Software Quality Engineering:

Testing, Quality Assurance, and Quantifiable Improvement

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Chapter 18. Feedback Loop and Activities for Quantifiable Quality Improvement

- Feedback Loop and Overall Mechanism
- Monitoring and Measurement
- Analysis and Feedback
- Tool and Implementation Support

Importance of Feedback Loop

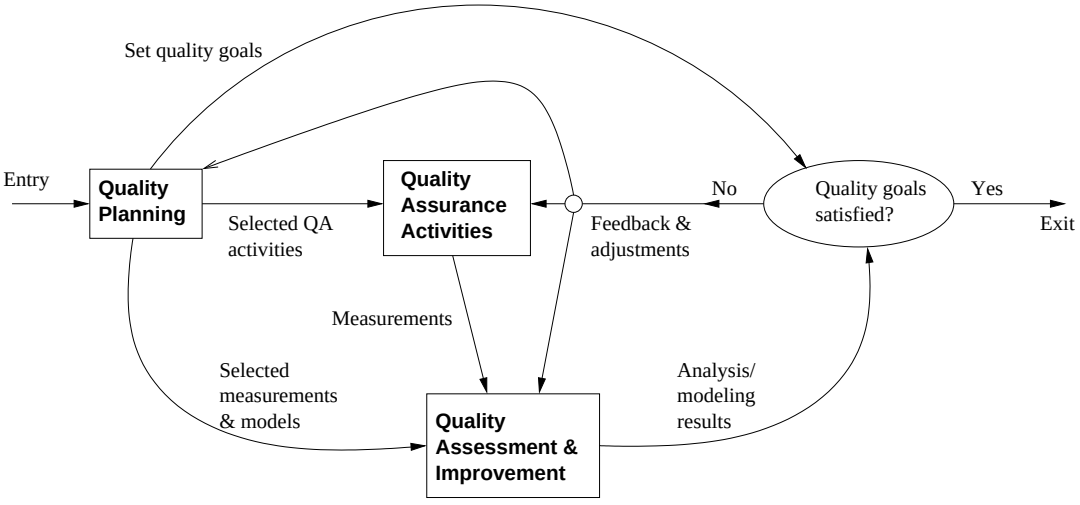
- All QA activities covered in Part II and Part III need additional support:
  - ▷ Planning and goal setting (Chapter 5)
  - ▷ Management via feedback loop:
    - – When to stop?
    - – Adjustment and improvement, etc.
    - – All based on assessments/predictions

- Feedback loop for quantification/improvement:
  - ▷ Focus of Part IV chapters
  - ▷ Ch.18: mechanism and implementation.
  - ▷ Ch.19: models and measurements.
  - ▷ Ch.20: defect analyses and techniques.
  - ▷ Ch.21: risk identification techniques.
  - ▷ Ch.22: software reliability engineering.

