PSM 9th Annual Users' Group Conference
Speaker/Workshop Lead Biographies
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Ms. Bartol, Sr. Associate at Booz Allen Hamilton, developed the IT security metrics development and implementation methodology which has been adopted by the National Institute of Standards and Technology (NIST) as a basis for its Special Publication (SP) 800-55, *Security Metrics Guide for IT Systems.* She also led development of NIST SP 800-65, *Integration of IT Security into Capital Planning and Investment Control (CPIC) Process Guide.* Ms. Bartol has led IT security metrics development and implementation efforts for multiple government and commercial organizations, ranging from the CIO level to security engineering service providers. Ms. Bartol serves as chair of the International System Security Engineering Association (ISSEA) Metrics Working Group. Ms. Bartol presented on the subject of IT Security metrics at multiple conferences, including Computer Security Institute (CSI) 29th Annual conference, E-Gov IA Conference 2004, Network Security (NETSEC) 2005 conference, and annual ISSEA conferences. She has an M.S. degree in Management Information Systems and an M.B.A. degree from Boston University. Ms. Bartol holds a CISSP certification.

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Craig P. Beyers is a Senior Staff member of SETA Corporation. He currently supports the Office of Information and Technology (OIT), U.S. Customs and Border Protection (CBP), where he is a member of the Customs and Border Protection Modernization Office. Mr. Beyers leads the Enterprise Measurement Initiative as part of the OIT Enterprise Process Improvement Program.

Prior to joining SETA, he was an internal consultant and project manager with American Management Systems (AMS). He led the Measurement Practice in the AMS Best Practices group for more than six years, where he consulted with projects on estimates, project tracking, quality, and general objective project management. He was once a Certified Function Point Specialist (CFPS) and taught function point analysis. He taught the SEI's *Introduction to the CMM* and mentored internal staff in using QSM's SLIM suite of project management tools. He also led or participated in multiple CBA IPIs and helped develop AMS's Snapshot CMM assessment tool.

Mr. Beyers has more than 25 years experience in project management and software development and has been consulting on software process improvement for more than 10 years. He earned a Bachelor of Science in Engineering from Oakland University (Michigan) in 1972. Mr. Beyers has spoken at and been active in the Washington, DC SPIN; the Washington, DC Chapter of the Society for Software Quality; the QSM User Group conferences; and the International Function Point Users Group (IFPUG). He was a co-author of the IFPUG book "IT Measurement: Practical Advice from the Experts", published in 2000.

Card, David N.
Q-Labs

David N. Card is a fellow of Q-Labs, a subsidiary of Det Norske Veritas. Previous employers include the Software Productivity Consortium, Computer Sciences Corporation, Lockheed Martin, and Litton Bionetics. He spent one year as a Resident Affiliate at the Software Engineering Institute. Mr. Card is an internationally recognized expert in software measurement and process improvement. He has worked extensively with high maturity organizations where quantitative and statistical methods are essential. He has served as an expert advisor on software quality regulations for the Nuclear Regulatory Commission. Mr. Card is the author of *Measuring Software Design Quality* (Prentice Hall, 1990), co-author of *Practical Software Measurement* (Addison Wesley, 2002), and co-editor *ISO/IEC Standard 15939: Software Measurement Process* (International Organization for Standardization, 2002). Mr. Card also serves as Editor-in-Chief of the *Journal of Systems and Software*.

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Paul Caseley works for the UK Ministry of Defence (MOD) Defence Science and Technologies Laboratory (Dstl). He has over twenty years experience at all levels of the system and software development lifecycle. His role is as a researcher and advisor for MOD in software and system safety.

Paul also works extensively within the UK safety community and is currently the chair of the IEE/BCS Independent Safety Assessors working group, a member of the IEE Functional Safety executive committee and the MOD safety standard review committee. Paul has helped develop guidelines on the use of Independent Safety Auditors in MOD projects and is has investigated an evidence based approach to certifying the safety of software for the MOD.

Paul is a Chartered Engineer and is a Member of the British Computer Society and Institute of Electrical Engineers.

