▶ Commercial Industry Representative TBD
- ▶ Dr. Mike Phillips, *Software Engineering Institute, CMMI Project*

12:00 pm - 1:30 pm Lunch
Located in Grand Mesa ABC

- ▶ Christine G. Horne, *Vice President, Engineering Technology and Operations Transportation and Security Solutions, Lockheed Martin Corporation*

	Track 1 Grand Mesa D/E	Track 2 Grand Mesa F	Track 3 Highlands	Track 4 Chasm Creek	Track 5 Mesa Verde	Track 6 Wind River	Track 7 Wind Star
	Process Improvement and CMMI® Session Chair: Mr. Richard Barbour, Software Engineering Institute	Practical Guidance Session Chair: Dr. Richard Turner, Systems and Software Consortium	Lean, 6 Sigma, Agile and CMMI® Session Chair: Ms. Susan Bassham, U.S. Army Aviation and Missile Command	High Maturity Session Chair: Dr. Randy Walters, Northrop Grumman Corporation	Acquisition Session Chair: Ms. Lorraine Adams, Software Engineering Institute	Appraisals Session Chair: Mr. Geoff Draper, Harris Corporation	Multi-Model Implementation Co-Session Chairs: Mr. Gene Miluk, Software Engineering Institute & Mr. Charlie Ryan, Software Engineering Institute
1:30 pm - 2:15 pm	7165 - The Journey from CMMI® Ratings to Value Added Process Improvement <i>Mr. Philip Wah, Jr., The Boeing Company</i>	7154 - Lessons (Not) Learned <i>Mr. Michael West, Natural SPI, Inc.</i>	7398 - The Power of Integrated CPI Solutions <i>Mr. Jeffrey Dutton, Jacobs Technology</i>	6953 - Achieving Statistical Process Control Using Hidden Markov Models <i>Mr. Robert Moore, Business Transformation Institute, Inc.</i>	7124 - Piloting the CMMI®-ACQ...1 year later <i>Mr. Thomas Neff, BAE Systems</i>	6964 - Quantifying Appraisal Readiness: Are you really ready for your SCAMPI? <i>Ms. Patricia Mitryk, Cognence, Inc.</i>	7059 - Using the National Baldrige Performance Criteria to Strengthen CMMI® Measurable Results <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>

CMMI® CONFERENCE AGENDA

	Track 1 Grand Mesa D/E	Track 2 Grand Mesa F	Track 3 Highlands	Track 4 Chasm Creek	Track 5 Mesa Verde	Track 6 Wind River	Track 7 Wind Star
	Process Improvement and CMMI® Session Chair: Mr. Richard Barbour, Software Engineering Institute	Practical Guidance Session Chair: Dr. Richard Turner, Systems and Software Consortium	Lean, 6 Sigma, Agile and CMMI® Session Chair: Ms. Susan Bassham, U.S. Army Aviation and Missile Command	High Maturity Session Chair: Dr. Randy Walters, Northrop Grumman Corporation	Acquisition Session Chair: Ms. Lorraine Adams, Software Engineering Institute	Appraisals Session Chair: Mr. Geoff Draper, Harris Corporation	Multi-Model Implementation Dr. Gene Miluk, Software Engineering Institute & Mr. Charlie Ryan, Software Engineering Institute
2:15 pm - 3:00 pm	7182 - Effective use of non-directive tools and templates – Integrating the “How’s” with the “What’s” <i>Mr. Kenneth Weinberg, Raytheon Company</i>	7287 - How TSP/PSP Addresses CMMI® Implementation Issues in Federal Acquisition; Case Study of a CMMI® Level 5 Federal Contractor <i>Mr. Girish Seshagiri, Advanced Information Services, Inc.</i>	7396 - Lean Drivers that Stimulate Continuous Process Improvement <i>Ms. Susan Bassham, U.S. Army Aviation and Missile Command</i>	7133 - Examples of Statistical Models and their use in level 4-5 Process Maturity Execution <i>Dr. Jeff Ricketts, Raytheon Company</i>	<i>TBD</i>	7012 - On your mark, get set, go! Effective solutions to prepare for a CMMI® based appraisal <i>Ms. Lisa Ming, BAE Systems</i>	7415 - An IT Governance Solution <i>Mr. Paul Byrnes, Integrated System Diagnostics, Inc.</i>
3:00 pm - 3:30 pm BREAK IN ATRIUM DISPLAY AREA, 2nd FLOOR							
3:30 pm - 4:15 pm	7346 - Improving Project Planning and Control: A 10-Step Process Within CMMI® or other Process Orientations <i>Mr. Daniel Galorath, Galorath Incorporated</i>	7201 - Saving the Titanic: Using CAR to Rescue a Sinking Process Improvement Program <i>Mr. Bill Smith, Leading Edge Process Consultants, LLC</i>	7394 - An Investigation of the Viability of Using SCAMPI as a Shingo Benchmarking Mechanism <i>Ms. Susan Bassham, U.S. Army Aviation and Missile Command</i>	7208 - Prediction Model for Daily Production Support Issues <i>Mrs. Rama Sivaraman, Polaris Software Lab Limited</i>	7027 - Lessons Learned Doing Systems Engineering Assessments on the Acquirer <i>Mr. Ian Talbot, U.S. Air Force</i>	7358 - Selecting an Effective Appraisal Style <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	7478 - A Framework for Integrating Systems and Software Engineering <i>Dr. Richard Turner, Stevens Institute of Technology (Invited)</i>
4:15 pm - 5:00 pm	7286 - Lessons learned in motivating Software Engineering Process Group to focus on achieving business goals, and not on just achieving a maturity level <i>Mr. Girish Seshagiri, Advanced Information Services, Inc.</i>	6977 - Documentation Diet <i>Ms. Mary Sakry, The Process Group</i>	7170 - Lean SCAMPI <i>Mr. Jeffrey Dutton, Jacobs Technology</i>	7315 - Measurement and Statistical Inside via Case Studies in Achieving High Maturity in CMMI® <i>Dr. Bin Cong, CRS Technology</i>	7408 - Boldly Going Where Few Have Gone Before - SCAMPI C Appraisal Using the CMMI® for Acquisition <i>Ms. Carol Klingler, The MITRE Corporation</i>	7177 - Planning the Conduct of a Successful SCAMPI <i>Ms. Pam Hudson, Lockheed Martin Corporation, Aeronautics</i>	7259 - Benefits of Multi-Model Process Improvements in Small - Medium Businesses <i>Dr. Mary Anne Herndon, Transdyne Corporation</i>

5:00 pm - 6:30 pm Reception (Open to ALL ATTENDEES) - Located in Atrium Display Area, 2nd floor

WEDNESDAY, NOVEMBER 19, 2008

7:00 am - 4:30 pm **Registration Open** - Located in Grand Mesa Foyer, 2nd floor

7:00 am - 8:00 am **Continental Breakfast** - Located in Atrium Display Area, 2nd floor

