

NAVAIR's Process Asset Library (PAL) Demo, A Step toward a Corporate Organization's Set of Standard Processes (OSSP)

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Topics

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- Background
- Design Philosophy & Implementation
- Definitions
- The question to ask
- Benefits
- How do you turn a Corporate PAL into a Corporate OSSP?
- Lessons learned

Abstract

Abstract

The CMMI speaks of having an Organization's Set of Standard Processes (OSSP). The Naval Air Systems Command (NAVAIR) had many smaller subdivisions before even looking at the CMM and CMMI model for process improvement (PI). Before we (NAVAIR) can converge on one set of standard processes for use across NAVAIR, we have to start somewhere. The Systems and Software Process Improvement Community of Practice (SPI CoP) was formed to share PI across the Enterprise. PI advocates across the Enterprise were encouraged to participate and share processes, templates, checklists, tools, etc. across the group. As more and more groups converge on a set of processes it may become possible to build a corporate OSSP. In the meantime a small working group was funded to build a Process Asset Library (PAL) demonstration to collect and share the assets.

This presentation shares the PAL journey using the corporate website over the past two years from requirements, design, and implementation, through piloting and deployment.

Background

Background

- ❑ NAVAIR PAL demo efforts began in 2007
- ❑ Built on requirements of Mission Area Teams
- ❑ Searched for PALs to emulate
- ❑ Uses CMMI[®] as framework

Design Philosophy and Implementation

Design Philosophy₁

Take advantage of the MyNAVAIR Corporate website built-in capabilities

- Announcements for events, policy, and training link
- Discussions for improvement forums, problem reporting, and communications with users
- Documents area to browse/search for assets, download and submit assets with special upload area for process submission

PAL Overview or Main Page

https://mynavair.navair.navy.mil - NAVIAIR PAL : Overview - Microsoft Internet Explorer provided by NMCI

Manage Project Help Project Search: Close

NAVIAIR PAL Choose Project

Overview Documents Discussions

NAVIAIR PAL

Remove from My Page @ Subscribe @ Subscribe Others Notify

Description: The NAVIAIR Process Asset Library (PAL) contains reusable process assets for performing software, systems and acquisition functions with NAVIAIR - Click the Documents tab to browse and search for process assets - Click the Discussions tab to ask questions and report problems.

Status: 50%

Announcements

New Announcement @ Subscribe

Click here to go to the "How To" PAL Guide for the following topics:

- How to Locate & Download Assets
- When and How to Submit Assets
- How to Use Discussion Threads
- When and How to Submit Problem Report

Posted by cad\judy.overhauser-duett on 1/8/09 1:25:26 AM

Updated Documents

Document	Checked in
NPWG Maintenance Notes 20090211.doc	2/11/09
Process Asset Index 20090207.xls	2/7/09
NAVIAIR PAL How To Guide.doc	1/8/09
Asset Submission Form for the NAVIAIR PAL V3.doc	12/2/08
NAVIAIR Labor Tracking Template 20080930.xls	10/15/08

Go to Documents

Recent Messages

Report Problems : Another test problem report
Posted by Susan_Byrnes on 11/5/08 6:27 AM
Wanted to see how this works.....

Report Problems : break for the day
Posted by cad\peter.youssef on 9/23/08 7:24 PM

any takers

Report Problems : re: break for the day
Posted by cad\james.tidwell on 9/23/08 7:24 PM
We will finish when we are done...

Report Problems : I was able to copy a whole bunch of files
Posted by cad\peter.youssef on 9/23/08 7:18 PM
to CIO wow

PI Topics : Pilot test of including links in disussions
Posted by cad\valerie.nutter on 9/23/08 7:17 PM
WOW! This is pretty cool. Here is a link of one of my favorite sites. <http://www.refdesk.com/>

Go to Discussions

Design Philosophy₂

- ❑ Any NAVAIR team member can access
- ❑ Use Excel spreadsheet and built in search capability to locate assets
- ❑ Link to other government PALs rather than duplicating assets
- ❑ Group assets according to Capability Maturity Model Integrated (CMMI®) Process Area and asset type

Who are the PAL Users?