Cavey, Dan
Bank of America

Dan Cavey is a Senior Vice President and Senior Technology Manager in the Enterprise Technology Infrastructure Services division of the Bank of America. He leads the technical implementation for the bank's Total Cost of Ownership and Application Inventory systems as well as other cost and inventory related applications. In addition, he works with the bank's senior management to provide data analysis for the bank's very large portfolio of systems.

Dan has his BS in Statistics from Virginia Tech (1980) and his MS in Statistics from University of North Florida (2003). (Yes, that's 23 years later!) During his career he has worked on large systems for the Government as well as variety of systems in the Transportation, Finance and Medical industries.

Clark, Betsy
Software Metrics, Inc.

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Elizabeth (Betsy) Clark has been involved in the practical application of measurement for predicting, controlling and improving software process and product quality since 1979. She is the President of Software Metrics, Inc., a Virginia-based consulting company she co-founded in 1983. Dr. Clark is a primary contributor to *Practical Software Measurement: A Guide to Objective Program Insight*. She is a PSM instructor and has conducted numerous PSM training classes and workshops within the United States and Australia. Dr. Clark was also a principle contributor to the Software Engineering Institute's (SEI) core measures. She is an IFPUG Certified Function Point Specialist (CFPS). She is also the author of a chapter on software progress measures in *IT Measurement: Practical Advice from the Experts* (published this year by Addison-Wesley). She has contributed to numerous studies of software best practices for the DoD and FAA.

Through her affiliation with the Institute for Defense Analyses, Dr. Clark has extensive experience in performing independent cost analyses for government clients. Her experience covers a range of weapons platforms as well as large information systems. Dr. Clark is currently working with Dr. Barry Boehm and Chris Abts of USC to develop and calibrate a cost-estimation model for COTS-intensive systems (COCOTS) under sponsorship of the Federal Aviation Administration.

For the past three years, she has been involved in implementing enterprise-wide measurement programs, first for the Naval Center for Tactical Systems Interoperability and, more recently, for Customs and Border Protection.

Dr. Clark received her B.A. in Psychology with distinction from Stanford University in 1973. She received her Ph.D. in Cognitive Psychology from the University of California, Berkeley in 1979. She is an accomplished equestrian, having earned her Bronze, Silver, and Gold medals from the United States Dressage Federation.

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Brad Clark is an independent consultant in the area of software measurement with 12 years experience in software development and management best practices. Brad specializes in the area of software product and software process measurement. He has worked with client organizations to develop effective measurement programs. In the course of this work, he has delivered software measurement training; led workshops to startup a measurement program; written software measurement plans; performed independent analyses of measurement results; and presented analysis results to executive-level management. He has also designed data repositories for storage of measurement and process data.

He is currently a Research Associate with the Center for Software Engineering at USC and has co-authored a book with Barry Boehm and others on "Software Cost Estimation with COCOMO II." He helped define the model, collect and analyze data, and calibrate the model.

He is also a Visiting Scientist at the Software Engineering Institute, Carnegie-Mellon University, Pittsburgh, Pa. He works in the Software Engineering Measurement and Analysis group. He has developed a course on how to use software metrics to manage projects.

Dr. Clark received his B.S. in Computer and Information Science from the University of Florida in 1978. He received a M.S. degree in Software Engineering in 1995 and a Ph.D. in Computer Science in 1997 from the University of Southern California.

Dean, Joe

Tecolote Research, Inc.

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Joe Dean has been employed by Tecolote Research Inc., as a Technical Expert outside Boston Massachusetts since 1989. His focus is on cost estimating Software intensive systems and he applies his skills on everything from submarines to satellites. He is a former member of the Software Engineering Institute's Software Acquisition Metrics Working Group. Joe is the Secretary of the National Board of Directors for the Society of Cost Estimating and Analysis (SCEA). He is also retired from the Air Force where he spent the last seven years of his career at ESC/FMC, Hanscom AFB as a Cost Analyst and developed the "ESC Cost per Line of Code Model". Before that he was a Software Systems Analyst for the Communications Computer Programming Center at Tinker AFB in Oklahoma. Among many other things Joe has a Bachelor of Science degree in Math, a Masters Degree in Business Administration, is a Certified Cost Estimator/Analyst and is a Co-author of, Practical Software Measurement, Objective Information for Decision Makers.