	Track 1 Grand Mesa D/E	Track 2 Grand Mesa F	Track 3 Highlands	Track 4 Chasm Creek	Track 5 Mesa Verde	Track 6 Wind River	Track 7 Wind Star
	Process Improvement and CMMI® Session Chair: Mr. Richard Barbour, Software Engineering Institute	Practical Guidance Session Chair: Mr. Hal Wilson, Northrop Grumman Mission Systems	Lean, 6 Sigma, Agile and CMMI® Session Chair: Ms. Susan Bassham, U.S. Army Aviation and Missile Command	High Maturity Session Chair: Dr. Dennis Goldenson, Software Engineering Institute	Acquisition Session Chair: Ms. Lorraine Adams, Software Engineering Institute	Appraisals Session Chair: Mr. Geoff Draper, Harris Corporation	Multi-Model Implementation Dr. Gene Miluk, Software Engineering Institute & Mr. Charlie Ryan, Software Engineering Institute
8:00 am - 8:45 am	7409 - Lessons Learned on the way to Level 3 (If we know then what we know now...) <i>Mr. W. David Groening, Applied Research Associates</i>	6963 - How Big Does Your Process Need to Be? - Lessons Learned at Both Ends of This Spectrum <i>Ms. Patricia Mitryk, Cognence, Inc.</i>	7282 - Institutionalizing CMMI® and Performing SCAMPI Appraisals in a Large, Multi-Project Environment Using a Value Stream Approach <i>Mr. Robert Castagna, SPAWARSYSCEN Charleston</i>	7140 - Statistically Managing Rework Rate of Source Data Provided To Technical Publications by Logistics Support Analysis (LSA) <i>Mr. Robert Tuthill, Northrop Grumman Corporation</i>	7350 - The Very First CMMI®-ACQ SCAMPI A: a Small Setting with Large Importance <i>Ms. Margaret Glover, Software Engineering Institute</i>	7309 - Using Self-Assessments as Part of a CMMI® Improvement Strategy <i>Dr. Gary Palosaari, The Boeing Company</i>	7022 - Implementing a Multiple Model Approach for Optimized Results <i>Ms. Maggie Cronin, Avaya Global Services</i>
8:45 am - 9:30 am	6874 - Choosing the Right PI Pilot: Using Readiness & Fit Analysis for Adoption Feasibility Pilots <i>Ms. Suzanne Garcia, Software Engineering Institute</i>	7061 - "How to Write 'Lean and Mean' Requirements" <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>	7112 - Lessons Learned in EVM Control Account Analysis and Design <i>Mr. Tom Cowles, Raytheon Company, Space and Airborne Systems</i>	7384 - Let Tailoring be Your Guide <i>Mr. John Miller, Raytheon Company, IIS</i>	7168 - CMMI® and USAF System Engineering Assessment Model (AF SEAM) <i>Mr. George Freeman, U.S. Air Force</i>	7380 - Lessons Learned from a Government Appraisal (From Both Sides of the Table) <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	7256 - IMMM-IDEAL - Integrating Multiple Models and Methodologies: An IDEAL Relationship <i>Ms. Katherine Smith, NAVAIR</i>
9:30 am - 10:00 am BREAK IN ATRIUM DISPLAY AREA, 2nd FLOOR							
10:00 am - 10:45 am	7213 - Sailing to Success: Building The Business Case for Running an Effective High-Maturity, High-Priority Improvement Project <i>Ms. Karen Smiley, ABB Incorporated, U.S. Corporate Research</i>	7043 - An Effective Process Improvement Plan is Key to Maintaining Maturity Level 3 <i>Ms. Susan Byrnes, Natural SPI, Inc.</i>	7257 - CMMI® and Six Sigma: Perfect Together <i>Ms. Beth Clark, Lockheed Martin Corporation</i>	7353 - Interpreting High Maturity Practices for Your Business Objectives <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	7262 - Break the Shackles - Early success in Global Sourcing with CMMI®-ACQ <i>Dr. Jack Ferguson, Software Engineering Institute</i>	7430 - Risk Mitigated SCAMPI Process <i>Mr. Gary Natwick, Harris Corporation</i>	6951 - Using Appraisals for Other Process Models: SOX, DoD 5000, . . . ! <i>Mr. Robert Moore, Business Transformation Institute, Inc.</i>
10:45 am - 11:30 am	7169 - Making the CMMI® Relevant <i>Mr. Jeffrey Dutton, Jacobs Technology</i>	7126 - Anatomy of the CMMI® Technical Solution Process Area <i>Dr. Aldo Dagnino, ABB Incorporated, U.S. Corporate Research Center</i>	7164 - Capability-Level-3 Quick-turn-around Web Development <i>Mr. Juan Ceva, Raytheon Company</i>	7297 - Baselines and Models for Tailoring <i>Ms. Diane Mizukami (Williams), Northrop Grumman Corporation, Mission Systems</i>	7187 - CMMI® for Acquisition Works in the Real World <i>Mr. Richard Raphael, MITRE Corporation</i>	7371 - The Secret Map to Hidden Treasure: Your PIID <i>Mr. Sam Fogle, ACE Guides, LLC</i>	7220 - Beyond the Handshake Between Auditors and CMMI®: A Look Into Auditing for Process Maturity <i>Mr. Dorian Cougias, Network Frontiers</i>

11:30 am - 1:00 pm **Awards Lunch** - Located in Grand Mesa ABC, 2nd floor

CMMI® CONFERENCE AGENDA

	Track 1 Grand Mesa D/E	Track 2 Grand Mesa F	Track 3 Highlands	Track 4 Chasm Creek	Track 5 Mesa Verde	Track 6 Wind River	Track 7 Wind Star
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1:00 pm - 1:45 pm	7369 - Shrinking the Elephant: If Implementing CMMI® Practices Looks Like More Effort than it's Worth, Let's Look Again <i>Mr. Sam Fogle, ACE Guides, LLC</i>	7143 - Process Architecture - "What is it?" - "What is it for?" - And "How do I pick a winner?" <i>Mr. David Piper, Lamri Ltd.</i>	7466 - DFSS in Software Lifecycle - "Did we loose the fox?" <i>Mrs. Jill Brooks, Raytheon Company</i>	7159 - An Integrated, holistic, stochastic analysis approach for evaluating the impact of new technologies and potential process improvements on overall outcomes and relevant measures of performance. <i>Mr. Phillip Fahringer, Lockheed Martin Corporation</i>	7146 - Measuring Economic Benefits of CMMI® Leveraging the Interpretive Structural Methodology <i>Dr. Aldo Dagnino, ABB Incorporated, U.S. Corporate Research Center</i>	7184 - How Many Ways Can SCAMPI Be Cooked? Let's Spend Some Time In The Kitchen <i>Mr. Joseph Wickless, Software Engineering Institute</i>	7421 - Previewing the New CMMI® for Services <i>Mr. Craig Hollenbach, Northrop Grumman Corporation</i>
1:45 pm - 2:30 pm	7005 - Common Taxonomy Fuels a Learning Engine <i>Mr. John Johnston, BAE Systems</i>	7260 - CMMI® Fuels Your Tiger Team <i>Mr. Andrew Cordes, ABB Incorporated, U.S. Corporate Research Center</i>	7464 - Application of Six Sigma and Psychometric studies to requirement specifications <i>Dr. Radouane Oudrhiri, Systonomy Limited</i>	7376 - Controlling Peer Reviews During Software Development: A Five-Year Longitudinal Case Study <i>Dr. Richard Welch, Northrop Grumman Corporation</i>	7234 - Using a Combined Technology in High Maturity Process Improvement <i>Mr. Bosheng Zhou, Cyber Keji Park, Inc.</i>	6952 - Appraising Classified Programs <i>Mr. Robert Moore, Business Transformation Institute, Inc.</i>	7334 - Lessons Learned Implementing CMMI® in a Services Organization <i>Mr. Larry Jess, Analytical Services, Inc.</i>
2:30 pm - 3:00 pm BREAK IN ATRIUM DISPLAY AREA, 2nd FLOOR							
3:00 pm - 3:45 pm	6950 - Capability Target Profiles for Real Organizations <i>Mr. Michael Mangieri, Business Transformation Institute, Inc.</i>	7312 - A Systems Approach to Applying Risk Management to Software Development <i>Mr. Warren Scheinin, Northrop Grumman Corporation</i>	7058 - Architecture and Model Based Systems Engineering for Lean Results <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>	7246 - A Process Performance models Case Study <i>Mr. Ricardo Garza, Softek</i>	7134 - ROI from CMMI® - a DACS and SEI Collaboration <i>Mr. Thomas McGibbon, ITT AES/DACS</i>	7359 - Evidence Workshops: A Gentler and More Effective Alternative to SCAMPIs <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	7171 - Jacobs Pilot for CMMI® for Services <i>Mr. Jeffrey Dutton, Jacobs Technology, Inc.</i>
3:45 pm - 4:30 pm	7427 - CMMI® Interactive! <i>Mr. Geoff Draper, Harris Corporation</i>	7354 - Policies, Processes, Procedures, Plans – What's the Difference? <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	7060 - Using Lean Principles and Process Models to Achieve Measurable Results <i>Mr. Tim Olson, Lean Solutions Institute, Inc.</i>	7206 - Developing process performance models, baselines, and objectives <i>Mr. Rayney Wong, RW, Ritmico Progress</i>	7173 - CMMI®'s Role in Reducing Total Cost of Ownership: Measuring and Managing New and Legacy Software <i>Mr. Daniel Galorath, Galorath Incorporated</i>	7368 - Breaking the Ice with SCAMPI C Appraisals (With a few Suggestions for the Care and Feeding of New Appraisal Team Members) <i>Mr. John Kennedy, The MITRE Corporation</i>	TBD