There are three levels of PAL users:

1. General User

- Can read / download all PAL assets
- Can submit assets for PAL inclusion
- Can post / reply to discussion threads



2. Gatekeeper

- Processes/ loads assets into the PAL
- Responds to PAL issues in the discussion threads

3. Administrator

- Responds to user PAL problems
- Grants access to new gatekeepers / administrators

PAL Organization

- ❑ Assets displayed alphabetically in All Assets folder (Documents tab)
- ❑ Shortcuts to assets grouped by
 - Functional Area (Acquisition, Engineering, Project Mgmt, Process Mgmt, and Support) and CMMI® Process Area
 - Type of asset (Checklist, Example, Form, Guidance, Policy, Process, Standard, Template, and Training)

**Who thinks they have a PAL?
Who thinks they have a corporate
OSSP?**

Definitions

Definitions₁

- Before we discuss how we could move to a corporate OSSP let us make sure we are starting with the same definitions for some basic words: standard, standard process, defined process, organization's PAL, OSSP and tailoring.

Definitions₂

The Software Engineering Institute (SEI) defines a **standard** as
*“formal mandatory requirements developed and used to prescribe consistent approaches to development (e.g., ISO/IEC standards, IEEE standards, and organizational standards).”*¹

Definitions₃

SEI defines a **standard process** as

*“an operational definition of the basic process that guides the establishment of a common process in an organization. A standard process describes the fundamental process elements that are expected to be incorporated into any defined process. It also describes the relationships (e.g., ordering and interfaces) among these process elements.”*²

Definitions₄

- SEI defines a **defined process** as
“a managed process that is tailored from the organization’s set of standard processes according to the organization’s tailoring guidelines; has a maintained process description; and contributes work products, measures, and other process improvement information to the organizational process assets.”³

Definitions₅

*They define an **organization's PAL** as*

“a library of information used to store and make available process assets that are useful to those who are defining, implementing, and managing processes in the organization. This library contains process assets that include process-related documentation such as policies, defined processes, checklists, lessons-learned documents, templates, standards, procedures, plans, and training materials”⁴

Definitions₆

□ They define an **OSSP** as

“a collection of definitions of the processes that guide activities in an organization. These process descriptions cover the fundamental process elements (and their relationships to each other, such as ordering and interfaces) that must be incorporated into the defined processes that are implemented in projects across the organization. A standard process enables consistent development and maintenance activities across the organization and is essential for long-term stability and improvement.”⁵

Definitions₇

Lastly SEI defines **tailoring** as

“altering, or adapting the process description for a particular end. For example, a project establishes its defined process by tailoring from the organization’s set of standard processes to meet the objectives, constraints, and environment of the project”⁶

The Question to ask

The Question to ask

- Why would you want to make your PAL a corporate or enterprise OSSP? There could be a number of reasons to take the leap. Two of the easiest reasons would be
 - To reduce stovepipe process development across the Enterprise providing horizontal integration. Rather than developing individual processes, each project would use the organizational standard and any tailoring to achieve their defined process
 - Obtaining a CMMI Maturity Level 3 rating requires an OSSP. It doesn't require a corporate OSSP but there are benefits to a corporate OSSP.

What are the benefits?

Benefits



- A corporate OSSP provides benefits:
 - Builds on mature processes
 - Increases horizontal integration
 - Reduces overall cost as well as maintenance cost,
 - Reduces time to develop/change processes,
 - Reduces training,
 - And increases quality.

Note: Horizontal integration produces buy-in from the organization when the members participate in the process building. Horizontal Integration does not mean you have to use the same format for the outputs of your processes.

How do you turn a Corporate PAL into a Corporate OSSP?

Develop “Content Standard”⁷

- Statement of minimum information required to be represented in work products or outputs (e.g., CDRLs)
 - Provide explanation or samples for information elements in content standards
 - Include tailoring guidance as needed

Example Status Report Content Standard

- Introductory Statement
- List of required information

Required Information	Description
Reporting period covered	The status report must identify the period covered by the status report
Report submitter	Name of the project or group submitting report
Highlights or accomplishments	Summarize highlights for the reporting period
Schedule	Include schedule snapshot or major milestones
Next Steps	Summarize near-term next steps
Issues, concerns, or risks	Summarize issues, concerns and risks

Status Report A – Quad Chart



[dd Mmm yyyy]

