

Appendix C: Project Participants

Many talented people were part of the product team that developed CMMI-ACQ. Listed below are those who participated in one or more of the following teams during the development of CMMI-ACQ. The organizations listed by members' names are those they represented at the time of their team membership.

There were seven primary groups involved in the development of this model:

- the initial draft development team
- the CMMI Architecture Team
- the CMMI-ACQ, V1.2 Model Team
- the CMMI-ACQ, V1.2 Training Team
- the CMMI-ACQ, V1.2 Quality Team
- the CMMI Acquisition Advisory Board
- the CMMI Steering Group

Initial Draft Development Team

The initial draft development team created the document used as the initial baseline for the development of CMMI-ACQ, Version 1.2. This document was piloted by a few select organizations and publicly reviewed.

- Kathryn M. Dodson, EDS
- Matt Fisher, Software Engineering Institute
- Hubert F. Hofmann, General Motors
- Keith Kost, Software Engineering Institute
- Gowri S. Ramani, Hewlett Packard
- Deborah K. Yedlin, General Motors

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Deleted: has created and maintained the CMMI Product Suite since its inception. This appendix recognizes the people involved in the update of CMMI for the version 1.2 release. The four primary groups involved in this development were the Product Team, Sponsors, Steering Group, and Configuration Control Board. Current members of these groups

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Deleted: complete listing of participants from previous years, see Appendix C of the version 1.1 models.

Product Team

The Product Team reviewed change requests submitted by CMMI users to change the CMMI Product Suite, including the framework, models, training, and appraisal materials. Development activities were based on change requests, version 1.2 guidelines provided by the Steering Group, and input from Configuration Control Board members.

The program manager for the version 1.2 release was Mike Phillips. He coordinated the efforts

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Deleted: <#>Armstrong, Jim (Systems and Software Consortium)
<#>Bate, Roger (Software Engineering Institute)
<#>Cepeda, Sandra (RD&E Command, Software Engineering Directorate)
<#>Chrissis, Mary Beth (Software Engineering Institute)
<#>Clouse, Aaron (Raytheon)
<#>D'Ambrosia, Mike (BAE Systems)
<#>Hollenbach, Craig (Northrop Grumman)
<#>Konrad, Mike (Software Engineering Institute) ... [1]

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Deleted: <#>Chrissis, Mary Beth (Software Engineering Institute)
<#>Gibson, Diane (Software ... [2]

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Deleted: Brown, Rhonda (

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CMMI Architecture Team

In 2005 and 2006, the CMMI Architecture Team updated the architecture used to build components of the CMMI Product Suite, such as models and training materials.

- Roger Bate, Software Engineering Institute
- Mary Beth Chrissis, Software Engineering Institute
- Hubert F. Hofmann, General Motors
- Craig Hollenbach, Northrop Grumman
- Lisa Ming, BAE Systems
- Mike Phillips, Software Engineering Institute
- John Scibilia, U.S. Army
- Hal Wilson, Northrop Grumman
- Gary Wolf, Raytheon

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The CMMI version 1.2 project was sponsored by both government and industry. Government sponsorship was provided by the U.S. Department of Defense (DoD), specifically the Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics) (OUSD [AT&L]). Industry sponsorship was provided by the Systems Engineering Committee of the

CMMI-ACQ, V1.2 Model Team

The Version 1.2 CMMI-ACQ Model Team used the baseline developed by the initial draft development team and input from reviewers and users to revise the initial draft and create CMMI-ACQ, Version 1.2.

- Lloyd Anderson, Department of Homeland Security
- Larry Baker, Defense Acquisition University
- Roger Bate, Software Engineering Institute
- Rhonda Brown, Software Engineering Institute
- Aaron Clouse, Software Engineering Institute
- Brad Doohan, Defence Materiel Organisation
- Tom Keuten, General Motors
- Mike Konrad, Software Engineering Institute
- Keith Kost, Software Engineering Institute
- Madhav S. Panwar, U.S. Government Accountability Office
- Mike Phillips, Software Engineering Institute
- Margaret Porteus, Institute for Defense Analyses
- George Prosnik, Defense Acquisition University
- Karen Richter, Institute for Defense Analyses
- John Scibilia, U.S. Army
- Sandy Shrum, Software Engineering Institute
- Deborah K. Yedlin, Borland Software Corporation

CMMI-ACQ, V1.2 Training Team

The Version 1.2 CMMI-ACQ Training Team included a core team of developers and many reviewers. The development team used baselines created by the CMMI-ACQ, V1.2 Model Team and the existing *Introduction to CMMI* course to develop training for CMMI-ACQ, V1.2.