Domzalski, **Kevin**

Kevin Domzalski is a seasoned member of the Process Improvement Group at BAE Systems National Security Solutions headquartered in San Diego, California where he currently fulfills the role of Organizational Process Optimization Lead which oversees CMMI Level-5 practices.

He joined the BAE Systems in 1983 (then a division of General Dynamics), has served in several capacities in Software and Systems Engineering and has worked as an automotive industry consultant in Process Engineering during a 5-year hiatus from BAE Systems between 1993 and 1998.

Kevin also supports the Metrics Analysis Group (MAG) activities part-time where he performs metrics analyses on project and organizational measurements and metrics indicators.

He has developed and teaches many company courses including Inspection training, Inspection Data Analysis and Quantitative Management Awareness, teaches the Systems Engineering Software Overview course at the University of California at San Diego (UCSD) Extension Studies Program as a faculty adjunct member and is a member of the UCSD Systems Engineering Program Advisory Committee.

In addition, Kevin supports state and federal elections as a State of California Polling Inspector.

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John Gaffney is a Lockheed Martin Corporate Fellow and works in the Systems & Software Resource Center (SSRC) of Lockheed Martin in Gaithersburg, MD. The SSRC is part of the Lockheed Martin Corporate Staff and provides consultation and training across Lockheed Martin.

Gaffney provides consultation to the various business units of Lockheed Martin in measurement and quality and in process improvement and the improvement of project management through the use of quantitative information. Also, in recent years, he has worked on various aspects of computer security especially on intrusion detection. Earlier, he was Principal Technologist at the Software Productivity Consortium (SPC) where he started the measurement program. Prior to working at SPC, he worked at IBM, where his last position was Manager of Software Technology at the Gaithersburg, MD, facility.

Gaffney was a Visiting Professor of Computer Science at Polytechnic University, Brooklyn, NY for one year , and also taught graduate computer science courses at the Montgomery County campus of Johns Hopkins University. Further, he was loaned by IBM to work for one year at the headquarters of the National Weather Service.

Gaffney is the principal author of the _Software Measurement Guidebook_, published in 1995 by International Thomson Computer Press.

Gaffney received an AB from Harvard in Engineering Science and an MS from the Stevens Institute of Technology in Electrical Engineering. He also completed the course work for a PhD in Statistics at the American University. He is a registered Professional Engineer.

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Mr. Gallo is a Senior Cost Analyst at Technomics, Inc. He has spent most of his 14 year career working with software intensive weapon systems, automated information systems and intelligence systems. Mr. Gallo currently develops and conducts training on DoD's Software Resource Data Reports (SRDR), reviews and validates SRDR plans and SRDR deliverables by contractors, and reviews the SRDR policy revisions for the Defense Cost and Resource Center (DCARC). Concurrently, Mr. Gallo also continues to conduct research into improved techniques for estimating software development costs. He is the principal architect of VERA, Technomics' software cost and schedule estimating tool.

Prior to joining Technomics in June 2000, Mr. Gallo was a senior cost analyst at TASC where he was responsible for managing, developing, and integrating life cycle cost estimates of software intensive systems in both DoD and the Intelligence community.

During his five year tenure at the Naval Center for Cost Analysis, Mr. Gallo was a contributing author to the creation of the Navy Software Estimating Handbook. Mr. Gallo was also responsible for developing independent life cycle cost estimates and economic analyses on various Navy and Marine Corps systems. He holds both a Master of Engineering degree and Bachelor of Science degree in Industrial Engineering from the State University of New York at Buffalo.

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David Garmus is a Principal of The David Consulting Group (DCG), an SEI CMMI® Approved Transition Partner and a PSM Transition Organization that supports software development organizations in <u>achieving software excellence</u> with a metric-centered approach. David is an acknowledged authority in the sizing, measurement and estimation of software application development and maintenance. He has assisted numerous clients in identifying opportunities for improvements in productivity and software quality during engagements that have included a wide variety of challenges facing information systems executives. He previously served as the Development Manager at the CACI Design and Development Center in Mechanicsburg, PA and taught college-level courses in computer programming, system development, information systems management, data processing, accounting, finance and banking.