[Program Name] Monthly Status Report for Mmm yyyy

[Program Name] Highlights

Include highlights since last report

- ◆ XX
- ◆ XX

Next Steps

Short-term

- ◆ XX
- ◆ XX

Schedule

Include Schedule in format of your choice

Issues/Concerns/Risks

Include any issues, concerns or risks

- ◆ XX
 - yy

1



Status Report B – Email message

Subject: [Program Name] Monthly Status Report for Mmm yyyy:

Body of Message:

Program Highlights:

Schedule snapshot or list of major milestones (explain deviations from plan):

Next steps:

Issues/concerns/ risks:

My Steps to developing a Content Standard from Multiple Processes

- Gather all the related processes within the organization addressing a particular process area.
- Note required information for each process
- Note overlapping information which may be presented differently
- Write the content standard list based on what you want to require
- Note tailoring allowed
- Socialize the content standard
- Deploy the content standard

Remember a content standard is a WHAT, not a HOW.

Lessons Learned

Lessons Learned

We have a few lessons learned even before we think about extending our demo PAL:

- ❑ Content standards allow for different style preferences
- ❑ Content standards with tailoring guidelines will allow smaller groups within the organization to tailor out content they can't afford.

Endnotes

- ¹ The Software Engineering Institute; CMMI® for Development, Version 1.2; Carnegie Mellon University, 2006, p.568
- ² The Software Engineering Institute; CMMI® for Development, Version 1.2; Carnegie Mellon University, 2006, p.568
- ³ The Software Engineering Institute; CMMI® for Development, Version 1.2; Carnegie Mellon University, 2006, p.551
- ⁴ The Software Engineering Institute; CMMI® for *Development, Version 1.2; Carnegie Mellon University, 2006, p.546*
- ⁵ The Software Engineering Institute; CMMI® for *Development, Version 1.2; Carnegie Mellon University, 2006, p.546*
- ⁶ The Software Engineering Institute; CMMI® for *Development, Version 1.2; Carnegie Mellon University, 2006, p.557*
- ⁷ *“Content Standard” is a process engineering concept developed by Natural Systems Process Improvement (Natural SPI).*

Questions



Backup Slides

Logon to MyNAVAIR & Choose NAVAIR PAL Community

My Home Welcome, cacVids.cushner@duett My Account Log Off Help Search: Everywhere

My Pages **My Communities** MyNavair Ready Room Technical Library Security Awareness Administration

MyNAVAIR Disabled Accessibility

Inside this Community Related Communities

MyNavair

READY ROOM

NAVY ERP

NSPS

NAE

Navigator

- Acquisition Resources
 - ASN (RDA)
 - ASN (RDA) Information System
 - Defense Acquisition University
 - DPAP Defense Procurement
 - Navair Acquisition Guide
 - Naval Aviation Center for Rotocraft Advancement (NACRA)
 - OUSD (AT&L)
 - Program Management Competency (PMC) WebTool
 - Small Business (OBSP)
 - Small Business Innovation Research (SBIR)
- Base Realignment & Closure (BRAC)
 - Base Realignment & Closure (BRAC)
- Business & Financial Management Community
 - Business & Financial Management Community (BFMC)
- CNIC
 - General
 - CNIC - Commander Navy Installations Command
 - CNIC Mid-Atlantic Lakehurst
 - CNIC Southeast Orlando
 - CNIC Southwest China Lake
 - NDW Pax River
 - Building Locator
 - Mail Services
 - MWR
 - Naval Health Clinic
- Contact Information
 - DoD Global Directory Services
 - Hotline/Fraud, Waste and Abuse
 - NAVAIR Freedom of Information Act
 - NAVAIR IG Office
 - Navy/Marine Corps White Pages (N/MC-WP)
- ERP
 - NAVAIR Navy ERP Business Office
- General Forms
 - Custody Transfer
 - Federal Express Request
 - Govt Property Removal Authorization
 - Headquarters Systems Users Access
 - NAWC Users Systems Access
- Information Technology/Information Mgmt Forms
 - Air Card Request
 - Calling Card Request
 - Cellular Telephone Request
 - International/Satellite Telephone Request
 - Pager Request
 - Telephone Services Request
 - Voice Mail Request
- General
 - Command Information Officer (CIO)
 - Functional Areas Managers (FAM)
 - Information Assurance (IA)
 - IT Approval Tool
 - NAVAIR National Helpdesk
 - Navigator
 - NMCI
 - Pax - Visions
 - SAAR-N
 - Video Technologies
- Privacy Act
 - Privacy Act
- Public Affairs
 - Command Announcements
 - Guidelines for Obtaining Public Release Authorization
 - Logos & Templates
 - Public Release Authorization Request (SPR)
- Security
 - Bomb Threat Reporting Procedure
 - ClearTrack
 - SAAR-N
 - Security (7.4)
- Tools & Resources
 - BASICS II
 - Instructions & Notices
 - NAVAIR Issued Red Stripes Database
 - NAVAIR Organizational Breakdown Structure
 - Navair Technical Library (AD)
 - NAVAIR Technical Library (WD)
 - NAVAIR Travel/DTS
 - TFR Tools (Command Staffing)