- Bruce Allgood, U.S. Air Force
- Rhonda Brown, Software Engineering Institute
- Peter Capell, Software Engineering Institute
- Mary Beth Chrissis, Software Engineering Institute
- Aaron Clouse, Software Engineering Institute
- Erin Czerwinski, Software Engineering Institute
- Jack Ferguson, Software Engineering Institute
- Matt Fisher, Software Engineering Institute
- Thierry Girou, Thales
- Jon Gross, Software Engineering Institute
- Tom Keuten, General Motors
- Mike Konrad, Software Engineering Institute
- Phil Miller, Software Engineering Institute
- Mike Phillips, Software Engineering Institute
- Christine Safa, Thales
- Sandy Shrum, Software Engineering Institute
- Barbara Tyson, Software Engineering Institute
- Christian Zion, Thales

CMMI-ACQ, V1.2 Quality Team

The Version 1.2 CMMI-ACQ Quality Team used a process developed over the years for CMMI model quality assurance. The team tailored the quality assurance (QA) process to CMMI-ACQ, V1.2 to prepare it and the training material developed by the CMMI-ACQ, V1.2 Training Team for release.

- Rhonda Brown, Software Engineering Institute
- Pamela Curtis, Software Engineering Institute
- Keith Kost, Software Engineering Institute
- Sandy Shrum, Software Engineering Institute

CMMI Acquisition Advisory Board

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The CMMI Acquisition Advisory Board was responsible for providing direction to and approving the development work of the CMMI-ACQ, Version 1.2 Model Team. The board had final authority regarding decisions that impacted CMMI-ACQ, Version 1.2.

- Kristen Baldwin, OUSD (AT&L) SSE/SSA
- Tony D'Agosto, U.S. Army
- Richard Frost, General Motors
- Hubert F. Hofmann, General Motors
- Guy Mercurio, Defense Contract Management Agency
- Lawrence Osiecki, U.S. Army
- Madhav Panwar, U.S. Government Accountability Office
- Bob Rassa, National Defense Industry Association
- Linda Roush, U.S. Navy
- Katie Smith, U.S. Navy
- Michael W. Smith, Missile Defense Agency
- Bob Swarz, U.S. Air Force (the MITRE Corporation)

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Deleted: <#>Rassa, Bob (NDIA Systems Engineering Division)¶
<#>Schaeffer, Mark (OUSD [AT&L])¶

CMMI Steering Group

The CMMI Steering Group has guided and approved the plans of the version 1.2 CMMI Product Team, provided consultation on significant CMMI project issues, ensured involvement from a variety of interested communities, and approved the final release of this model.

Steering Group Members

- Kristen Baldwin, OUSD (AT&L) SSE/SSA
- Clyde Chittister, Software Engineering Institute
- Jim Gill, Boeing Integrated Defense Systems
- John Kelly, NASA HQ
- Kathy Lundeen, Defense Contract Management Agency
- Larry McCarthy, Motorola, Inc.
- Mike Nicol, U.S. Air Force ASC/EN
- Lawrence Osiecki (U.S. Army)
- Bill Peterson, Software Engineering Institute

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Deleted: <#>D'Agosto, Tony (U.S. Army RDECOM-ARDEC)¶

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Deleted: Kathy (

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Deleted: Larry (

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- [Bob](#) Rassa, Raytheon Space & Airborne Systems
- [Joan](#) Weszka, Lockheed Martin
- [Hal](#) Wilson, Northrop Grumman Mission Systems
- [Brenda](#) Zettervall, U.S. Navy, ASN/RDA CHENG

Ex-Officio Steering Group Members

- [Lloyd](#) Anderson, Department of Homeland Security
- [Roger](#) Bate, chief architect, Software Engineering Institute
- [Mike](#) Phillips, CMMI program manager, Software Engineering Institute
- [Beth](#) Sumpter, National Security Agency

Steering Group Support: Acquisition

- [Brian](#) Gallagher, Software Engineering Institute

Steering Group Support: CCB

- [Mike](#) Konrad, Software Engineering Institute

During the development of CMMI-ACQ, there were others who served temporarily on the CMMI Steering Group. Anthony D'Agosto (U.S. Army, RDECOM ARDEC) was a full Steering Group member. Thomas Drake (SES) and Deborah K. Yedlin (General Motors) were ex-officio members.