THURSDAY, NOVEMBER 20, 2008

7:00 am - 3:00 pm Registration Open - Located in Grand Mesa Foyer, 2nd floor

7:00 am - 8:00 am Continental Breakfast - Located in Atrium Display Area, 2nd floor

	Track 1 Grand Mesa D/E	Track 2 Grand Mesa F	Track 3 Highlands	Track 4 Chasm Creek	Track 5 Mesa Verde	Track 6 Wind River	Track 7 Wind Star
	Process Improvement and CMMI® Session Chair: Mr. Richard Barbour, Software Engineering Institute	Practical Guidance Session Chair: Mr. Jeffrey Dutton, Jacobs Technology	Lean, 6 Sigma, Agile and CMMI® Session Chair: Ms. Susan Bassham, U.S. Army Aviation and Missile Command	High Maturity Session Chair: Dr. Dennis Goldenson, Software Engineering Institute	Measurement Session Chair: Mr. Robert Ferguson, Software Engineering Institute	Appraisals Session Chair: Mr. Geoff Draper, Harris Corporation	Future Directions Dr. Gene Miluk, Software Engineering Institute & Mr. Charlie Ryan, Software Engineering Institute
8:00 am - 8:45 am	6909 - Developing Complex Systems-- Using CMMI® to Achieve Effective Systems and Software Engineering Integration <i>Dr. Kenneth Nidiffer, Software Engineering Institute (Invited)</i>	7402 - Recursion and Iteration of CMMI® Project Management Practices <i>Mr. Alfred Schenker, Software Engineering Institute</i>	7185 - Leveraging LEAN in Achieving Higher Maturity <i>Mrs. Ann Hennon, BAE Systems, Ground Systems</i>	7242 - Statistical- and-Modeling Approach for Limited Data Forecast <i>Ms. Shinobu Minamikawa, YARNE and Company</i>	6898 - Leading Indicators for Software Project Management <i>Mr. David Card, Det Norske Veritas</i>	7212 - Experiences with a Geographically Distributed Class C+ Appraisal <i>Ms. Karen Smiley, ABB Incorporated, U. S. Corporated Research</i>	7361 - Beyond IPPD: Practices for Distributed Collaboration <i>Ms. Suzanne Garcia, Software Engineering Institute</i>
8:45 am - 9:30 am	6995 - 3 Examples of PI, 2 Successes 1 Failure, Lessons Learned <i>Mr. Al Florence, The MITRE Corporation</i>	7284 - A Value Proposition for Project Managers from Configuration Management <i>Mr. Tim Kasse, Kasse Initiatives, LLC</i>	7240 - Integrating Agile and CMMI®: Synergy through Discipline <i>Dr. Gene Miluk, Software Engineering Institute</i>	7412 - Finding Useful CMMI Models! Mr. Mark Kelley, Esterline AVISTA	7437 - A Status of a Case Study on Controlling ROI for CMMI®-Based Process Improvement <i>Dr. James Perry, BAE Systems</i>	6973 - Global SCAMPI B's and C's Without the Jet Lag <i>Ms. Robyn Plouse, Intel Corporation</i>	TBD
9:30 am - 10:00 am BREAK IN ATRIUM DISPLAY AREA, 2nd FLOOR							
	Process Improvement and CMMI® Session Chair: Mr. Richard Barbour, Software Engineering Institute	Practical Guidance Session Chair: Mr. Jeffrey Dutton, Jacobs Technology	Lean, 6 Sigma, Agile and CMMI® Session Chair: Ms. Susan Bassham, U.S. Army Aviation and Missile Command	High Maturity Session Chair: Dr. Dennis Goldenson, Software Engineering Institut	Measurement Session Chair: Mr. Robert Ferguson, Software Engineering Institute	Appraisals Session Chair: Mr. Geoff Draper, Harris Corporation	CMMI® In Small Settings Dr. Gene Miluk, Software Engineering Institute & Mr. Charlie Ryan, Software Engineering Institute
10:00 am - 10:45 am	6962 - Do You Have An Effective Process Improvement Infrastructure? <i>Ms. Patricia Mityrk, Cognence, Inc.</i>	6879 - Integrated Change Control for the Concurrently Developed Complex Systems - Lesson Learned <i>Mr. Alexander Polack, The Aerospace Corporation</i>	7147 - Encapsulated Process Objects: Using Agile Methods and Object Orientation to simplify and succeed with Process Deployment <i>Mr. Jeff Dalton, Broadsword Solutions Corporation</i>	7291 - Criteria for Interpreting CMMI® High Maturity Implementations <i>Dr. Mike Konrad, Software Engineering Institute</i>	6875 - Using Quantitative Analysis to Improve the On Time Acquisition of Parts Used in Product Development <i>Mr. Fred Oleson, BAE Systems</i>	6978 - Appraisals and CMMI® Gotchas - Lessons in CMMI® Use and Appraisal Preparation <i>Ms. Mary Sakry, The Process Group</i>	TBD
10:45 am - 11:30 am	7202 - The Last Phase of Process Changes - Deployment Mr. Richard Barbour, Software Engineering Institute <i>Dr. Barbara Tyson, Software Engineering Institute</i>	7152 - Making IPPD Real <i>Mr. Joseph Vandeville, Northrop Grumman Corporation</i>	7110 - Agile Methods with Performance-Based Earned Value <i>Mr. Paul Solomon, Performance-Based Earned Value®</i>	7217 -Building a Better Mousetrap - Lessons learned implementing process management automation to accelerate quality improvement. Mr. Keith Lutz, Intel Corporation	7251 - Enabling Business Transformation at Higher Maturity Levels in Remote Production Support Environment <i>Ms. Shalini Batra, AMDPCS Development Centre India Pvt., Ltd.</i>	7360 - 10 Common Mistakes Appraisers Make <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	7410 - Ongoing CMMI® Level 4/5 for Smaller Teams <i>Mr. Mark Kelley, Esterline AVISTA</i>