David serves as a Past President of the International Function Point Users Group (IFPUG). He is a member of the IFPUG Counting Practices Committee, the organization responsible for developing and maintaining Function Point counting rules. David is also a member of PMI (and their Information Systems Specific Interest Group), a member of QAI and a member of the IEEE Computer Society (and their Standards Association). He has a BS from the University of California at Los Angeles and an MBA from Harvard University Graduate School of Business Administration. He has spoken at numerous conferences and has written many articles and several books, including:

Measuring The Software Process: A Practical Guide To Functional Measurements, Prentice Hall, 1996 with David Herron

Function Point Analysis; Measurement Practices for Successful Software Projects*, Addison-Wesley, 2001 with David Herron*

IT Measurement; Practical Advice from the Experts*, Addison-Wesley, April 2002 as a Contributor*

IT Metrics and Benchmarking*, Cutter IT Journal, Guest Editor June & November 2003 issues*

"Estimating Software Earlier and More Accurately," CrossTalk, The Journal of Defense Software Engineering*, June 2002 with David Herron*

"Estimating Time, Effort, and Cost", Software Testing & Quality Engineering, Nov/Dec 1999

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Dennis R. Goldenson is a senior member of the technical staff at the Software Engineering Institute (SEI) in Pittsburgh, Pennsylvania, USA. A principal author of the Measurement and Analysis Process Area for Capability Maturity Model Integrated (CMMI) models, Dr. Goldenson is the technical lead for the SEI's empirical investigations about the impact of CMMI based process improvement. He previously served as co-lead of test and evaluation for CMMI, and he was the international trials coordinator for the SPICE project in support of ISO/IEC 15504. Goldenson came to the SEI in 1990 after teaching at Carnegie Mellon University since 1982. He has published numerous papers and made many presentations. His work focuses on improving the practice of measurement and analysis, the improvement of process models and appraisal methods, and the impact and transition of process improvement and other engineering technologies. Related interests are in survey research, experimental design, the visual display of quantitative information, and tools to support collaborative processes.

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David Herron is a Principal of The David Consulting Group (DCG), an SEI CMMI® Approved Transition Partner and a PSM Transition Organization that supports software development organizations in <u>achieving software excellence</u> with a metric-centered approach.
Mr. Herron has over 25 years of experience in software development. During the last ten years he has served as a consultant to Fortune 500 companies in the areas of software metrics and software risk management. He is an acknowledged authority in the measurement and estimation of software productivity and quality, specializing in the determination of software project size, effort and cost. His engagements have supported clients on the use of metrics to monitor the impact of IT on the business, on the advancement of IT organizations to higher levels on the Software Engineering Institute's Capability Maturity Model and on the governance of offshore outsourcing arrangements.

Mr. Herron has addressed audiences throughout the U.S. and Europe on functional measures and software estimating. He serves on the Industry Benchmark and Management Reporting Committees of the International Function Point Users Group.

Publications

"Functional Ratio Estimating," a Software Productivity Research White Paper

Measuring the Software Process: A Practical Guide To Functional Measurement, Prentice Hall, 1996 with David Garmus

"Using Functional Metrics to Effectively Govern Outsourced Applications," Cutter Consortium, March 2000

 "Establishing Effective Service Levels," Cutter Consortium, May 2000

"Application Maintenance Outsourcing," Cutter Consortium, June 2000

Function Point Analysis; Measurement Practices for Successful Software Projects*, Addison-Wesley, Nov 2000, with David Garmus*IT Measurement; Practical Advice from the Experts*, Addison-Wesley, April 2002, as a Contributor*

"Estimating Software Earlier and More Accurately," CrossTalk, The Journal of Defense Software Engineering*, June 2002 with David Garmus*

"Effective Insourcing: Being End Users' `Provider of Choice'", Cutter Consortium, March 2004

 "Finding the True Value of Outscourcing", Cutter Consortium, April 2004

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Serves as Director for Software Assurance in the Policy and Strategic Initiatives Branch of the

National Cyber Security Division (NCSD) within the Department of Homeland Security (DHS).