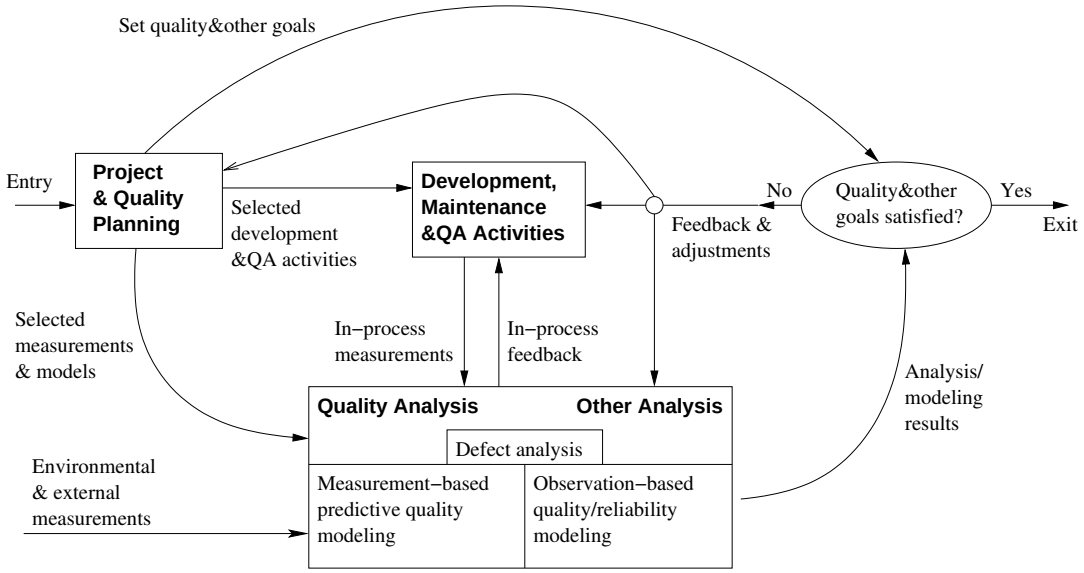
QE Activities and Process Review

- Major activities:
  - ▷ Pre-QA planning (Ch.5).
  - ▷ QA (Part II and Part III).
  - ▷ Post-QA analysis & feedback – Part IV (maybe parallel instead of "post-")

- Overall process: Fig 5.1 (p.54)
  – Software quality engineering (SQE)



QE Activities and Process Review



- Feedback loop zoom-in: Fig 18.1 (p.304)
  - ▷ Multiple measurement sources.
  - ▷ Many types of analysis performed.
  - ▷ Multiple feedback paths.

Feedback Loop Related Activities

- Monitoring and measurement:
  - ▷ defect monitoring $\in$ process management.
  - ▷ defect measurement $\in$ defect handling.
  - ▷ many other related measurements.
- Analysis modeling:
  - ▷ Historical baselines and experience.
  - ▷ Choosing models and analysis techniques.
  - ▷ Focus on defect/risk/reliability analyses.
  - ▷ Goal: assessment/prediction/improvement.
- Feedback and followup:
  - ▷ Frequent feedback: assessment/prediction.
  - ▷ Possible improvement areas identified.
  - ▷ Overall management and improvement.

Quality Monitoring and Measurements

- Quality monitoring needs:
  - ▷ Quality as a quantified entity over time.
  - ▷ Able to assess, predict, and control.
  - ▷ Various measurement data needed.
  - ▷ Some directly in quality monitoring.
  - ▷ Others via analyses to provide feedback.

- Direct quality measurements:
  - ▷ Result, impact and related info.
    - e.g., success vs. failure
    - classification info. (e.g., ODC)
  - ▷ Defect information: directly monitored.
    - additional defect analysis in Ch. 20.
  - ▷ Mostly used in quality monitoring.

Indirect Quality Measurements

- Indirect quality measurements: Why?
  - ▷ Other quality measurements (reliability) need additional analyses/data. (See reliability definition in Ch.22.)
  - ▷ Unavailability of direct quality measurements early in the development cycle $\Rightarrow$ early (indirect) indicators.
  - ▷ Used to assess/predict/control quality. (to link to or affect various direct quality measurements)

- Types of indirect quality measurements:
  - ▷ Environmental measurements.
  - ▷ Product internal measurements.
  - ▷ Activity measurements.

Indirect Measurements: Environment

- Process characteristics
  - ▷ Entities and relationships
  - ▷ Preparation, execution and followup
  - ▷ Techniques used
- People characteristics
  - ▷ Skills and experience
  - ▷ Roles: planners/developers/testers
  - ▷ Process management and teams
- Product characteristics
  - ▷ Product/market environment
  - ▷ Hardware/software environment

Indirect Measurements: Internal

- Product internal measurements:
  most studied/understood in SE

- Software artifacts being measured:
  - ▷ Mostly code-related
  - ▷ Sometimes SRS, design, docs etc.

- Product attributes being measured:
  - ▷ Control: e.g., McCabe complexity
  - ▷ Data: e.g., Halstead metrics
  - ▷ Presentation: e.g., indentation rules

- Structures:
  - ▷ Unstructured: e.g., LOC
  - ▷ Structured: examples above

Indirect Measurements: Activity

- Execution/activity measurements:
  - ▷ Overall: e.g., cycle time, total effort.
  - ▷ Phased: profiles/histograms.
  - ▷ Detailed: transactions in SRGMs.
- Testing activity examples:
  - ▷ Timing during testing/usage
  - ▷ Path verification (white-box)
  - ▷ Usage-component mapping (black-box)
  - ▷ Measurement along the path
- Usage of observations/measurements: observation-based and predictive models

Immediate Followup and Feedback

- Immediate (without analyses): Why?
  - ▷ Immediate action needed right away:
    – critical problems ⇒ immediate fixing
    – most other problems: no need to wait
  - ▷ Some feedback as built-in features in various QA alternatives and techniques.
  - ▷ Activities related to immediate actions.