CMMI® CONFERENCE AGENDA

	Track 1 Grand Mesa D/E	Track 2 Grand Mesa F	Track 3 Highlands	Track 4 Chasm Creek	Track 5 Mesa Verde	Track 6 Wind River	Track 7 Wind Star
	Process Improvement and CMMI® Session Chair: Mr. Richard Barbour, Software Engineering Institute	Practical Guidance Session Chair: Mr. Jeffrey Dutton, Jacobs Technology	Lean, 6 Sigma, Agile and CMMI® Session Chair: Ms. Susan Bassham, U.S. Army Aviation and Missile Command	High Maturity Session Chair: Dr. Randy Walters, Northrop Grumman Corporation	Measurement Session Chair: Mr. Robert Ferguson, Software Engineering Institute	Appraisals Session Chair: Mr. Geoff Draper, Harris Corporation	CMMI® in Small Settings Dr. Gene Miluk, Software Engineering Institute & Mr. Charlie Ryan, Software Engineering Institute
1:00 pm - 1:45 pm	7123 - CMMI® on the Cheap <i>Mr. Thomas Neff, BAE Systems</i>	7348 - Applications of Risk Management Using Monte Carlo Simulation <i>Mr. Barry Schrimsher, GlenTalon Consulting, Inc.</i>	TBD	7192 - The Practice of Measurement and Analysis in High Maturity Organizations - - What Does it Take to Get There, Stay There and Why Should You Do It Anyway? <i>Dr. Dennis Goldenson, Software Engineering Institute</i>	6941 - Good and Bad Software Projects: By the Numbers <i>Mr. Donald Beckett, Quantitative Software Management</i>	7411 - SCAMPI Appraisals for Small Companies <i>Mr. Mark Kelley, Esterline AVISTA</i>	7117 - Successful Implementation of Process Improvement in Small Organizations <i>Ms. Rose Clark, Booz Allen Hamilton</i>
1:45 pm - 2:30 pm	7313 - Successful Integration of an Engineering Organization Across Geographic Locations Achieving CMMI® level 3 <i>Mr. Wendell Mullison, General Dynamics, Land Systems</i>	TBD	7269 - Closing the Gap Between Systems Engineering and Project Management <i>Mr. Robert Ferguson, Software Engineering Institute</i>	7203 - V1.2 High Maturity: What should I expect to see in a V1.2 High Maturity Appraisal <i>Mr. John Ryskowski, JFR Consulting</i>	7145 - Can You Trust Your Data? A Measurement and Analysis Infrastructure Diagnostic to Enhance Value <i>Dr. David Zubrow, Software Engineering Institute</i>	7019 - Combining a CMMI® SCAMPI Appraisal with a Project Retrospective <i>Mr. Roger Campbell, Cognence, Inc.</i>	7241 - Accelerating CMMI® Adoption <i>Dr. Gene Miluk, Software Engineering Institute</i>
2:30 pm - 3:00 pm BREAK IN ATRIUM DISPLAY AREA, 2nd FLOOR							
3:00 pm - 3:45 pm	7342 - Use of IDEAL Model in a Multi-Organization Environment <i>Dr. Aldo Dagnino, ABB Incorporated, U.S. Corporate Research</i>	7008 - Work On Your Engineering Business, Not In It. <i>Mr. Rolf Reitzig, Cognence, Inc.</i>	6976 - Agile: The Essence of CMMI® Level 5 Behavior <i>Ms. Dottie Acton, Lockheed Martin Corporation, IS&GS</i>	7352 - How Six Sigma Organizations Implement CMMI® Level 5 <i>Dr. Rick Hefner, Northrop Grumman Corporation</i>	7160 - Leading Indicators of Program Performance <i>Mr. Robert Ferguson, Software Engineering Institute</i>	7329 - Frequently Misunderstood CMMI® Appraisal Findings <i>Ms. Karen Smiley, ABB Incorporated, U.S. Corporate Research</i>	TBD
3:45 pm - 4:30 pm	7426 - Defining Systems Engineering for an Army Life Cycle Software Engineering Center <i>Dr. William Craig, AMRDEC SED</i>	7006 - Project Planning Support Produces Consistently High-Quality Project Plans <i>Mr. John Johnston, BAE Systems</i>	TBD	7355 - Top Ten Things Everybody Should Know About High Maturity <i>Mr. Rawdon Young, Software Engineering Institute</i>	TBD	TBD	7001 - Achieving CMMI®-Dev + IPPD Version 1.2 Maturity Level 3 in a Small Organization – Planning/Implementing/Appraising <i>Ms. Donna Lee, United Space Alliance</i>

3:00 pm - 5:00 pm **Display Dismantle - Located in Atrium Display Area, 2nd floor**

4:30 pm **Conference Adjourns**

ABSTRACT ID	ABSTRACT TITLE	AUTHOR	AUTHOR TYPE
6874	CHOOSING THE RIGHT PI PILOT: USING READINESS AND FIT ANALYSIS FOR ADOPTION FEASIBILITY PILOTS	MS. SUZANNE GARCIA	PRIMARY
6875	USING QUANTITATIVE ANALYSIS TO IMPROVE THE ON TIME ACQUISITION OF PARTS USED IN PRODUCT DEVELOPMENT.	MR. FRED J. OLE-SON, MR. PETER HENRY	PRIMARY, SECONDARY
6879	INTEGRATED CHANGE CONTROL FOR THE CONCURRENTLY DEVELOPED COMPLEX SYSTEMS – LESSONS LEARNED	ALEXANDER J. POLACK	PRIMARY
6898	LEADING INDICATORS FOR SOFTWARE PROJECT MANAGEMENT	DAVID N. CARD	PRIMARY
6909	DEVELOPING COMPLEX SYSTEMS – USING CMMI® TO ACHIEVE EFFECTIVE SYSTEMS AND SOFTWARE ENGINEERING INTEGRATION	DR. KENNETH E. NIDIFFER	PRIMARY
6941	GOOD AND BAD SOFTWARE PROJECTS: BY THE NUMBERS	MR. DONALD BECKETT	PRIMARY
6950	CAPABILITY TARGET PROFILES FOR REAL ORGANIZATIONS	MR. MICHAEL MANGIERI	PRIMARY
6951	USING APPRAISALS FOR OTHER PROCESS MODELS: SOX, DOD 5000	MR. ROBERT L. MOORE	PRIMARY
6952	APPRAISING CLASSIFIED PROGRAMS	MR. ROBERT L. MOORE	PRIMARY
6953	ACHIEVING STATISTICAL PROCESS CONTROL USING HIDDEN MARKOV MODELS	MR. ROBERT L. MOORE	PRIMARY
6962	DO YOU HAVE AN EFFECTIVE PROCESS IMPROVEMENT INFRASTRUCTURE	MS. PATRICIA MITRYK	PRIMARY
6963	HOW BIG DOES YOUR PROCESS NEED TO BE? – LESSONS LEARNED AT BOTH ENDS OF THIS SPECTRUM	MS. PATRICIA MITRYK	PRIMARY
6964	QUANTIFYING APPRAISAL READINESS: ARE YOU REALLY READY FOR YOUR SCAMPI?	MS. PATRICIA MITRYK	PRIMARY
6973	GLOBAL SCAMPI B'S AND C'S WITHOUT THE JET LAG	MS. ROBYN PLOUSE, MR. KEITH LUTZ	PRIMARY, SECONDARY
6976	AGILE: THE ESSENCE OF CMMI® LEVEL 5 BEHAVIOR	MS. DOTTIE ACTON, MS. LYNN PENN	PRIMARY, SECONDARY
6977	DOCUMENTATION DIET	MS. MARY SAKRY, MR. NEIL POTTER	PRIMARY, SECONDARY
6978	APPRAISALS AND CMMI® GOTCHAS - LESSONS IN CMMI USE AND APPRAISAL PREPARATION	MS. MARY SAKRY, MR. NEIL POTTER	PRIMARY, SECONDARY
6980	CMMI® LEVEL 2 – THE NITTY GRITTY	MS. MARY SAKRY, MR. NEIL POTTER	PRIMARY, SECONDARY
6991	DEVELOPMENT AND CONFIGURATION MANAGEMENT OF REQUIREMENTS	MR. AL FLORENCE	PRIMARY
6992	INDEPENDENT VERIFICATION AND VALIDATION	MR. AL FLORENCE	PRIMARY
6995	3 EXAMPLES OF PI, 2 SUCCESSES 1 FAILURE, LESSONS LEARNED	MR. AL FLORENCE	PRIMARY
7001	ACHIEVING CMMI®-DEV + IPPD VERSION 1.2 MATURITY LEVEL 3 IN A SMALL ORGANIZATION – PLANNING/IMPLEMENTING/APPRAISING	MS. DONNA LEE	PRIMARY
7005	COMMON TAXONOMY FUELS A LEARNING ENGINE	MR. JOHN M. JOHNSTON	PRIMARY
7006	PROJECT PLANNING SUPPORT PRODUCES CONSISTENTLY HIGH-QUALITY PROJECT PLANS	MR. JOHN M. JOHNSTON	PRIMARY
7008	WORK ON YOUR ENGINEERING BUSINESS, NOT IN IT.	MR. ROLF REITZIG	PRIMARY
7012	ON YOUR MARK, GET SET, GO! EFFECTIVE SOLUTIONS TO PREPARE FOR A CMMI® BASED APPRAISAL.	MS. LISA MING	PRIMARY
7019	COMBINING A CMMI® SCAMPI APPRAISAL WITH A PROJECT RETROSPECTIVE	MR. ROGER CAMPBELL, MR. ROLF REITZIG	PRIMARY, SECONDARY