Choose NAVAIR PAL Project

The screenshot displays the MyNAVAIR web application interface. At the top, there is a navigation bar with links for 'My Home', 'Welcome, cac\judy.overhauser-duett', 'My Account', and 'Log Off'. Below this is a secondary navigation bar with categories like 'My Pages', 'My Communities', 'MyNAVAIR', 'Ready Room', 'Technical Library', 'Security Awareness', and 'Administration'. The main content area is divided into several sections:

- Community Projects:** A table listing projects with their names and completion percentages. The 'NAVAIR PAL' project is highlighted with a red circle. Other projects include 'NAVAIR PAL WG' (75%), 'ReadyTalk Scheduling' (0%), and 'SPI CoP' (0%).
- Community Announcements:** A section for announcements, currently showing 'No Rows'.
- Community Calendar:** A calendar view for February 2009. It shows events for 'RT NPWG Judy O-' on Thursday, February 5th and 19th. The date February 25th is highlighted.
- Community Documents:** A section for document management, including an 'Upload' button and a table with columns for 'Name', 'Project', 'Date Modified', and 'Checked In By'.

Process Asset Index ₁

The screenshot shows the NAVAIR PAL web interface. The top navigation bar includes 'Project Administration', 'Help', and 'Project Search'. Below this, the 'Documents' tab is active. A left-hand navigation pane shows a tree structure with 'NAVIAIR PAL' at the top, followed by 'All Assets', 'Assets By Functional Area', 'Assets By Type', 'PAL Administration and Gatekeeping', and 'Submit Process Asset'. The main content area displays a table of documents. The file 'Process Asset Index 20080806.xls' is circled in red. A yellow callout box points to this file.

	Name ▲	Date Modified	Checked In By	Checked Out By
<input type="checkbox"/>	All Assets			
<input type="checkbox"/>	Assets By Functional Area			
<input type="checkbox"/>	Assets By Type			
<input type="checkbox"/>	PAL Administration and Gatekeeping			
<input type="checkbox"/>	Submit Process Asset			
<input type="checkbox"/>	About The NAVIAIR PAL.doc	12/21/07 2:57 AM	Susan_Byrnes	
<input type="checkbox"/>	NAVAIR PAL Training 1	8/14/08 5:38 PM	rselstyd.quehause@du	
<input type="checkbox"/>	Process Asset Index 20080806.xls	8/6/08 2:50 PM		

The Process Asset Index is located at the top level of the PAL Documents folder.

