

6th Annual QAI & QAAM Regional Conference

September 19th-20th, 2007 ~ Baltimore, Maryland



The Conference Center
at the Maritime Institute

692 Maritime Boulevard Linthicum Heights, MD 21090-1952

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Presenter	Title	Abstract	Biography
TESTING TRACK			
Sean Barnum	What to Test from a Security Perspective: An Introduction to Security Testing for the QA Professional	<p>The software quality domain is undergoing a significant transformation as the importance of security as a dimension of quality becomes more and more important. Driven by an increasing awareness of the vulnerability of software to attack and the enormous impact that its exploit can lead to (e.g. the recent TJX case), more and more software development organizations are working to integrate security assurance into their SDLC. Looking to build on that which they already know, many organizations are adding this responsibility to the QA role. Unfortunately, while it is easy to understand the idea of security as an element of quality, there historically has been very little training or knowledge resources available for QA professionals to practically understand effectively take up this responsibility. This presentation will strive to alleviate some of the confusion and consternation of the QA professional attempting to get a handle on the apparent black art of software security and what it will mean to them. The presentation will discuss the concerns and issues of software security, how they fit against and integrate with existing quality processes, will briefly introduce several new security-focused QA activities that can seamlessly integrate as touchpoints along any SDLC and will suggest some resources for further exploration of these topics.</p>	<p>A Managing Consultant at Cigital with responsibility for federal services clients, he has 20 years of experience in the software industry in the areas of development, software quality assurance, quality management, process architecture & improvement, knowledge management and security. Previously held positions as Director of Knowledge Management for Cigital as well as Senior Director of Knowledge Management, Process & Quality for Covansys, a mid-sized global technology consulting company. Mr. Barnum is a frequent speaker at regional and national software security and software quality conferences & events. He is active in the software assurance community and is involved in numerous knowledge standards-defining efforts including the Common Weakness Enumeration (CWE), the Common Attack Pattern Enumeration and Classification (CAPEC), and other elements of the Software Assurance Programs of the Department of Homeland Security and the Department of Defense. Barnum has a BS in Computer Science and is an ME in Technology Management candidate from Portland State University. Contact him at sbarnum@cigital.com.</p>

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TESTING TRACK			
Elfriede Dustin	The Business Case for Automated Testing	<p>The Challenge: Typically, more than 60% of the overall effort in developing and delivering software products is spent on testing. Test time and cost is expected to continue to increase as the complexity of software applications is continuing to grow and as is the desire to deliver products more quickly. This presentation discusses the use of test automation to help reduce test efforts and testing costs. The presentation will focus on describing how the test automation increases the efficiency of the testing team, allows last minute releases to be tested quicker, and reduce the cost of testing overall. From a test engineer's perspective, automation should increase efficiency, reduce tedious data entry, allow for increased analytical time, and provide career enhancing skills. This presentation will describe the business case for test automation.</p>	<p>Elfriede Dustin works at Innovative Defense Technologies (IDT), an Arlington based software testing consulting company, currently working on various effort to implement automated software testing to branches of the DOD. Elfriede is lead author of the book "Automated Software Testing," which describes the Automated Testing Lifecycle Methodology (ATLM), a process that has been implemented at numerous companies. Elfriede is also author of various white papers, of the books "Effective Software Testing," co-author of "The Art of Software Security Testing," and "Quality Web Systems," books which have been translated into many languages and are available world-wide. Dustin has been responsible for implementing automated test, or has performed as the lead consultant/manager/director guiding implementation of automated and manual software testing efforts at various commercial and Government agencies. Dustin resides in the Washington, DC area and can be reached via her email at edustin@idtus.com</p>

