Abstract

Software process improvement (SPI) approaches have been designed to produce changes at many levels, i.e. in the strategies, culture and working practices, of software development. Studies have shown that nearly two thirds of all SPI efforts have failed or fallen short of expectations. SPI today is based mainly on a perception of software processes as artifacts and this perception has led SPI efforts to focus on perfecting such artifacts as a means to improve the practices of the people supposed to execute these software processes. Such SPI efforts thus tend to view the design of software processes as separate from their use. In this approach process designers are expected to provide process knowledge to software developers, and software developers are expected to provide experiences and problems to the process designers. This focus on software processes as artifacts implies an emphasis on formalization and externalization of process models possibly at the expense of the process knowledge in the heads of the process users.

References

small organizations and small projects. Paper presented at the International Conference on Software Engineering, Boston, MA.


**Index Terms**

Computer Science Information Sciences
Keywords
Software Process improvement models  Software engineering Institute  SPI