- Functions as DHS coordinator for software security, quality and acquisition initiatives; working with other federal agencies, state agencies, and international allies to focus on identifying and specifying organizational software-related processes and software-enabled technologies to mitigate risks attributable to software.

- Works with federally-funded research and development centers (FFRDCs), consortiums, foundations, universities, standards groups, federal agencies, and international allies to coordinate relevant initiatives and leverage organizational resources to share best practices, tools, processes, and research to improve software assurance.

- *Serves as DHS liaison on government/industry working groups and serves on standards committees for NIST, IEEE, ISO, OMG, CNSS and the Open Group, government/industry groups for process improvement, and applicable executive groups to ensure DHS needs are addressed in standards, best practices, process models and product lifecycle initiatives.*

- *Works with government/academic groups to review and recommend updates to enhance IT acquisition and software assurance education and training across the federal acquisition workforce curricula and within universities and colleges offering software assurance curriculum.*

PREVIOUS POSITIONS

Oct 2003 – Mar 2005. Directed efforts of the Software Assurance Initiative within the Department of Defense and served as Deputy Director in the Information Assurance Directorate to provide the focal point on software issues for the Assistant Secretary of Defense for Networks and Information Integration (NII)/Chief Information Officer (CIO). Provided support for special projects and DoD initiatives and studies relating to software assurance and IT software security.

Oct 2001 – Oct 2003. Deputy Director, Software-Intensive Systems, Under-Secretary of Defense (Acquisition, Technology & Logistics), Pentagon, Washington, D.C. Directed efforts of the Software Intensive Systems Office; functioned as OSD focal point for software acquisition process improvement;

served as OSD liaison on government/ industry working groups; and served on IEEE standards committees for software and systems engineering.
- As a member of the Capability Maturity Model Integration (CMMI) Steering Group, co-chaired joint government/industry initiatives to develop discipline extensions and appraisal guides for safety, security and acquisition.
- Managed OSD Tri-service Assessment Initiative providing independent assessments to DoD program managers and data on systemic issues to the DoD acquisition enterprise; responsible for DoD-sponsored Independent Expert Program Review (IEPR) guidance and oversight.
- Co-chaired the IT functional integrated product team in support of Defense Acquisition University (DAU) and Information Resource Management College (IRMC) programs; reviewed and recommended updates to enhance IT acquisition and software acquisition management education and training across the defense acquisition workforce curricula.
- Led DoD Software Measurement Initiatives; co-sponsored tasks with the DoD Practical Software and Systems Measurement (PSM) project; served on the PSM Executive Steering Committee, and worked to pilot DoD enterprise software metrics.

July 2001 – Mar 2005. Research Staff Management Consultant, Institute for Defense Analyses (IDA), Alexandria, Virginia
- Providing services for information technology systems and software and business process engineering support services.
- Served in intergovernmental exchange positions with Office of the Secretary of Defense October 2001 – March 2005.

June 2000 – June 2001. Vice President, Product and Process Engineering, USERTrust, Inc., Salt Lake City, Utah.
- Led team efforts providing digital certificates, tools, legal structures, and support services to e-business customers requiring security, privacy, and higher standards of fiduciary care in management of business information documents.

March 2000 – July 2001. Senior Consultant and Partner, Jarzombek Services, LLC, South Ogden, Utah.
- Led and supported Capability Maturity Model Integration (CMMI)-based process improvement initiatives, ISO 15540 assessments, and measurement initiatives for Australian defense organizations and US companies; supported organizational efforts to develop value-driven project deployment methodologies;
- Co-authored papers on measurement; linking standards and methods that guide and assess process improvement;