- Testing activity examples:
  - ▷ Shifting focus from failed runs/areas.
  - ▷ Re-test to verify defect fixing.
  - ▷ Other defect-related adjustments.

- Defect and activity measurements used.

Analyses, Feedback, and Followup

- Most feedback/followup relies on analyses.
- Types of analyses:
  - ▷ Product release decision related.
  - ▷ For other project management decisions, at the phase or overall project level.
  - ▷ Longer-term or wider-scope analyses.
- Types of feedback paths:
  - ▷ Shorter vs. longer feedback loops.
  - ▷ Frequency and time duration variations.
  - ▷ Overall scope of the feedback.
  - ▷ Data source refinement.
  - ▷ Feedback destinations.

Analysis for Product Release Decisions

- Most important usage of analysis results
  - ▷ Prominent in Fig 5.1 and Fig 18.1.
  - ▷ Related to: "when to stop testing?"

- Basis for decision making:
  - ▷ Without explicit quality assessment:
    - implicit: planned activities,
    - indirect: coverage goals,
    - other factors: time/$-based.
  - ▷ With explicit quality assessment:
    - failure-based: reliability,
    - fault-based: defect count & density.

- Criteria preference:
  reliability – defect – coverage – activity.

Analyses for Other Decisions

- Transition from one (sub-)phase to another:
  - ▷ Later ones: similar to product release.
  - ▷ Earlier ones: reliability undefined
    - – defects – coverage – activity,
    - – inspection and other early QA
- Other decisions/management-activities:
  - ▷ Schedule adjustment.
  - ▷ Resource allocation and adjustment.
  - ▷ Planning for post-release support.
  - ▷ Planning for future products or updates.
- These are product-level or sub-product-level decisions and activities.

Other Feedback and Followup

- Other (less frequent) feedback/followup:
  - ▷ Goal adjustment (justified/approved).
  - ▷ Self-feedback (measurement & analysis)
    - – unsuitable measurements and models?
    - – SRE measurement example in IBM.
  - ▷ Longer term, project-level feedback.
  - ▷ May even carry over to followup projects.

- Beyond a single-project duration/scope:
  - ▷ Future product quality improvement
    - – overall goal/strategy/model/data,
    - – especially for defect prevention.
  - ▷ Process improvement.
  - ▷ More experienced people.

Feedback Loop Implementation

- Key question: sources and destinations. (Analysis and modeling activity at center.)

- Sources of feedback loop = data sources:
  - ▷ Result and defect data:
    – the QA activities themselves.
  - ▷ Activity data:
    – both QA and development activities.
  - ▷ Product internal data: product.
    (produced by development activities)
  - ▷ Environmental data: environment.

- Additional sources of feedback loop:
  - ▷ From project/QA planning.
  - ▷ Extended environment: measurement data and models beyond project scope.

Feedback Loop Implementation

- Feedback loop at different duration/scope levels.