7022	IMPLEMENTING A MULTIPLE MODEL APPROACH FOR OPTIMIZED RESULTS	MS. MAGGIE CRONIN, MR. ROGER CAMPBELL, MS. NORMA KRECH	PRIMARY, SECONDARY
7027	LESSONS LEARNED DOING SYSTEMS ENGINEERING ASSESSMENTS ON THE ACQUIRER	MR. IAN TALBOT	PRIMARY
7043	AN EFFECTIVE PROCESS IMPROVEMENT PLAN IS KEY TO MAINTAINING MATURITY LEVEL 3	MS. SUSAN BYRNES	PRIMARY
7056	HALF -DAY TUTORIAL: “HOW TO DEFINE PRACTICAL METRICS USING NASA JPL AS AN EXAMPLE”	MR. TIM OLSON, DR. JAIRUS HIHN	PRIMARY, SECONDARY
7057	HALF-DAY TUTORIAL: “DEFINING LEAN SERVICE AND MAINTENANCE PROCESSES THAT ARE CMMI® COMPLIANT”	MR. TIM OLSON	PRIMARY
7058	PRESENTATION: “ARCHITECTURE AND MODEL BASED SYSTEMS ENGINEERING FOR LEAN RESULTS”	MR. TIM OLSON	PRIMARY
7059	PRESENTATION: “USING THE NATIONAL BALDRIGE PERFORMANCE CRITERIA TO STRENGTHEN CMMI® MEASURABLE RESULTS”	MR. TIM OLSON	PRIMARY
7061	HOW TO WRITE ‘LEAN AND MEAN’ REQUIREMENTS	MR. TIM OLSON	PRIMARY
7060	PRESENTATION: “USING LEAN PRINCIPLES AND PROCESS MODELS TO ACHIEVE MEASURABLE RESULTS”	MR. TIM OLSON	PRIMARY
7097	INTEGRATING SYSTEMS ENGINEERING WITH EARNED VALUE MANAGEMENT	MR. PAUL SOLOMON	PRIMARY
7110	AGILE METHODS WITH PERFORMANCE-BASED EARNED VALUE	MR. PAUL SOLOMON	PRIMARY
7112	LESSONS LEARNED IN EVM CONTROL ACCOUNT ANALYSIS AND DESIGN	MR. THOMAS COWLES	PRIMARY
7117	SUCCESSFUL IMPLEMENTATION OF PROCESS IMPROVEMENT IN SMALL ORGANIZATIONS	MS. ROSE CLARK, MR. DON COLLINS	PRIMARY, SECONDARY
7123	CMMI® ON THE CHEAP	MR. THOMAS NEFF	PRIMARY
7124	PILOTING THE CMMI®-ACQ...1 YEAR LATER	MR. THOMAS NEFF	PRIMARY
7126	ANATOMY OF THE CMMI® TECHNICAL SOLUTION PROCESS AREA	DR. ALDO DAGNINO	PRIMARY
7133	EXAMPLES OF STATISTICAL MODELS AND THEIR USE IN LEVEL 4-5 PROCESS MATURITY EXECUTION	DR. JEFF RICKETTS	PRIMARY
7134	ROI FROM CMMI® - A DACS AND SEI COLLABORATION	MR. THOMAS MCGIBBON, DR. DENNIS GOLDENSON	PRIMARY, SECONDARY
7140	STATISTICALLY MANAGING REWORK RATE OF SOURCE DATA PROVIDED TO TECHNICAL PUBLICATIONS BY LOGISTICS SUPPORT ANALYSIS (LSA)	MR. ROBERT TUTHILL, MR. ROBERT SABATINO	PRIMARY, SECONDARY
7143	PROCESS ARCHITECTURE – “WHAT IS IT?” – “WHAT IS IT FOR?”	MR. DAVID PIPER	PRIMARY
7145	CAN YOU TRUST YOUR DATA? A MEASUREMENT AND ANALYSIS INFRASTRUCTURE DIAGNOSTIC TO ENHANCE VALUE	DR. DAVID ZUBROW	PRIMARY
7146	MEASURING ECONOMIC BENEFITS OF CMMI® LEVERAGING THE INTERPRETIVE STRUCTURAL METHODOLOGY	DR. ALDO DAGNINO	PRIMARY
7147	ENCAPSULATED PROCESS OBJECTS: USING AGILE METHODS AND OBJECT ORIENTATION TO SIMPLIFY AND SUCCEED WITH PROCESS DEPLOYMENT	MR. JEFF DALTON, MS. JULIE CALFIN	PRIMARY, SECONDARY
7152	MAKING IPPD REAL	MR. JOSEPH VANDEVILLE, MR. DAVID DICKINSON, MR. MIKE MCDONOUGH	PRIMARY, SECONDARY, SECONDARY
7154	LESSONS (NOT)LEARNED	MR. MICHAEL WEST	PRIMARY