July 1996 – March 2000. Lt. Colonel in the US Air Force, served as the Director of the Computer Resources Support Improvement Program at the Ogden Air Logistics Center, Hill AFB, Utah. [Retired from USAF from this position]
- Directed software technology and knowledge management initiatives; provided the infrastructure with over 100 people to enable process improvement and support the transition and adoption of effective technologies by DoD organizations to enhance their ability to acquire, develop, manage and support mission critical software intensive systems;
- Managed efforts in the Software Technology Support Center (STSC) providing technology information services such as CrossTalk, the (monthly) Journal of Defense Software Engineering, on-line web information services and the annual Systems and Software Technology Conference and the tri-service Joint Aerospace Weapons Systems Support, Sensors, and Simulation (JAWS S^3) Symposium & Exhibition;
- Served on various industry, DoD software steering committees, management boards, working groups, and web editorial boards to provide coordinated DoD software initiatives, policies, practices, and assessments;
- Served as one of the original members of DoD/SEI/industry CMM-Integration (CMMI) Product Development Team, and led efforts to pilot the use of CMMI as a better means to guide and assess integrated process improvement efforts;

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Cheryl Jones is the lead software engineer in the Quality Engineering & System Assurance Sciences Group at RDECOM-ARDEC at Picatinny, New Jersey. She is responsible for measurement and analysis, risk management, and estimation technology development and application across a wide base of DoD, Government, and Commercial programs and organizations. Her responsibilities encompass technology development, integrated process definition, practical technology application to support a variety of Performance and Decision Analysis requirements across numerous technical, acquisition, and management domains at multiple organizational levels.

Ms. Jones is the technical lead and project manager of Practical Software and Systems Measurement. This project is an international technical initiative responsible for the development and transition of effective measurement practices into the software and systems development communities. Ms Jones is a primary author of *Practical Software Measurement: Objective Information for Decision Makers.* Ms. Jones also manages the PSM Support Center. In this capacity she is responsible for directing the transition of PSM and related measurement guidance into practice across a wide community of users through DoD, government, and industry. She has been instrumental in linking corporate measurement processes to validated improvements in project and organizational performance.

Ms. Jones is a technical expert to the US Technical Advisory Group to International Standards Organization SC7, System and Software Engineering. Ms. Jones is the convenor of Special Working Group 5, Architecture Management and is co-editor of ISO/IEC 16085, Risk Management. She previously served as the US Head of Delegation to Working Group 13, Software Measurement Progress, which developed ISO/IEC 15939, Software Measurement Process. As part of this work Ms. Jones was successful in having the PSM defined measurement process become the baseline technology for both ISO and SEI CMMI based measurement practices and standards.

Ms. Jones holds a B.S. degree in Computer Science/Mathematics from the University of Georgia and an MBA in Management Information Systems from the University of Rhode Island.

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Ms. Jo Ann Lane is currently a research assistant supporting software engineering and research activities at the University of California (USC) Center for Software Engineering (CSE). In this capacity, she is currently working on a cost model to estimate the effort associated with system-of-system architecture definition and integration as well as supporting efforts to integrate various CSE software system cost models. Ms. Lane is also currently an instructor at San Diego State University, teaching Software Engineering, Software Measurement, and Software Test courses.

Prior to her research and teaching work, Ms. Lane was a key technical member of Science Applications International Corporation's (SAIC) Software and Systems Integration Group, as well as chairperson of the SAIC corporate Software Metrics Working Group. Her areas of expertise include software project management, software process definition and implementation, and metrics collection and analysis. She has over 28 years of software engineering and development experience on a variety of projects that include distributed information management systems, commercial off-the-shelf (COTS) integration, web applications, health care/telemedicine applications, command, control, communications, and intelligence (C3I) systems, real-time signal processing, and aircraft simulation programs.

Ms. Lane earned her BA in Mathematics and MS degree in Computer Science from San Diego State University. She is currently working towards her PhD in System Architecting and Engineering at USC.

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Ira A. Monarch is a senior member of the technical staff at the Software Engineering Institute (SEI) in Pittsburgh, Pennsylvania, USA. Mr. Monarch has pioneered in the evaluation, development and use at the SEI of natural language, lexical analysis tools to support the structured content analysis of free form textual data. In addition to his current work on categorizing problem issues in software measurement, this work has been applied to descriptions of research applications and products; findings from process assessments and risk evaluations; and field interventions focusing on software process engineering practices designed for particular work contexts. An early member of the team that built the Software Engineering Information Repository (SEIR) at the SEI, Monarch has related interests and expertise in scenario-based approaches to collaboration technology evaluation, online forums, and communities of practice.

