
Heini Veneberg

From (testable) requirements to an accepted system

Samenvatting:

Deze presentatie gaat in op de test aspecten die we eigenlijk allemaal vanuit de theorie kennen, maar waarvan we vaak het gevoel hebben dat ze in de praktijk niet of nauwelijks toegepast worden.

In de presentatie geef ik voorbeelden uit de praktijk, die aangeven waar test effectief ingezet kan worden en een belangrijke bijdrage levert in het succes van een project en organisatie. Daarbij zal ik o.a. de volgende vragen behandelen:

- Hoe zorg je ervoor dat Test zo vroeg mogelijk betrokken wordt?
- Hoe combineer je dit op een effectieve manier met het review proces?
- Hoe organiseer je het?
- Hoe zorg je ervoor dat Test goed aansluit bij de verschillende moderne ontwikkelmethodes, zoals o.a. RUP, SCRUM?

Middels het doorlopen van de software lifecycle wil ik de meest optimale vorm laten zien. Echter, met alleen de theorie van testen en het toepassen ervan in de praktijk ben je er nog niet. Er komt heel wat meer bij kijken om als organisatie een project "within Time and within Budget" op te leveren. Ik zal daarom laten zien dat 'wij testers' het ook weer niet moeten overdrijven:

- Hoe ga je om met de natuurlijke weerstand?
- Wanneer stop je met het testen?
- Hoe creëer je een goede sfeer tussen Ontwerp, Bouw en Test

Eigen ervaring heeft mij geleerd dat Testen weer gewenst is, mits je zorg draagt voor een gezonde balans tussen Testen en de andere disciplines. Hoe? Dat ga ik hier niet helemaal toelichten, alleen hoe minder de balans is gecreëerd, hoe groter de confrontatie is met het project.

Biografie:

Mijn naam Heini Veneberg, 42 jr. . Sinds 1988 actief in de automatisering. Bij meerdere werkgevers, zoals Thales, LogicaCMG en CIMSOLUTIONS. In deze projecten diverse rollen vervuld op gebied van Testen, Testmanagement, Projectmanagement en Supportmanagement. De opdrachten hebben een raakvlak met Industrie (Defensie, Telecom) en Business (Belastingdienst). In al deze opdrachten zijn aspecten terug te vinden waar de begrippen Time-to-market en Kwaliteit op gespannen voet met elkaar hebben geleefd.

**Test Management:
From (testable) requirements
to an accepted system**

Heini Veneberg




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Who am I

Heini Veneberg
Age 42 year
Married; 1 daughter

ICT Experiences
19 year
Test, Test Management,
Project Management, Problem
Management, Support
Manager

Process
CMM
TMap, Testframe
ITIL

Type of projects:

Defense

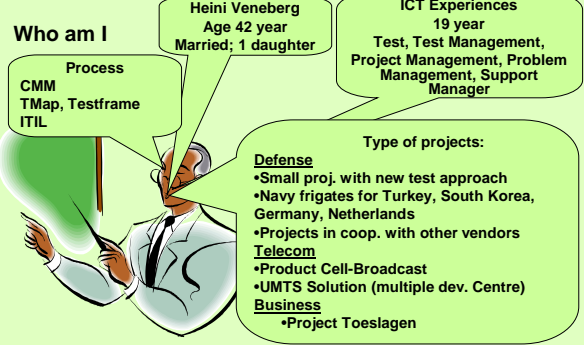

- Small proj. with new test approach
- Navy frigates for Turkey, South Korea, Germany, Netherlands
- Projects in coop. with other vendors

Telecom

- Product Cell-Broadcast
- UMTS Solution (multiple dev. Centre)

Business

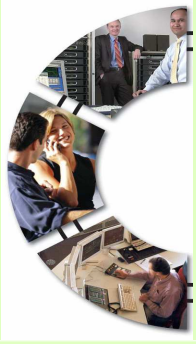

- Project Toeslagen

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Agenda

1. What are the issues?
2. Can you avoid the issues?
3. Why avoiding the issues?
4. Where do the issues pop-up?
5. Which measures can be taken?
6. Conclusions & Lessons Learned?