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TESTING TRACK			
<p>Brian K. Qualters</p>	<p>The Magic of Testing</p>	<p>Presenter will lead attendees through the componentized business testing methodology espoused by Mercury's BTO through the use of magic card tricks. The tricks will be fully explained and related to testing principles to provide attendees with entertaining approach to learning BTO methodology and gain a better understanding of what it takes to succeed with automated testing using Mercury's Quality Center for Functional Testing with either QuickTest Professional or WinRunner. Will build "test plan" while performing various phases of card tricks all the while pointing out common deficiencies in current processes based on experiences. All attendees will walk out with knowledge to perform all three tricks and be left to figure out final trick that builds on other three. Audience participation is required.</p> <p>Will "build" lesson while performing various phases of card tricks and discussing QA experience that brought me to magic as tool for education. Helps with: Test identification – Initial Conditions definition (reqs) – Data Prep – business process steps - Synchronization & Verification - all important pieces of automation!</p> <p>Will discuss common problems found as contractor in QA departments and highlight need for creativity in problem solving at every level to ensure QA is not set up for failure by pointing out where each department in "normal" software development cycle is responsible for success.</p> <p>Recognize that not everyone has talent for all phases of this process – put William Hung's picture up on screen – put Kelly Clarkson up side by side. Point out each have different talents – take advantage of them – point out how William Hung has third album out – different market!</p>	<p>Brian Qualters has been a Mercury Certified Instructor since 1999. Specializing in training and implementing the Mercury functional test suite, he has done so at numerous companies both large and small. Early on he noticed the difference in mindset of the people in a manual testing shop versus an automated test shop where resistance to the implementation of these tools often lead to the failure of the implementation. In response, he created his own tool (TurboTester sitting on top of WinRunner) to speed acceptance and integration of automated tool sets with minimal disruption of the existing process.</p> <p>Brian now focuses primarily on integrating the Quality Center tool set as an independent contractor with a primary focus on QuickTest Professional and QC for TestDirector.</p>

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TESTING TRACK			
Steven R. Rakitin	Improving the Effectiveness of Software Testing	<p>Many organizations spend thousands of hours testing software. Typical test suites often number into the thousands of tests, requiring hundreds of hours to both develop and execute. In many cases, test suites evolve over time and often include a significant number of “non-productive” tests. These tests often are looking for problems in areas where there aren’t problems. But worse, there can be several areas that have inadequate or insufficient test coverage.</p> <p>An effective test suite has just the right number and type of tests, just the right test coverage of critical application areas and functional requirements, and just the right amount of regression tests. Given the cost of testing, it is essential to be able to both assess and improve the effectiveness of your test suites.</p> <p>This talk will describe a Testing Effectiveness Assessment tool that can identify areas where changes are needed in order to improve the effectiveness of test suites. This assessment tool includes five areas that need to be examined and can be tailored to match different software development and testing processes.</p> <p>Attendees will learn:</p> <ul style="list-style-type: none"> • Testing principles – what testing can and cannot do • Testing Overview – testing levels, methods, strategies, and types of tests • Assessing Testing Effectiveness using an - Tailoring the assessment tool to your development and testing environment • Recommendations for improving test effectiveness 	<p>Steve has over 30 years experience as a software engineer and software quality manager. He frequently speaks on topics related to software development and software quality at conferences worldwide. He's published several papers on the subject of software quality and a written a book titled Software Verification & Validation for Practitioners and Managers. As President of Software Quality Consulting, Inc., (www.swqual.com) he works with clients who are interested in improving the predictability of their development processes and the quality of their products. He can be reached at steve@swqual.com.</p>