7159	AN INTEGRATED, HOLISTIC, STOCHASTIC ANALYSIS APPROACH FOR EVALUATING THE IMPACT OF NEW TECHNOLOGIES AND POTENTIAL PROCESS IMPROVEMENTS ON OVERALL OUTCOMES AND RELEVANT MEASURES OF PERFORMANCE.	MR. PHILIP FAHRINGER	PRIMARY
7160	LEADING INDICATORS OF PROGRAM PERFORMANCE	MR. ROBERT FERGUSON	PRIMARY
7164	CAPABILITY-LEVEL-3 QUICK-TURN-AROUND WEB DEVELOPMENT	MR. JUAN CEVA, MR. GORDON WARD	PRIMARY, SECONDARY
7165	THE JOURNEY FROM CMMI® RATINGS TO VALUE ADDED PROCESS IMPROVEMENT	MR. PHILIP WAH, JR.	PRIMARY
7168	CMMI® AND USAF SYSTEM ENGINEERING ASSESSMENT MODEL (AF SEAM)	MR. GEORGE FREEMAN, MR. RANDALL BULLARD, MS. LINDA TAYLOR, MR. ANDRWE BOYD	PRIMARY, SECONDARY, SECONDARY, SECONDARY
7169	MAKING THE CMMI® RELEVANT	MR. JEFFREY DUTTON	PRIMARY
7170	LEAN SCAMPI	MR. JEFFREY DUTTON	PRIMARY
7171	JACOBS PILOT FOR CMMI® FOR SERVICES	MR. JEFFREY DUTTON	PRIMARY
7173	CMMI'S® ROLE IN REDUCING TOTAL COST OF OWNERSHIP: MEASURING AND MANAGING NEW AND LEGACY SOFTWARE	MR. DANIEL GALORATH	PRIMARY
7177	PLANNING THE CONDUCT OF A SUCCESSFUL SCAMPI	MS. PAM HUDSON	PRIMARY
7181	APPLYING CMMI® GENERIC PRACTICES WITH GOOD JUDGMENT	DR. RICK HEFNER, MR. GEOFF DRAPER	PRIMARY, SECONDARY
7182	EFFECTIVE USE OF NON-DIRECTIVE TOOLS AND TEMPLATES – INTEGRATING THE “HOW’S” WITH THE “WHAT’S”	MR. KENNETH WEINBERG	PRIMARY
7184	HOW MANY WAYS CAN SCAMPI BE COOKED?LET’S SPEND SOME TIME IN THE KITCHEN	MR. JOSEPH WICKLESS	PRIMARY
7185	LEVERAGING LEAN IN ACHIEVING HIGHER MATURITY	MRS. ANN HENNON	PRIMARY
7187	CMMI® FOR ACQUISITION WORKS IN THE REAL WORLD	MR. RICHARD RAPHAEL, MS. LISA COOPER	PRIMARY, SECONDARY
7192	THE PRACTICE OF MEASUREMENT AND ANALYSIS IN HIGH MATURITY ORGANIZATIONS - - WHAT DOES IT TAKE TO GET THERE, STAY THERE AND WHY SHOULD YOU DO IT ANYWAY?	DR. DENNIS R. GOLDENSON, MR. ROBERT W. STODDARD, II	PRIMARY, SECONDARY
7201	SAVING THE TITANIC: USING CAR TO RESCUE A SINKING PROCESS IMPROVEMENT PROGRAM	MR. BILL SMITH	PRIMARY
7202	REFLECTIONS ON APPROACHES TO THE DEPLOYMENT OF PROCESS CHANGES	DR. BARBARA A. TYSON	PRIMARY
7203	V1.2 HIGH MATURITY: WHAT SHOULD I EXPECT TO SEE IN A V1.2 HIGH MATURITY APPRAISAL	MR. JOHN RYSKOWSKI	PRIMARY
7206	DEVELOPING PROCESS PERFORMANCE MODELS, BASELINES, AND OBJECTIVES	MR. RAYNEY WONG	PRIMARY
7208	PREDICTION MODEL FOR DAILY PRODUCTION SUPPORT ISSUES	MRS. RAMA SIVARAMAN, MS. SUDHA GOPALAKRISHNAN, MR. RAJU BALAKRISHNA	PRIMARY, SECONDARY, SECONDARY
7212	EXPERIENCES WITH A GEOGRAPHICALLY DISTRIBUTED CLASS C+ APPRAISAL	MS. KAREN J. SMILEY, MR. ANDREW J. CORDES	PRIMARY, SECONDARY
7213	SAILING TO SUCCESS: BUILDING THE BUSINESS CASE FOR RUNNING AN EFFECTIVE HIGH-MATURITY, HIGH-PRIORITY IMPROVEMENT PROJECT	MS. KAREN J. SMILEY	PRIMARY

7217	BUILDING A BETTER MOUSETRAP - LESSONS LEARNED IMPLEMENTING PROCESS MANAGEMENT AUTOMATION TO ACCELERATE QUALITY IMPROVEMENT.	MR. KEITH LUTZ, MR. ASSAF PERRY	PRIMARY, SECONDARY
7220	BEYOND THE HANDSHAKE BETWEEN AUDITORS AND CMMI®: A LOOK INTO AUDITING FOR PROCESS MATURITY	MR. DORIAN COUGIAS	PRIMARY
7234	USING A COMBINED TECHNOLOGY IN HIGH MATURITY PROCESS IMPROVEMENT	MR. BOSHEND ZHOU, HUI WNAG, WEN-JIE LUO	PRIMARY, SECONDARY, SECONDARY
7240	INTEGRATING AGILE AND CMMI® SYNERGY THROUGH DISCIPLINE	DR. GENE MILUK	PRIMARY
7241	ACCELERATING CMMI® ADOPTION	DR. GENE MILUK, MR. JAMES MCHALE, MS. NOOPUR DAVIS	PRIMARY, SECONDARY, SECONDARY
7242	STATISTICAL-AND-MODELING APPROACH FOR LIMITED DATA FORCAST	MS. SHINOBU MINAMIKAWA, MR. YO-SHINOBU YAMAMURA	PRIMARY, SECONDARY
7246	A PROCESS PERFORMANCE MODELS CASE STUDY	MR. RICARDO GARZA	PRIMARY
7251	ENABLING BUSINESS TRANSFORMATION AT HIGHER MATURITY LEVELS IN REMOTE PRODUCTION SUPPORT ENVIRONMENT	MS. SHALINI BATRA	PRIMARY
7254	INTEGRATING LEAN METHODS AND CMMI®	MR. ROBERT FERGUSON	PRIMARY
7256	IMMM-IDEAL - INTEGRATING MULTIPLE MODELS AND METHODOLOGIES: AN IDEAL RELATIONSHIP	MS. KATHERINE L. SMITH, MS. DEBRA L. BORDEN	PRIMARY, SECONDARY
7257	CMM® AND SIX SIGMA: PERFECT TOGETHER	MS. ELIZABETH (BETH) A. CLARK	PRIMARY
7259	BENEFITS OF MULTI-MODEL PROCESS IMPROVEMENTS IN SMALL - MEDIUM BUSINESSES	DR. MARY ANNE HERNDON, MRS. SANDRA SALARS	PRIMARY, SECONDARY
7260	CMMI® FUELS YOUR TIGER TEAM	MR. ANDREW CORDES	PRIMARY
7262	BREAK THE SHACKLES - EARLY SUCCESS IN GLOBAL SOURCING WITH CMMI-ACQ.	DR. JACK FERGUSON	PRIMARY
7267	CMMI® - A TUTORIAL	MR. DAVID M. PHILLIPS	PRIMARY
7269	CLOSING THE GAP BETWEEN SYSTEMS ENGINEERING AND PROJECT MANAGEMENT	MR. ROBERT FERGUSON	PRIMARY
7282	INSTITUTIONALIZING CMMI® AND PERFORMING SCAMPI APPRAISALS IN A LARGE, MULTI-PROJECT ENVIRONMENT USING A VALUE STREAM APPROACH	MR. ROBERT CASTAGNA, DR. GARY LUNSFORD	PRIMARY, SECONDARY
7284	A VALUE PROPOSITION FOR MANAGERS FROM CONFIGURATION MANAGEMENT	MR. TIM KASSE	PRIMARY
7286	LESSONS LEARNED IN MOTIVATING SOFTWARE ENGINEERING PROCESS GROUP TO FOCUS ON ACHIEVING BUSINESS GOALS, AND NOT ON JUST ACHIEVING A MATURITY LEVEL	MR. GIRISH SESHAGIRI	PRIMARY
7287	HOW TSP/PSP ADDRESSES CMMI® IMPLEMENTATION ISSUES IN FEDERAL ACQUISITION; CASE STUDY OF A CMMI LEVEL 5 FEDERAL CONTRACTOR	MR. GIRISH SESHAGIRI	PRIMARY
7291	CRITERIA FOR INTERPRETING CMMI® HIGH MATURITY IMPLEMENTATIONS	DR. MIKE KONRAD, SIR RUSTY YOUNG, DR. DAVE ZUBROW	PRIMARY, SECONDARY, SECONDARY
7297	BASELINES AND MODELS FOR TAILORING	MS. DIANE A. MIZUKAMI (WILLIAMS)	PRIMARY
7309	USING SELF-ASSESSMENTS AS PART OF A CMMI® IMPROVEMENT STRATEGY	DR. GARY C. PALOSAARI	PRIMARY
7312	A SYSTEMS APPROACH TO APPLYING RISK MANAGEMENT TO SOFTWARE DEVELOPMENT	MR. WARREN SCHEININ	PRIMARY
7313	SUCCESSFUL INTEGRATION OF AN ENGINEERING ORGANIZATION ACROSS GEOGRAPHIC LOCATIONS ACHIEVING CMMI® LEVEL 3	MR. WENDELL R. MULLISON	PRIMARY