Process Asset Index 2

Asset ID	Asset Name	Source	Asset Type	Functional Area	Project Type		Systems or Software	
					Sustainment	Development	Systems	Software
ENG-000001	Code Review Form V2.doc	TARIF	Form	Engineering	X	X		X
PROC-000001	H-1 Training Plan.pdf	H-1	Example	Process Management	X	X	X	X
SUPP-000003	SRC simplified Process QA.zip	SRC	Process	Support	X	X	X	X
SUPP-000004	Strike MAT Effective Policy Checklist V1.doc	Strike MAT	Checklist	Support	X	X	X	X
PM-000002	Strike MAT PAL and PAL CM SOW V1.doc	Strike MAT	Example	Project Management	X	X	X	X
ENG-000003	Strike MAT PAL Requirements.doc	Strike MAT	Example	Engineering	X	X	X	X
PM-000009	Strike MAT PI Stakeholder Involvement Plan.doc	Strike MAT	Example	Project Management	X	X	X	X
PM-000003	Strike MAT PI WBS.pdf	Strike MAT	Example	Project Management	X	X	X	X
PM-000010	Strike MAT Project Roles & Responsibilities Strawman.doc	Strike MAT	Example	Project Management	X	X	X	X
PM-000011	Strike MAT Strategic PI Plan V1.1 (Baseline).doc	Strike MAT	Example	Project Management	X	X	X	X
SUPP-000001	TARIF Configuration Audit Record - Project Folders V2.doc	TARIF	Form	Support	X	X		X
SUPP-000002	TARIF Configuration Audit Record V2.doc	TARIF	Form	Support	X	X	X	X
SUPP-000005	TARIF Library File Naming Standards V2.doc	TARIF	Standard	Support	X	X	X	X
PROC-000002	TARIF Library Policy and Process V1.doc	TARIF	Process	Process Management	X	X		X
SUPP-000006	TARIF PPQA Process V2.doc	TARIF	Process	Support	X	X		X
PROC-000004	TARIF Process Description Template V1.doc	TARIF	Template	Process Management	X	X	X	X
PROC-000003	TARIF Process Policies V4.doc	TARIF	Policy	Process Management	X	X		X
PM-000004	TARIF Project Analysis and Lessons Learned V1.doc	TARIF	Template	Project Management	X	X		X
PM-000005	TARIF Project Closure Process V3.doc	TARIF	Process	Project Management	X	X		X
PM-000006	TARIF Project Estimating Tool V4.xls	TARIF	Form	Project Management	X	X		X
PM-000001	TARIF Project Review Checklist V4.doc	TARIF	Form	Project Management	X	X		X
SUPP-000007	TARIF Project Summary Metrics Template V1.xls	TARIF	Template	Support	X	X		X
ENG-000002	TARIF Requirements Standards V1.doc	TARIF	Standard	Engineering	X	X		X
PM-000007	TARIF Risk Management Tool V1.2.xls	TARIF	Form	Project Management	X	X		X
PM-000008	TARIF Standard Project Template V4.mpp	TARIF	Template	Project Management	X	X		X
SUPP-000008	Training Record Form V1.doc	TARIF	Form	Support	X	X		X
ENG-000004	CDRL A005 Software Transition Plan Test.Doc	PMA-251	Example	Engineering	X	X		X
ENG-000005	CASS Test Plan Test.doc	PMA-260	Example	Engineering	X	X		X

All assets are listed in the index – with hyperlinks to the copy in the All Assets folder. Click the pull down menu to apply a filter to that column

Downloading Assets

Project Administration Help Project Search: [] [Close]

NAVAIR PAL

Overview Documents Discussions

New Upload Edit WebEdit

NAVAIR PAL

- All Assets
- Assets By Functional Area
 - Acquisition
 - Engineering
 - Process Management
 - Project Management
 - Support
- Assets By Type
 - Checklist
 - Example
 - Form
 - Guidance
 - Policy
 - Process
 - Standard
 - Template
 - Training
- PAL Administration and Gate
- Submit Process Asset

File Download

Do you want to open or save this file?

Name: Training Record Form V1.doc
Type: Microsoft Word Document
From: mynavair.navair.navy.mil

Open **Save** Cancel

Always ask before opening this type of file

While files from the Internet can be useful, some files can potentially harm your computer. If you do not trust the source, do not open or save this file. [What's the risk?](#)

Checked In By	Checked Out By
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Items 1 to 9 (of 9)

Items 1 to 9 (of 9)

Click the asset name and choosing **Save** or right click the asset and choose **Download**

Submitting New Assets

The screenshot shows the NAVAIR PAL web interface. The 'Upload' button in the top navigation bar is circled in red. Below the navigation bar, there is a list of assets with columns for Name, Date Modified, Checked In By, and Checked Out By. The asset 'Asset Submission Form for the NAVAIR PAL V3.doc' is selected and highlighted in yellow. Below the list, the detailed view of this asset is shown, including its location, size, and creation/modification dates.