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PROJECT LESSONS LEARNED TRACK			
<p>Norman P. Moreau, PE, CSQE, CQA</p>	<p>Software Quality Professionals in Information Technology</p>	<p>For many years the position of quality in a software organization related to testing. With the introduction of the CMM[®] (predecessor to the CMMI[®]) and such certifications as the Quality Assurance Institute's (QAI) Certified Quality Analyst (CQA) and the American Society for Quality's (ASQ) Certified Software Quality Engineer (CSQE), software organizations recognized the process facet of the Software Quality Professional. IT organizations are in a similar quandary. There are very few requisitions for IT Quality Professionals. Positions that have quality related responsibilities are often referred to as data analysts, customer care specialists, customer advocates, or change managers. Since ISO 20000 harmonizes with ISO 9001 and the recent revision to ITIL[®] has a service quality management component, it will not be long before an IT Quality Professional will come into existence.</p> <p>This session examines some of the parallels and differences between software and IT by comparing the bodies of knowledge between the Software and IT Quality Professional. This examination will demonstrate that the principles and concepts between the two are very close and with some work the Software Quality Professional can easily fit into the IT world. The presentation is based on Mr. Moreau's chapter in the upcoming release of G. Gordon Schulmeyer's 4th edition of the Software Quality Assurance Handbook.</p>	<p>Mr. Moreau has over 30 years of experience in quality and process improvement, project management, engineering, and organizational administration. Mr. Moreau is the President of Theseus Professional Services, LLC and has coached, mentored, assisted, and trained organizations in their quest for process improvement, implementing quality systems, and achieving performance excellence. He has been a quality professional for over 20 years and has supported a wide range of organizations including software and hardware developers, manufacturers including medical devices manufacturers; government agencies and government contractors, telecommunications firms, and nuclear power industry and managers of nuclear waste. Mr. Moreau has successfully established and implemented ISO/TL 9000, SEI-CMMI and ITIL[®] (including ISO 20000) programs for software development, systems engineering, and information technology organizations.</p> <p>Mr. Moreau received his B.S. in Mechanical Engineer from Colorado State University and received his M.S.A. in Software Engineering Administration from Central Michigan University.</p>

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PROJECT LESSONS LEARNED TRACK			
Larry Oliva	Pull The Plug Sooner Than Later: Don't Exceed Your Risk Threshold	<p>The Challenge: Few, if any PM's want to admit project failure. Even fewer want to admit failure early in the project, ignoring all of the warning signs that say "success is not going to happen despite 24 x 7 heroic efforts." We have all heard that failure is not an option.</p> <p>However, thousands of projects tell a different story. Over half of all projects started do fail, and another third are completed with less than full functionality or deviate from their original budget or schedule.</p> <p>Most managers realize that stopping a doomed project sooner than later may have substantial benefits, including budget savings, resource re-assignments and a sharper organizational focus on goals that can be accomplished.</p> <p>Overview: How can a PM stop a project that cannot achieve its stated goals? There are several ways:</p> <ul style="list-style-type: none"> a) Develop scenarios that show stoppage may be advantageous to the organization b) Determining benefit / savings ratios obtained from stopping the project c) Evaluating the negative stakeholder impact of continuing forward with the project d) Propose alternative projects that may have greater value or a successful completion <p>Using a case study approach derived an actual project, the audience will participate during the presentation through a series of votes about how the PM should manage the situation, with the session ending in a positive or negative note, depending on audience decisions. Learning outcomes include increased knowledge about risk identification, and knowing its better to pull the plug sooner than later.</p>	Lawrence M. Oliva, PMP is the Managing Director of DecisionPointe LLC., a project management consulting company located in Mclean, VA. DecisionPointe provides project risk management analysis, discovery, mitigation, and recovery services for information technology projects and clients in the Washington DC area. Oliva was a Project Management Director for Computer Sciences Corporation where he supported the IRS Tax Modernization program, considered to be one of the largest technology development and deployment programs in history. Provided PM support for U.S. Army projects. As a PM executive, he established and managed million dollar profit and loss business units within Fortune 500 corporations such as NCR Inc. and Dell Computer and negotiated multi-year, multi-million dollar contracts with state and Federal Government Departments and is familiar with GSA, FAR and OSHA laws and regulations. He holds a bachelor's in Organizational Behavior from Lesley University in Cambridge Massachusetts, with an MBA from the University of Phoenix. Currently serves as an adjunct faculty member in the Graduate Business School at the University of Phoenix campuses located in Maryland and Virginia.