7314	USING THE SEI MODELS AND PRACTICES TO SUPPORT MILITARY COMBAT OPERATIONAL UNITS WITH OPERATIONAL READINESS AND COMBAT PREPAREDNESS EVALUATION	MR. KOBI VIDER-PICKER, MR. TIM KASSE	PRIMARY, SECONDARY, SECONDARY
7315	MEASUREMENT AND STATISTICAL INSIDE VIA CASE STUDIES IN ACHIEVING HIGH MATURITY IN CMMI®	DR. BIN CONG	PRIMARY
7329	FREQUENTLY MISUNDERSTOOD CMMI® APPRAISAL FINDINGS	MS. KAREN J. SMILEY, MR. ANDREW J. CORDES, DR. ALDO DAGNINO	PRIMARY, SECONDARY, SECONDARY
7334	LESSONS LEARNED IMPLEMENTING CMMI® IN A SERVICES ORGANIZATION	MR. LARRY E. JESS, MRS. TARA GILLIAM	PRIMARY, SECONDARY
7336	COMPELLING ANSWERS TO: WHY BASE YOUR ORGANIZATION'S PROCESS IMPROVEMENT INITIATIVE ON THE CMMI®?	MR. TIM KASSE	PRIMARY
7342	USE OF IDEAL MODEL IN A MULTI-ORGANIZATION ENVIRONMENT	DR. ALDO DAGNINO	PRIMARY
7346	IMPROVING PROJECT PLANNING AND CONTROL: A 10-STEP PROCESS WITHIN CMMI® OR OTHER PROCESS ORIENTATIONS	MR. DANIEL GALORATH	PRIMARY
7348	APPLICATIONS OF RISK MANAGEMENT USING MONTE CARLO SIMULATION	MR. BARRY SCHRIMSHER	PRIMARY
7350	THE VERY FIRST CMMI®-ACQ SCAMPI A: A SMALL SETTING WITH LARGE IMPORTANCE	MS. MARGARET A. GLOVER, MR. STEVEN HU	PRIMARY, SECONDARY
7352	HOW SIX SIGMA ORGANIZATIONS IMPLEMENT CMMI® LEVEL 5	DR. RICK HEFNER, MS. ALICE PARRY	PRIMARY, SECONDARY
7353	INTERPRETING HIGH MATURITY PRACTICES FOR YOUR BUSINESS OBJECTIVES	DR. RICK HEFNER, MS. ALICE PARRY	PRIMARY, SECONDARY
7354	POLICIES, PROCESSES, PROCEDURES, PLANS – WHAT'S THE DIFFERENCE?	DR. RICK HEFNER	PRIMARY
7355	TOP TEN THINGS EVERYBODY SHOULD KNOW ABOUT HIGH MATURITY	MR. RAWDON YOUNG	PRIMARY
7358	SELECTING AN EFFECTIVE APPRAISAL STYLE	DR. RICK HEFNER, MR. RAPLH WILLIAMS	PRIMARY, SECONDARY
7359	EVIDENCE WORKSHOPS: A GENTLER AND MORE EFFECTIVE ALTERNATIVE TO SCAMPIS	DR. RICK HEFNER, MS. GYWNN PYLE, MR. MICHAEL STURGEON, MS. JANICE TAUSER	PRIMARY, SECONDARY, SECONDARY
7360	10 COMMON MISTAKES APPRAISERS MAKE	DR. RICK HEFNER	PRIMARY
7361	BEYOND IPPD: PRACTICES FOR DISTRIBUTED COLLABORATION	MS. SUZANNE GARCIA, DR. URS ANDELINGLER	PRIMARY, SECONDARY
7362	1HOW TO CREATE A CMMI®-COMPLIANT SET OF ORGANIZATIONAL PROCESS ASSETS (HALF-DAY TUTORIAL)	DR. RICK HEFNER	PRIMARY
7368	BREAKING THE ICE WITH SCAMPI C APPRAISALS (WITH A FEW SUGGESTIONS FOR THE CARE AND FEEDING OF NEW APPRAISAL TEAM MEMBERS)	MR. JOHN KENNEDY, MS. CAROL KLINGLER	PRIMARY, SECONDARY
7369	1. SHRINKING THE ELEPHANT: IF IMPLEMENTING CMMI® PRACTICES LOOKS LIKE MORE EFFORT THAN IT'S WORTH, LET'S LOOK AGAIN.	MR. SAM FOGLE	PRIMARY
7371	2. THE SECRET MAP TO HIDDEN TREASURE: YOUR PIID	MR. SAM FOGLE	PRIMARY
7376	CONTROLLING PEER REVIEWS DURING SOFTWARE DEVELOPMENT: A FIVE-YEAR LONGITUDINAL CASE STUDY	DR. RICHARD WELCH, MR. STEVE D. TENNANT	PRIMARY, SECONDARY

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- ACHIEVE ROI (E.G., 7:1)
- INCREASE PRODUCTIVITY, PERFORMANCE AND QUALITY
- REDUCE CYCLE TIME/SCHEDULE
- REDUCE DEFECTS, REWORK AND COSTS OF POOR QUALITY
- REDUCE POST-RELEASE DEFECTS (I.E., DEFECTS VISIBLE TO YOUR CUSTOMERS OR EXTERNAL FAILURE DEFECTS)
- ACHIEVE WORLD-CLASS RESULTS (E.G., 70-90% DEFECT REMOVAL EFFICIENCY OR DEFECTS REMOVED BEFORE TEST)