Mr. Monarch has worked in natural language processing and concept based information systems at Carnegie Mellon University since 1981. He was one of the principal designers of ONTOS, a knowledge acquisition system used to build semantic representations for machine translation systems. He has developed information systems based on selective natural language processing and the automatic construction of thesauri. His related work has included investigating the potential of collaborative information technologies for use in improving software engineering processes and building organizational and community memories, information visualization, and information retrieval technologies.

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Kevin Mooney is a Principal Consulting Manager for Robbins-Gioia, LLC. His 30 years of systems engineering experience includes over 12 years of in-depth process improvement implementation efforts for Department of Defense contractors, commercial companies, and government civilian agencies. He has been responsible for implementing measurements programs in each of these disciplines. Mr. Mooney is a Lead Evaluator for SW-CMM and has participated in numerous CMM assessments including assisting the U.S. Customs and Border Protection Modernization Office achieve SA-CMM Level 2. He is currently responsible for implementing a measurement program following the PSM methodology for this agency. Mr. Mooney is a trained Six Sigma Black Belt.

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John Murdoch is a Research Associate in the Department of Management Studies, on secondment from the Department of Computer Science, both of the University of York, UK. He is currently working as part of a joint UK Government /industry research project addressing the technical management of high integrity systems projects. Industrial partners are BAE SYSTEMS, Rolls-Royce plc and QinetiQ.

John has been contributing to the safety and security measurement TWG of PSM since January 2003. He is also contributing to current revisions of UK Def Stan 00-56 (Safety Management Requirements for Defence Systems) and to improvements in UK defence acquisition processes.

John has over twenty years' experience in the aerospace field, starting in 1981 as a mission analyst, calculating orbits and fuel budgets for communications satellites. Subsequent assignments developed in the direction of space systems engineering, software-intensive systems and safety engineering.   He has published papers in these fields and in technical process modeling and measurement.

John holds a BSc degree in Physics and a PhD in Plasma Physics, both from Imperial College, London.   He holds a DipBA from Warwick Business School and is a member of INCOSE.

Rabbath, Pascal

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Pascal Rabbath is an authorised CMMI® Lead Appraiser and Practical Software and Systems Measurement (PSM) trainer. Having established S-3 Consulting Pty Ltd in 2003, he provides consulting services to a broad and diverse client base in:

- CMMI®-based process appraisals and improvement;
- +Safe-based safety process appraisals; and
- PSM-based measurement training and services.

Previously, Pascal worked in the Australian Department of Defence where he managed CMMI® and Measurement programs. He was instrumental in bringing the CMMI® into Australia. Pascal was also responsible for transitioning PSM-based measurement into Australia. He was also involved in the development of +Safe (the safety process extension to the CMMI®) and its validation, having lead or participated in the majority of Defence sponsored +Safe appraisals.

The focus of Pascal's presentations at conferences (such as the SEPG) centers on topics, issues and lessons learnt that are relevant to the challenges faced by organisations embarking on CMMI®-based process improvement initiatives.

Richins, Kevin

Kevin Richins, contractor for the USAF Software Technology Support Center (STSC), currently works as the head of Software Engineering for the US Navy's new destroyer program, DD(X). His responsibilities include oversight of all DD(X) software engineering activities with particular attention to software management activities. His focus is on Project Management, Process Engineering, Risk Management, Configuration Management, Quality Assurance, Technology Refresh, and Software Supplier Readiness.

He provides monthly Executive Status Reports to the DD(X) Associate Program Manager for Total Ship Computing and Design Integration and to the PEO-IWS Combat Systems Engineer. One of his responsibilities is to work with industry to design, implement, and improve the software measurement program.

Prior to DD(X), Kevin served for 10 years providing software engineering and process improvement support to DoD SW development and acquisition organizations for the STSC. As the measurement lead for the STSC, his focus was on the development and use of measurement systems as a tool for quantitative management of software development and acquisition.