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PROJECT LESSONS LEARNED TRACK			
Bill Rinko-Gay	Quality Assurance Lessons from Agile Methodologies	<p>QA Lessons Learned from Agile: This session will focus on the roots of the Agile movement and provide some lessons to be learned by the Quality Assurance community from that movement. We will focus on the four key elements of the Agile Manifesto and look at an actual project that could have benefited from these elements. Rather than calling for all projects to adopt Agile methodologies, this track will allow all projects and methodologies to take advantage of the value of the Agile movement. Whether your projects use waterfall, RUP, Scrum, eXtreme Programming, x Driven Development, or some combination thereof, participants will learn techniques to provide:</p> <ul style="list-style-type: none"> • Effective processes and projects that use them • Documentation that enhances the program • Effective management of multiple teams and system interfaces • Avoiding information hiding • Avoiding finger-pointing, blame, and paralysis from fear • Project Nirvana – satisfied customers <p>Specific lessons will be discussed that apply at all managerial levels of the QA pr</p>	<p>Bill Rinko-Gay is a Solutions Director for Spherion. Bill has been involved in Software Test and Quality Assurance since 1982 when he began testing command and control software for orbiting satellites. Frustrated with the lack of structure in the testing program Bill began working on a more comprehensive approach to software quality. Since leaving the space program Bill has worked on projects in defense, computer manufacturing, publishing, computer security, financial, state and local governments. With experience in development teams ranging in size from three to sixty and in the middle of his third decade in the field, Bill is still looking for techniques to allow teams to work well. His most recent research is in Agile methodologies, and the role of Software Quality Assurance in these methodologies. Bill currently holds PMP and CSQA certifications.</p>

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<p>Roger Beatty, PhD, PMP</p>	<p>Best Practices in Program Management: Building a Global Operations Center for a Startup Global Business</p>	<p>The Challenge: How do you build a Global Operations Center for a small global firm with limited resources? This case study presentation explains the original vision and examines its implementation. The lessons learned, based on both successes and failures, are analyzed in the context of time, cost and quality.</p> <p>Bullet Points</p> <ul style="list-style-type: none"> • What is the role of a Global Operations Center in a startup global firm? • How was the business plan developed? • How was project management used to develop the WBS? • What is the relation to project, program and portfolio management? • What are the lessons learned about the use of a global resource pool? <p>Overview: How do you use project and program management skills to build a global business from scratch? This case study presentation begins with the original concept. The WBS and process phases are defined. Unexpected consequences and lessons learned were encountered nearly every day. This relatively small center is compared to other sizes and types of global operations centers around the world. A checklist of recommended best practices is offered for the consideration of the attendees. In the end, we see how small business maps out a strategy, how it seizes a market segment and how organizational maturity drives growth.</p>	<p>Roger D. Beatty, Ph.D., PMP, is an expert on the subject of globalization in project management. His "Going Global" lecture series has been presented to hundreds of PMI members from around the world. Over 25 years experience in information technology, program management, telecommunications and government.</p> <p>He is a lifetime alumnus of the PMI Leadership Institute Masters Program. He serves PMI as a judge for the Project of the Year contest, and a frequent speaker to project managers, community groups and scientists. As a demographer, field researcher and photographer, he illustrates his lectures with rich details and captivating images from his extensive research and personal travel experiences. He devotes his time and efforts to the worldwide development of project management as a profession and speaks at conferences on current project management trends. In 2006, he won the "Speaker Trip to Brazil" contest sponsored by the PMI Washington DC Chapter. In 2007, his presentation at the PMI Global Congress in Hong Kong, "The Global Project Manager Self-Assessment" is to be featured in the September edition of PM Network. In 2008, he will speak at the PMI Global Congress in Sydney.</p>