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(National Security Agency)¶

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Deleted: <#>Yedlin, Debbie
(General Motors)¶

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Board¶

The Configuration Control Board has
been the official mechanism for
controlling changes to the version 1.2
CMMI for Development models. This
group was responsible for product
integrity by reviewing all changes to
the baselines and approving only
changes that met the criteria for
version 1.2.¶

CCB Members¶

<#>Atkinson, Shane
(Borland/TeraQuest)¶

<#>Bate, Roger (Software
Engineering Institute)¶

<#>Bernard, Tom (U.S. Air Force)¶

<#>Chrissis, Mary Beth (Software
Engineering Institute)¶

<#>Croll, Paul (Computer Scie ... [3]

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Armstrong, Jim (Systems and Software Consortium)
Bate, Roger (Software Engineering Institute)
Cepeda, Sandra (RD&E Command, Software Engineering Directorate)
Chrissis, Mary Beth (Software Engineering Institute)
Clouse, Aaron (Raytheon)
D'Ambrosa, Mike (BAE Systems)
Hollenbach, Craig (Northrop Grumman)
Konrad, Mike (Software Engineering Institute)¹
Norimatsu, So (Norimatsu Process Engineering Laboratory, Inc.)
Richter, Karen (Institute for Defense Analyses)
Shrum, Sandy (Software Engineering Institute)

SCAMPI Upgrade Team Members

Busby, Mary (Lockheed Martin)²
Cepeda, Sandra (RD&E Command, Software Engineering Directorate)
Ferguson, Jack (Software Engineering Institute)¹⁶
Hayes, Will (Software Engineering Institute)
Heil, James (U.S. Army) in memoriam
Kirkham, Denise (Boeing)
Masters, Steve (Software Engineering Institute)
Ming, Lisa (BAE Systems)
Ryan, Charlie (Software Engineering Institute)
Sumpter, Beth (National Security Agency)
Ulrich, Ron (Northrop Grumman)
Wickless, Joe (Software Engineering Institute)

Chrissis, Mary Beth (Software Engineering Institute)
Gibson, Diane (Software Engineering Institute)
Knorr, Georgeann (Software Engineering Institute)
Kost, Keith (Software Engineering Institute)
Matthews, Jeanne (Software Engineering Institute)

¹ Team Leader

² Co-Team Leaders

Shrum, Sandy (Software Engineering Institute)
Svolou, Agapi (Software Engineering Institute)
Tyson, Barbara (Software Engineering Institute)³
Wickless, Joe (Software Engineering Institute)
Wolf, Gary (Raytheon)

Architecture Team Members

Bate, Roger (Software Engineering Institute)
Chrissis, Mary Beth (Software Engineering Institute)
Hoffman, Hubert (General Motors)
Hollenbach, Craig (Northrop Grumman)
Ming, Lisa (BAE Systems)

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Phillips, Mike (Software Engineering Institute)⁴
Scibilia, John (U.S. Army)
Wilson, Hal (Northrop Grumman)
Wolf, Gary (Raytheon)

Hardware Team Members

Armstrong, Jim (Systems and Software Consortium)
Bishop, Jamie (Lockheed Martin)
Cattan, Denise (Spirula)
Clouse, Aaron (Raytheon)
Connell, Clifford (Raytheon)
Fisher, Jerry (Aerospace Corporation)
Hertneck, Christian (Siemens)
Nussbaum, Winfried (Siemens)
Phillips, Mike (Software Engineering Institute)⁵
Zion, Christian (THALES)

Piloting Team Members

Brown, Rhonda (Software Engineering Institute)⁶
Chrissis, Mary Beth (Software Engineering Institute)

³ Team Leader

⁴ Team Leader

⁵ Team Leader

⁶ Co-Team Leaders

Ferguson, Jack (Software Engineering Institute)
Konrad, Mike (Software Engineering Institute)
Phillips, Marilyn (Q-Labs, Inc.)
Phillips, Mike (Software Engineering Institute)²⁰
Tyson, Barbara (Software Engineering Institute)

Configuration Control Board

The Configuration Control Board has been the official mechanism for controlling changes to the version 1.2 CMMI for Development models. This group was responsible for product integrity by reviewing all changes to the baselines and approving only changes that met the criteria for version 1.2.

CCB Members

Atkinson, Shane (Borland/TeraQuest)
Bate, Roger (Software Engineering Institute)
Bernard, Tom (U.S. Air Force)
Chrissis, Mary Beth (Software Engineering Institute)
Croll, Paul (Computer Sciences Corporation)
Gristock, Stephen (JPMorganChase)
Hefner, Rick (Northrop Grumman Corporation)
Jacobsen, Nils (Motorola)
Konrad, Mike (Software Engineering Institute)⁷
Osiecki, Lawrence

Peterson, Bill (Software Engineering Institute)
Phillips, Mike (Software Engineering Institute)
Rassa, Bob (Raytheon)
Richter, Karen (Institute for Defense Analyses)
Sapp, Millee (U.S. Air Force)
Schoening, Bill (Boeing and INCOSE)
Schwomeyer, Warren (Lockheed Martin)

⁷ Configuration Control Board Chair

Smith, Katie (U.S. Navy)

Wolf, Gary (Raytheon)

Non-Voting CCB Members

Brown, Rhonda (Software Engineering Institute)

Shrum, Sandy (Software Engineering Institute)