Kevin was a contributing member to the Measurement & Analysis, Quantitative Project Management, and Organizational Process Performance process areas of the CMMI and helped develop the PSM Measurement Planning Template. As a former Mechanical Engineer with a bachelor degree in Design Engineering, Kevin seeks to bring the discipline, commitment to process and standards, and rigorous methods used in other engineering disciplines to the software community.

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Garry Roedler is the Senior Manager of Systems Engineering (SE) at the Lockheed Martin Engineering Process Improvement Center. In this position, he is responsible for the development of systems engineering processes, implementation assets, and training, as well as the selection of systems engineering tools for the corporation. This role also serves as the advocate for the corporate Systems Engineering Subcouncil. Previously, he was the Engineering Process Integration Manager for LM Integrated Systems & Solutions in which he was responsible for strategic planning of technology needs, process technology development and infusion, and process maintenance and improvement of engineering processes. Prior to that, he was the Systems Integration Process Review Board chairperson for LM Management and Data Systems (M&DS), focusing on process improvement and achievement/sustainment of Level 5 CMM/CMMI objectives. Under his leadership, the Systems Integration organization of M&DS became the first and only organization in the world to achieve Level 5 ratings in the SE-CMM.

Garry has been a member of the Systems Engineering Subcouncil for several years and was one of the authors of the LM Integrated Engineering Process (LM-IEP), the Integrated Measurement Guidebook and the Risk/Opportunity Management Handbook. He is currently working towards an integrated set of SE enablers to aid program performance. This set includes processes, implementation aids/assets, training, and tools.

Garry has 25 years experience in engineering, measurement, and teaching and holds degrees in mathematics education and mechanical engineering from Temple University. Other work includes leadership roles in various technical and standards organizations, including: US Head of Delegation and Task Group leader for ISO/IEC JTC1/SC7 Working Group 7 (software and systems engineering process standards), Practical Software and Systems Measurement (PSM) Technical Steering Group; International Council On Systems Engineering (INCOSE) Corporate Advisory Board, Technical Board and Committees; INCOSE Delaware Valley Chapter, for which he was a co-founder; and the IEEE Standards Association. Garry has worked on the author teams of several currently used standards, including ISO/IEC 15288, Systems Life Cycle Processes; ISO/IEC 15939, Measurement; ISO/IEC 16085, Risk Management; IEEE 1540, Software Risk Management. Current endeavors include working with a USC team to develop a systems engineering cost estimation model (COSYSMO), which is due to be released later this year, and working with the Lean Aerospace Initiative team from MIT to develop a set of SE effectiveness leading indicators.

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Virginia Slavin is a Senior Process Improvement Engineer at Systems and Software Productivity Consortium. She is a member of the measurement team and has been working on topics such as higher maturity measurement, statistical process control, and return on investment for process improvement.

Ms. Slavin has 20 years of experience in software development and management in multiple industries. She has worked in various development environments, including embedded, simulation, and tool development. She was an assessment team member for several higher maturity Software Engineering Institute Capability Maturity Model® (CMM®) assessments, and as a result became an authorized lead assessor for the CMM for Software. She is the co-developer of an SSCI course entitled "Process Improvement through ROI Analysis", and is also an authorized PSM Instructor.

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1974 - present: U.S. Customs Service (now Customs & Border Protection/DHS)

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Pre-2000:   Assigned to commercial systems development with implementation planning
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1967-1974:   U.S. Postal Service
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1962 - 1967:   United States Air Force
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1958-1967:   Boeing Airplane Company
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Ricardo Valerdi is a Research Associate with the Lean Aerospace Initiative at MIT and a Visiting Associate with the Center for Software Engineering at USC. He earned his Bachelor's degree in Electrical Engineering from the University of San Diego and Master's and PhD degrees in Systems Architecting & Engineering from USC. Formerly he was a Member of the Technical Staff at the Aerospace Corporation in the Economic & Market Analysis Center and a Systems Engineer at Motorola and at General Instrument Corporation.