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PROGRAM MANAGEMENT TRACK			
Maggie Godbold	Understanding and Managing Work Breakdown Structures (WBS) for Determining Project Progress	<p>What is a Work Breakdown Structure (WBS)? Why should your project have a WBS? How can managers leverage the benefits of using a WBS? This session will present the basics about Work Breakdown Structures - who, what, where, when, why, and how - emphasizing the application of WBS concepts to the management of information technology. Based on the Project Management Institute's Practice Standard for Work Breakdown Structures - Second Edition, this interactive presentation will provide grounding in WBS basics for new managers, and key pointers in using a WBS for more experienced managers.</p> <p>Introduction to Work Breakdown Structures (WBS):</p> <ul style="list-style-type: none"> • WBS: What is it? • WBS: Why use it? • WBS: How to create it? • WBS: Quality checklists • WBS: Create your own! • WBS: Last words on how to implement effectively on a project. 	Maggie Godbold is a PMI-certified Project Management Professional and ASQ-certified Quality Manager with over 25 years of experience in information technology. She holds a Masters of Science in Software Systems Engineering and performs software and systems engineering, project management, and senior management in support of federal contracts for intelligence organizations. In 2004 and 2005 She volunteered with PMI's core team to organize and write the Practice Standard for Work Breakdown Structures – Second Edition. She currently provides integrated engineering management services to government organizations that supply information technology to analysts and mission specialists.

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PROGRAM MANAGEMENT TRACK			
David Longstreet	Solving the Requirements Problem: The Final Frontier	<p>The requirements problem plagues the software industry. The first problem is making sure you have the right requirements and the second problem is making sure you have built the right thing well. There is no future in building the wrong thing, faster, better and cheaper. I will present data gathered from 1,000s of projects from 100s of different organization and identify the root cause of the requirements problem. David will provide concrete suggestions on how to solve the requirements problem.</p>	<p>David Longstreet is an international consultant with clients in every corner of the globe, considered one of the world's authorities in software development. He has presented results of his findings to the highest levels of management including Boards of Directors. He has consulted for organizations with IT budgets in excess of one billion dollars and for organizations with just a few employees. Working with all levels of management from senior level managers to the entry level analyst, he has helped create believable benchmarks, valid assessments and accurate estimates, resulting in assisting his clients in estimating and obtaining some of the largest software contracts in the world. He has been an integral part of software acquisitions worth well in excess of 100 million dollars.</p>

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PROGRAM MANAGEMENT TRACK			
Brad Eichstadt	What is the Project Management Body of Knowledge (PMBOK)® and How Can My Company Best Use It?	<p>In this session, we will have the following goals:</p> <ul style="list-style-type: none"> • Reviewing the basic background of the PMBOK ® • Learning how the PMBOK ® is organized and what it contains • Understanding possible scenarios of how the PMBOK ® can be used at your company • Complete, as a class exercise, applying scenario planning to real life. In small groups select one company that wants to use PMBOK ® and determine how to apply one of the scenarios discussed 	<p>Brad is an IT professional with 18 years experience in Information Technology related projects.</p> <p>Brad is certified as a Project Management Professional (PMP) and has also achieved certifications as a CSQA (Quality), a Certified Production & Inventory Management professional (Supply Chain & Quality Control) and as a Mercury Certified Professional (Automated Testing). He is currently a Vice President – Touchpoint Support Manager at JPMorgan Retirement Plan Services (RPS) managing 22 team members across a number of ongoing support & development projects.</p>