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SYSTEMS ENGINEERING AND SOFTWARE ENGINEERING HAVE BECOME MORE AND MORE COMPLEX OVER THE YEARS. WITH THIS GROWING COMPLEXITY, PROCESSES AND PROCEDURES HAVE BECOME LARGER AND MORE COMPLEX. BASED ON SURVEYS, MOST ORGANIZATIONS DO NOT LIKE THEIR PROCESSES AND PROCEDURES (E.G., INCLUDING CMMI® MATURITY LEVEL 3-5 ORGANIZATIONS) AND THEY CAN HAVE SOME OF THE FOLLOWING LEAN PROBLEMS:

- TOO LARGE AND COMPLEX (I.E., NOT LEAN)
- HAVE SOME NON-VALUE ADDED ACTIVITIES
- DIFFICULT TO USE (E.G., POOR USABILITY)
- LACK OF VISUALIZATION (E.G., PICTURES, DIAGRAMS, TABLES, CHARTS, ETC.)
- LACK OF "CHUNKING" WHICH IS A BEST PRACTICE FOR USABILITY (7 PLUS OR MINUS 2 PRINCIPLE)
- LACK OF "GOOD METRICS", NOT THE RIGHT METRICS, OR NOT LEAN METRICS

LSI HAS A PATENT PENDING APPROACH FOR DEFINING SYSTEMS AND SOFTWARE ENGINEERING PROCESSES (E.G., CMMI® COMPLIANT PROCESSES) IN A LEAN (E.G., SHORT, USABLE, VISUAL) WAY. ALTHOUGH THIS APPROACH CAN BE SIMPLE, IT ALSO SCALES UP TO HANDLE COMPLEX PROCESSES (E.G., NASA PROCESSES). LSI USES "GOOD DIAGRAMS" (I.E., PROCESS MODELS) FOR PUTTING THE 5 W'S (WHO, WHAT, WHERE, WHEN, WHY) ON ONE PAGE. THESE VISUAL ONE-PAGE DIAGRAMS ALONG WITH A PAGE OF SUPPORT TEXT TYPICALLY REPLACE ABOUT 25-30 PAGES OF TEXT. FOR EXAMPLE, LEAN CMMI® PROCESSES ARE TYPICALLY ABOUT 20-25% OF THE SIZE OF A TYPICAL CMMI® IMPLEMENTATION. IN ONE RECENTLY PUBLISHED CMMI® MATURITY LEVEL 3 SUCCESS STORY (INDEPENDENTLY VERIFIED) USING THE LSI APPROACH, THE SUCCESSFUL BUSINESS UNIT ESTIMATED THAT ITS PROCESS WAS ABOUT 25% OF THE SIZE OF A SISTER BUSINESS UNIT WITH A SIMILAR CMMI® RATED PROCESS. LSI CAN HELP YOUR ORGANIZATION ACHIEVE MEASURABLE RESULTS, REDUCE SIZE AND COMPLEXITY, AND IMPROVE PROCESSES AND METRICS TO BECOME MUCH MORE LEAN, "VALUE ADDED", VISUAL, AND USABLE. LSI ALSO USES AN ISO/BALDRIGE APPROACH TO IMPLEMENTING CMMI®. LSI ONLY DOES IMPROVEMENT AND USES INDEPENDENT AUTHORIZED SEI LEAD APPRAISERS TO OBJECTIVELY VERIFY LSI LEAN SOLUTIONS FOR CMMI®.

SINCE 1966, TETRA TECH HAS BEEN A LEADING PROVIDER OF CONSULTING, ENGINEERING, AND TECHNICAL SERVICES. TODAY, TETRA TECH PROVIDES SERVICES IN INFRASTRUCTURE, RESOURCE MANAGEMENT, AND COMMUNICATIONS THROUGH 275 OFFICES, EMPLOYING MORE THAN 8,500 PEOPLE WORLDWIDE. TETRA TECH'S STAFF POSSESSES EXPERTISE IN SCIENCE, RESEARCH, ENGINEERING, CONSTRUCTION, AND INFORMATION TECHNOLOGY. OUR STRENGTH IS IN PROVIDING INTEGRATED SERVICES FOR CLIENTS, INCLUDING ALL BRANCHES OF THE UNITED STATES MILITARY, THE UNITED STATES ARMY CORPS OF ENGINEERS (USACE), EPA, AND FAA. TETRA TECH'S FIRST MILITARY CONTRACT INVOLVED A SYSTEMS ENGINEERING EVALUATION OF A PROPOSED MISSILE DEFENSE PROGRAM FOR THE AIR FORCE IN 1985. SINCE THEN, TETRA TECH HAS EXTENDED THE BREADTH AND DEPTH OF ITS WORK FOR THE DEFENSE SECTOR FROM LAND USE PLANNING, FACILITY DESIGN, AND CONSTRUCTION TO ENVIRONMENTAL REMEDIATION, ENERGY CONSERVATION, AND UNEXPLODED ORDNANCE REMOVAL.

THE FOLLOWING IS A SELECTION OF NOTABLE TETRA TECH PROJECTS FOR NATIONAL DEFENSE:

- SINCE 1992, TETRA TECH HAS BEEN PROVIDING INSTALLATION AND ENVIRONMENTAL MANAGEMENT SERVICES TO THE AIR FORCE CENTER FOR ENGINEERING AND THE ENVIRONMENT;
- SINCE 2000, TETRA TECH'S RESOURCE EFFICIENCY MANAGEMENT PROGRAM HAS PLACED STAFF AT NAVY, MARINE, AND AIR FORCE INSTALLATIONS TO HELP SAVE ENERGY AND REDUCE OPERATIONAL COSTS;
- TETRA TECH PROVIDES EXTENSIVE SERVICES WORLDWIDE FOR THE MILITARY'S BASE REALIGNMENT AND CLOSURE (BRAC) PROGRAM;
- IN IRAQ, TETRA TECH WAS PART OF A TEAM THAT DESIGNED AND INSTALLED MORE THAN 70 FIRST-OF-A-KIND FORCE PROTECTION STRUCTURES TO PROTECT US SOLDIERS FROM INSURGENT ROCKET ATTACKS; AND
- FUNDED BY THE DOD'S ENVIRONMENTAL SECURITY TECHNOLOGY CERTIFICATION PROGRAM, TETRA TECH IS DEVELOPING THE MARINE GRADIOMETER ARRAY, A MARINE MAPPING TOOL THAT COULD HELP THE USACE IDENTIFY AND CLEAN MORE THAN 10 MILLION ACRES OF UNDERWATER TERRITORY THAT POTENTIALLY CONTAINS MUNITIONS.

TETRA TECH'S SERVICES TO THE MILITARY AND THE USACE INCLUDE THE FOLLOWING:

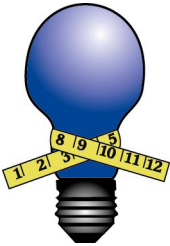
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| -ENVIRONMENTAL CONSERVATION | -CIVIL WORKS/DESIGN & CONSTRUCTION |
| -ENVIRONMENTAL QUALITY | -ENERGY MANAGEMENT/GREEN SERVICES |
| -ENVIRONMENTAL IMPACT ANALYSIS | -HOMELAND SECURITY |
| -INSTALLATION RESTORATION PROGRAM | -IT/ENGINEERING SERVICES |
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