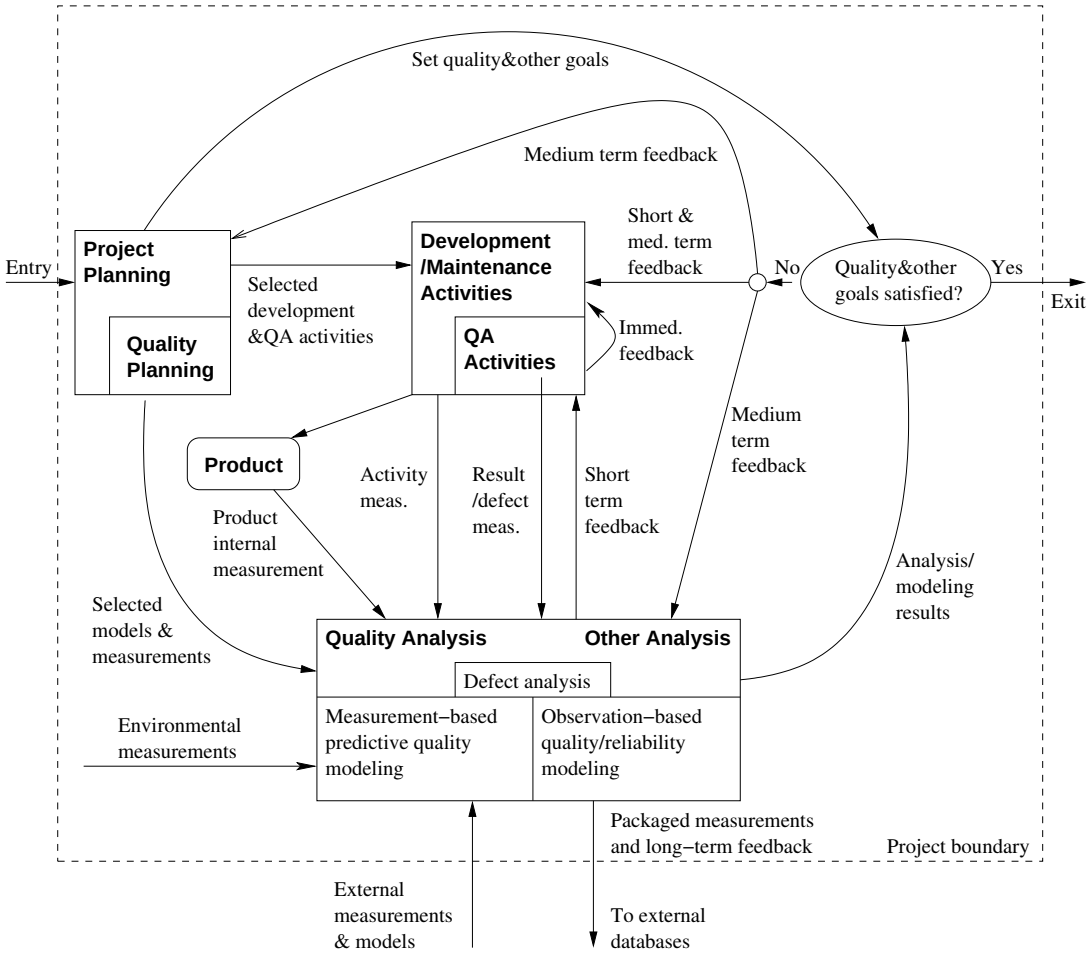
- Immediate feedback to current development activities (locally).

- Short-term or sub-project-level feedback:
  - ▷ most of the feedback/followup in Ch.18.
  - ▷ transition, schedule, resource,
  - ▷ destination: development activities.

- Medium-term or project-level feedback:
  - ▷ overall project adjustment and release
  - ▷ destination: major blocks in Fig 5.1

- Longer-term or multi-project feedback:
  – to external destinations

Feedback Loop Implementation



- Overall implementation: Fig 18.2 (p.315)
  - ▷ Originated from Fig 5.1
  - ▷ Via intermediate refinement in Fig 18.1

Implementation Support Tools

- Type of tools:
  - ▷ Data gathering tools.
  - ▷ Analysis and modeling tools.
  - ▷ Presentation tools.

- Data gathering tools:
  - ▷ Defects/direct quality measurements:
    – from defect tracking tools.
  - ▷ Environmental data: project db.
  - ▷ Activity measurements: logs.
  - ▷ Product internal measurements:
    – commercial/home-build tools.
  - ▷ New tools/APIs might be needed.

Implementation Support Tools

- Analysis and modeling tools:
  - ▷ Dedicated modeling tools:
    – e.g., SMERFS and CASRE for SRE
  - ▷ General modeling tools/packages:
    – e.g., multi-purpose S-Plus, SAS.
  - ▷ Utility programs often needed for data screening and processing.