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PROGRAM MANAGEMENT TRACK			
Peter Thomas	Project Size Estimation and Measurement Techniques	<p>Learning Objectives</p> <p>Understand the concepts of project delivery rate and risk</p> <p>Be able to identify candidates for management focus or process improvement based on project delivery rate and risk</p> <p>Understand how management focus or process improvement can break the circle of end date driven projects with fixed resource in a culture where the Customer and Management want more with each release.</p> <p>Understand methods to calculate the project delivery rate from key project work products</p> <p>Understand methods to consistently asses project risk</p>	<p>Peter Thomas BSc ARCS MIEE is a professionally qualified software engineer with experience in project management, design, implementation, test, and deployment of defense and commercial software. He is recognized as a industry expert, both within IBM and in the IT industry, in software sizing, IT measurement, and estimating. I am secretary of the International Function Point User's Group Counting Practices Committee and IBM's Function Point Centre of Competence, the team that is the successor to Allan Albrecht's which developed Function Points as a method of software sizing which was independent of technology. His position at IBM involves business operations measurement coordination, quality assurance reviews, estimating support to bids, and SEI CMMI appraisals as well as occasional function point analysis to keep in contact with the real world of project delivery.</p>

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PROCESS IMPROVEMENT TRACK			
<p>Vishvesh Arumugam, CSTE, CPS</p>	<p>Assuring Certainty in Minimizing Risk</p>	<p>Overview: This Paper focuses on Best Practices followed in Reducing the Business Risk, Highlighting the unique practices observed in successful testing, paper stresses the importance of repeatable processes to improve the effectiveness of testing and there by minimize the risks. Explaining the concept through case studies, demonstrating the importance of structures and process. Methodology minimizes project risk and enables us to streamline testing delivery to achieve customer satisfaction.</p> <p>This paper is based on our experience in testing of a Product Data Management application of one of the global market leader in automotive systems and facility management and control</p>	<p>Certifications: CSTE CPS – QTP 8.2 (Certified Product Specialist)</p> <p>PROFILE: Has 4+ years of experience in Software Testing Hands on Experience in Test Planning, Effort-Estimation, Test Scheduling, Test Execution and Test Reporting Actively involved in Test architecting, Test Management and Process tailoring. Involved in testing of Financial Services, Banking and Engineering applications. Worked in Test Automation and Test Management Tools.</p> <p>Case Studies and Papers Published Best Practices in Test Lifecycle Defect management Scrum Approach</p>

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PROCESS IMPROVEMENT TRACK			
Joseph Mayo	Project Size Estimation and Measurement Techniques	<p>There are many tried and true estimating processes, procedures, tools, etc. that will produce a valid estimate for a project. However, an estimate is just that, an estimate. An estimate in and of itself does little for a project manager other than providing an order of magnitude of the size. What project managers really need is a tool that will help them manage their project. One area of estimating that is often overlooked is the basis of the estimate (BOE). This presentation will focus on two aspects of a BOE 1) how to develop a BOE that can be used as a tool for project managers 2) how a project manager can use a BOE to control scope and predict outcomes early instead of reacting problems.</p> <p>Here are the learning objectives:</p> <ul style="list-style-type: none"> • Estimating tools, models, etc. do not obviate the need for a fundamentally sound estimating process • Estimate effort using an objective and quantifiable basis of effort (BOE) • Use a BOE to identify potential project problems before the problem becomes apparent through earned value • Conduct variance analysis using the BOE 	<p>Joe is a IT Professional with 25 years of experience including 13 years of hands-on development and 12 years of Project and Program Management. Mr. Mayo has spent 17 of the past 25 years as a consultant for a number of companies including CSC and Keane. Mr. Mayo holds a BS/IT degree from the University of Phoenix. Career highlights include:</p> <p>Developed PMO procedures, the collaboration workspace, and Executive level dashboards for a PMO to divest a large International conglomerate (\$18B 2005 revenue). The PMO was responsible for cloning 112 Corporate Applications for 4 separate operating companies, and renegotiating 1300 telecommunications, IT service and license contracts without impacting the day to day operations of any one of the operating companies. This project was selected as #7 of the top 100 IT Projects of 2006 by InfoWorld.</p> <p>Leveraged the Rational Unified Process (RUP) and the Evolutionary Process for Integrating COTS (EPIC) to deliver new capability that dramatically improved the efficiency of the Air Force supply chain resulting in a ROI calculated at 6:1 in the first 12 months alone.</p>