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1. What are the issues


Unwritten requirements:

- a) Read between the lines
- b) Non-testable requirements
- c) Incomplete requirements
- d) Missing requirements

Other:





- a) Managing baselines
- b) General company requirements
- c) Process handbook

All captured under the name Hidden issues





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2. Can you avoid the issues.







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3. Why avoiding the issues


How the customer explained it



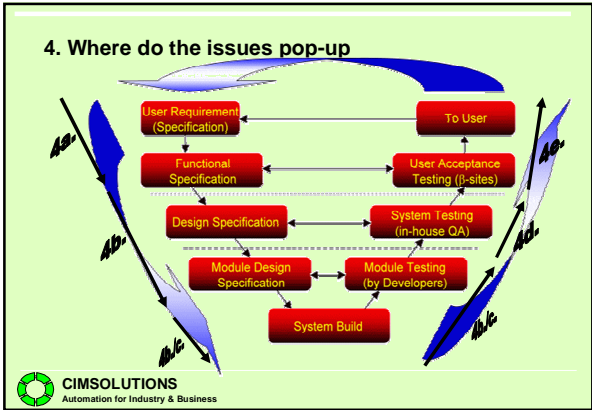
How the customer was billed



What the customer really needed



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4a. From Contract to Requirements

- Test involved in this phase?
- Workshops
- Feedback to/from customer
- Which stakeholders are involved in reviewing the requirements

How the customer explained it How the Project Leader understood it How the Analyst designed it

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4b. Test plan and test specification

- Test environment needed/available
- Identify risks
- Stakeholders of review test spec's
- Non Disclosure Agreement required
- Are there deliverables identified from test

How the Business Consultant described it How the project was documented

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4c. Unit testing

- Functional test
- Code coverage
- Code review
- Robustness

How the Programmer wrote it

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4d. System & integration testing

- Integration takes longer than expected
- System is claimed for training and/or demo's
- Not fixing defects in time
- Changes are implemented in subsystem A, but not in subsystem B

What operations installed How it was supported

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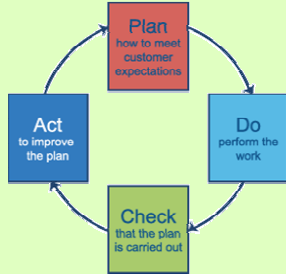
4e. Acceptance testing

- Customer
- Factory Acceptance Test (FAT)
- Site Acceptance Test (SAT)
- Payment milestone

How the customer was billed What the customer really needed

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5. Which measures can be taken

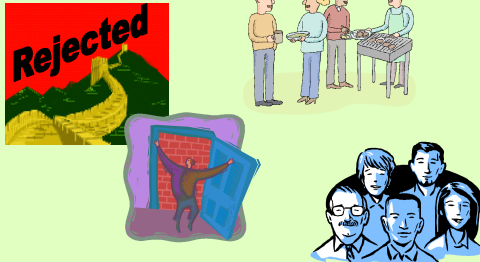


5a Formal way

- SW-CMM Level 2, 3
- CMMI
- TMM

Level	Capability	Result
5 Optimizing	Continuous Improvement Defect Prevention Technology Change Management Process Change Management	Productivity & Quality
4 Managed	Quantitative Management Quantitative Process Management Software Quality Management	
3 Defined	Institutionalized Processes Organizational Process Focus Organizational Process Definition Training Program Integrated Software Management Software Product Engineering Intergroup Coordination Peer Reviews	
2 Repeatable	Individual Initiative Requirements Management Software Project Planning Software Project Tracking & Oversight Software Subcontract Management Software Quality Assurance Software Configuration Management	
1 Initial	Heroic Efforts Design Code Compile Test	
		Risk & Waste

5b Informal way



5c. Advantage/Disadvantage

Formal way

Embedded in the organization

- Advantage: less dependent, long term stability
- Disadvantage: complex, overhead, dogma's



Informal way

Based on skills of individuals

- Advantage: fast results on the short term, pragmatism
- Disadvantage: loss of knowledge when people leave

6. Conclusions & Lessons learned

Use your team-effort to identify and tackle issues as soon as possible (less surprises with/for the customer, address stakeholders from every discipline and use their skills and judgment)

Use the experience gained in future projects (learn)

Let the customer get involved as soon as possible and throughout the whole project (use check-point)

There will be always 'hidden' requirements, but the number can be decreased.....

Questions?