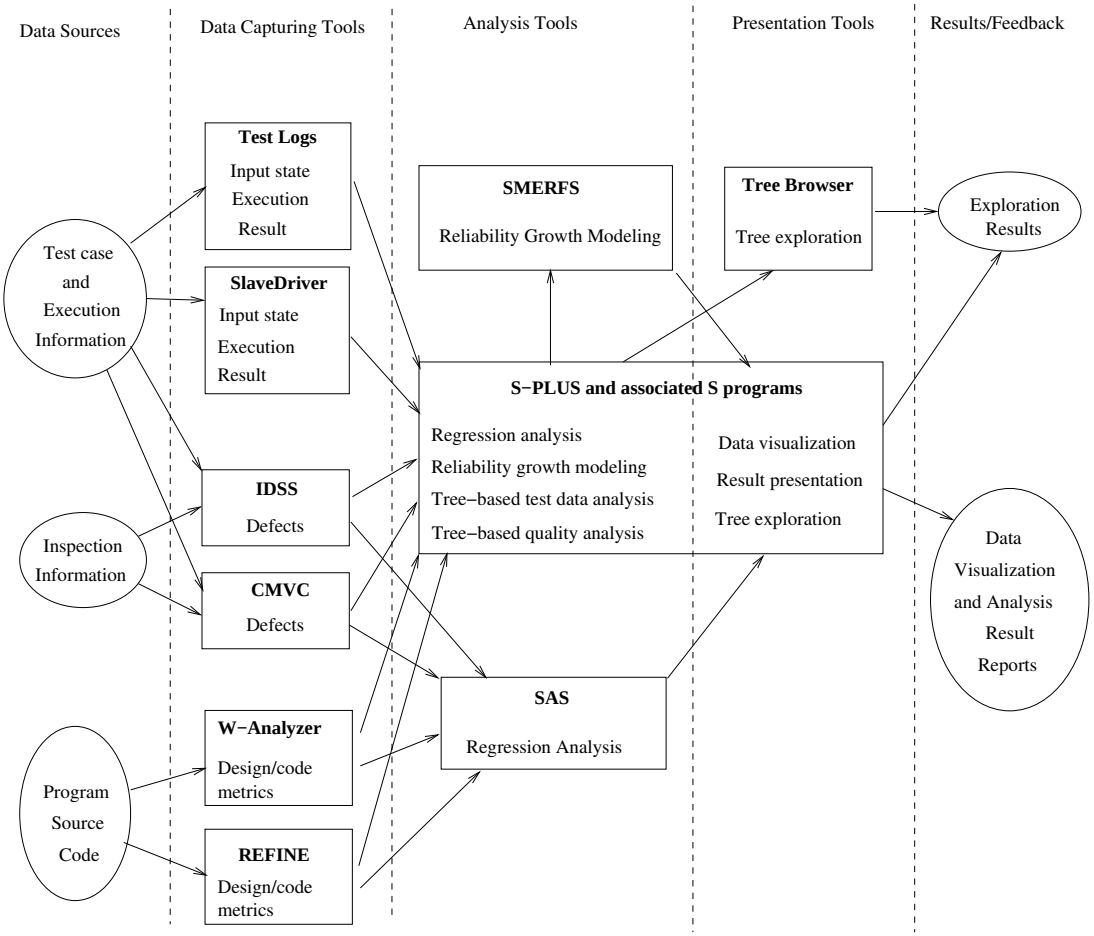
- Presentation tools:
  - ▷ Aim: easy interpretation of feedback
    $\Rightarrow$ more likely to act on.
  - ▷ Graphical presentation preferred.
  - ▷ Some "what-if" /exploration capability.

Strategy for Tool Support

- Using existing tools $\Rightarrow$ cost$\downarrow$:
  - ▷ Functionality and availability/cost.
  - ▷ Usability.
  - ▷ Flexibility and programmability.
  - ▷ Integration with other tools.

- Tool integration issues:
  - ▷ Assumption: multiple tools used.
    (All-purpose tools not feasible/practical.)
  - ▷ External rules for inter-operability,
    – common data format and repository.
  - ▷ Multi-purpose tools.
  - ▷ Utilities for inter-operability.

Tool Support Example



- IBM example: Fig 18.3 (p.319).