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PROCESS IMPROVEMENT TRACK			
Jimetris (Meme) Parnell	Sizing CMMI for a Project	<p>CMMI is not out of reach for smaller projects. Evidence has shown that CMMI can greatly increase a project's success regardless of the size. This workshop will discuss topics that will assist you in identifying and addressing process areas in CMMI for any size project. The objective is to supply you with another approach to discussing CMMI with smaller projects that don't see the benefit. We will briefly discuss the model (v1.1 and v1.2), benefits of processes, and sizing CMMI to conform to the needs of smaller projects. Process areas that are simply mandatory for any project cannot be forgotten or removed. We are not changing the model. However, we are identifying the areas that can benefit management and us the most in smaller projects.</p>	<p>Jimetris (Meme) Parnell is an excellent instructor with several years experience teaching many process engineering classes for Northrop Grumman Intelligence Group (TASC) TASC Learning Institute, an internal training institute. She led all process improvement activities that elevated a software development project from adhoc methods to CMMI Level 5, to participate in Northrop Grumman Intelligence Group (TASC)'s successful CMMI Level 5 certification. Her experiences with CMMI include Class C, Class B, and Class A. In addition, she provides process guidance for many projects across her division. Meme has years of experience as a Quality Engineer and writes a recurring article for the TASC newsletters promoting and providing steps to implement processes. As a US Army veteran, Meme has military intelligence, system administration, software programming and Configuration Management experience. She holds a bachelors degree from University of Maryland in Information Systems Management.</p>

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Presenter	Title	Abstract	Biography
PROCESS IMPROVEMENT TRACK			
Dr, Bill Lall	Profit Gains from Delivery Quality and Risk Management	<p>Making positive impact on profitability and minimizing risk are key driving factors for improving quality and delivery performance of IT Projects and Programs, so technology is in alignment with corporate business strategy. Key aspect is to provide assurance to key stakeholders of the project status, risks and quality (conformance and performance) of project delivery, and provides assistance in improving delivery performance and offers recommendations to position each project and program for success. Project oversight includes program-level IT Steering Committees with business owners and other key stakeholders, change management and BPR initiatives, performing independent and objective project reviews, facilitating appropriate tactical and strategic solutions, use of dashboards with Key performance indicators (KPIs), knowledgebase to share best practices across IT initiatives, root-cause analysis and tracking of actions to mitigate the exposure/risk. IT Project Governance/Quality/Risk Management Strategy and corporate IT-PMO and delivery strategy is outlined. Techniques such as Governance Framework for oversight, Monte-Carlo for risk assessment, Dashboards and KPIs for visibility and management reporting. Program-specific Quality/Risk plans are put in place before the project is initiated; these plans are executed with specific objective reviews and actions until the solution's go-live and into business process stabilization including lessons learned.</p>	<p>Dr. Bill Lall is Group Director for Oracle's North America PMO/Quality Management, responsible for the \$1.5B+ portfolio's quality/risk management, delivery excellence, improving Project and Portfolio performance, and reporting to executive management. He co-managed delivery of all aspects of Professional Services for a \$40M portfolio including working with clients to ensure timely delivery, business process stabilization and relationship management. Over 17 years' experience in delivering IT industry best practice business systems for broad range of sectors, he has over ten years' experience of Governance/ PMO/ Program/ Project Management for large (\$100M+) and complex ERP/CRM projects including shared services in Americas, Europe and Asia with several Fortune 500 and Global 2000 companies leveraging geographically distributed teams for cost-effective delivery. He has a doctorate in Computer/Elec/Mech Engineering from the University of Arizona and did his Bachelor's from Indian Institute of Technology, Kanpur.</p>