Name	Date Modified	Checked In By	Checked Out By
Pilot Training Test submittals			
Submission Form Archive			
Asset Submission Form for the NAVAIR PAL V3.doc	12/2/08 7:56 AM	cadjudy.overhauser-duett	
NAVAIR Labor Tracking Template 200E	10/15/08 4:06 PM	Susan_Byrnes	
Submission Form_NPWG Labor Trackin	10/15/08 4:06 PM	Susan_Byrnes	

Asset Submission Form for the NAVAIR PAL V3.doc

Created By: Susan_Byrnes
Date Created: 8/18/08 6:12 PM
Date Modified: 12/18/08 2:39 PM
Size: 98 KB
Location: NAVAIR PAL/Submit Process Asset/Asset Submission Form for the NAVAIR PAL V3.doc

Version: 3
Checked In By: cadjudy.overhauser-duett
Date Published: Never Published
Language: English

Download the submission form, fill it out, and upload the form and asset using the Upload button

Collaborate on New PI Topics

The screenshot shows the NAVAIR PAL web application interface. The 'Discussions' tab is selected and highlighted with a red circle. The 'New' button in the toolbar is also highlighted with a red circle. A dialog box titled 'Start New Message' is open, showing a form for entering the subject and body of a message. The subject field contains 'Subject of New Message' and the message body contains 'Exciting PI Topic many people will want to discuss...'. The dialog box has 'Finish' and 'Cancel' buttons. In the background, a table shows a list of messages with columns for 'Replies' and 'Date Modified'.

Replies	Date Modified
0	8/4/08 1:30 PM
3	8/4/08 12:10 PM
0	7/31/08 2:37 PM

From the Discussions tab, click **PI Topics**. Choose **New**, then **Message**

Collaborate on Existing PI Topics

The screenshot shows the NAVAIR PAL interface. At the top, there is a 'Project Administration' header with a 'Help' icon and a 'Project Search' field. Below this is the 'NAVAIR PAL' title and a 'Choose Project' dropdown menu. The main navigation bar includes 'Overview', 'Documents', and 'Discussions' tabs. A secondary toolbar contains 'New', 'Reply', 'Edit', 'QuickLinks', 'Export Discussion', 'Approve', and 'Reject' buttons. The 'Reply' button is circled in red. On the left, a sidebar shows 'NAVAIR PAL', 'PI Topics', and 'Report Problems'. The main content area displays a list of discussion items with columns for 'Subject', 'Created By', 'Replies', and 'Date Modified'. The 'Risk Analysis Issue' topic is highlighted in yellow and has a checkmark in its selection box, which is also circled in red. The text of this topic is: 'Are there special tools out there for doing risk analysis?'. Other topics include 'Estimating Tool', 're: Estimating Tool', and 'SETR checklists'.

Subject	Created By	Replies	Date Modified
<input checked="" type="checkbox"/> Risk Analysis Issue Are there special tools out there for doing risk analysis?	cac\richard.epstein	0	8/4/08 1:30 PM
<input type="checkbox"/> Estimating Tool Does anyone have a simple estimating tool I could reuse?	Susan_Byrnes	3	8/4/08 12:10 PM
<input type="checkbox"/> re: Estimating Tool I replied to this message, but I didn't get an e-mail	Susan_Byrnes		7/31/08 2:40 PM
<input type="checkbox"/> re: Estimating Tool This is a reply to your reply regarding an e-mail message. I didn't get a message either, at least not yet. Is there a way to cut and paste some text into this discussion board?	cac\richard.epstein		8/4/08 12:10 PM
<input type="checkbox"/> re: Estimating Tool NAVAIR has a cost analysis division (code 4.2) that has tools for cost estimating.	cac\richard.epstein		8/4/08 12:03 PM
<input type="checkbox"/> SETR checklists I can't find the link to the SETR spreadsheets can someone help me out?	Susan_Byrnes	0	7/31/08 2:37 PM

Select the topic and click Reply



Report Problems

The screenshot displays the NAVAIR PAL web application interface. The top navigation bar includes 'Project Administration', 'Help', and 'Project Search'. The main navigation tabs are 'Overview', 'Documents', and 'Discussions'. The 'Discussions' tab is active, showing a toolbar with options like 'New', 'Reply', 'Edit', 'QuickLinks', 'Export Discussion', 'Approve', and 'Reject'. In the left sidebar, the 'Report Problems' link is highlighted with a red circle. A modal window titled 'Start New Message' is open, showing a form with a 'Subject' field containing 'Summary of the problem or issue' and a 'Message Body' field containing 'Description of what's not working.' The modal window also includes 'Finish' and 'Cancel' buttons. On the right side of the main application, there is a table with columns 'Replies' and 'Date Modified', showing three rows of data.

Replies	Date Modified
1	5/8/08 5:12 PM
0	5/1/08 2:46 PM
0	5/1/08 12:55 PM

From the Discussions tab, click **Report Problems**.
Choose **New**, then **Message**