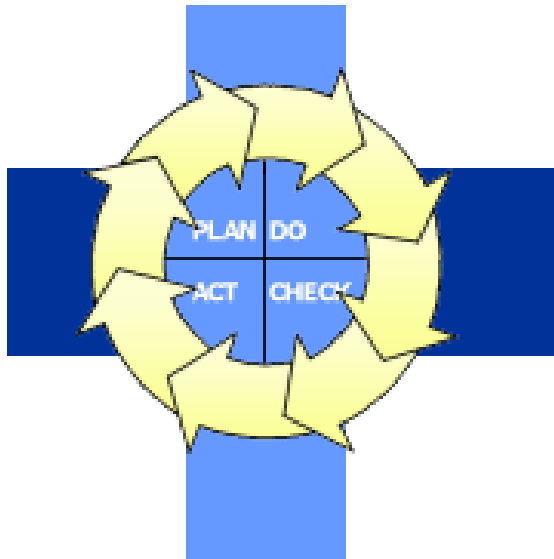


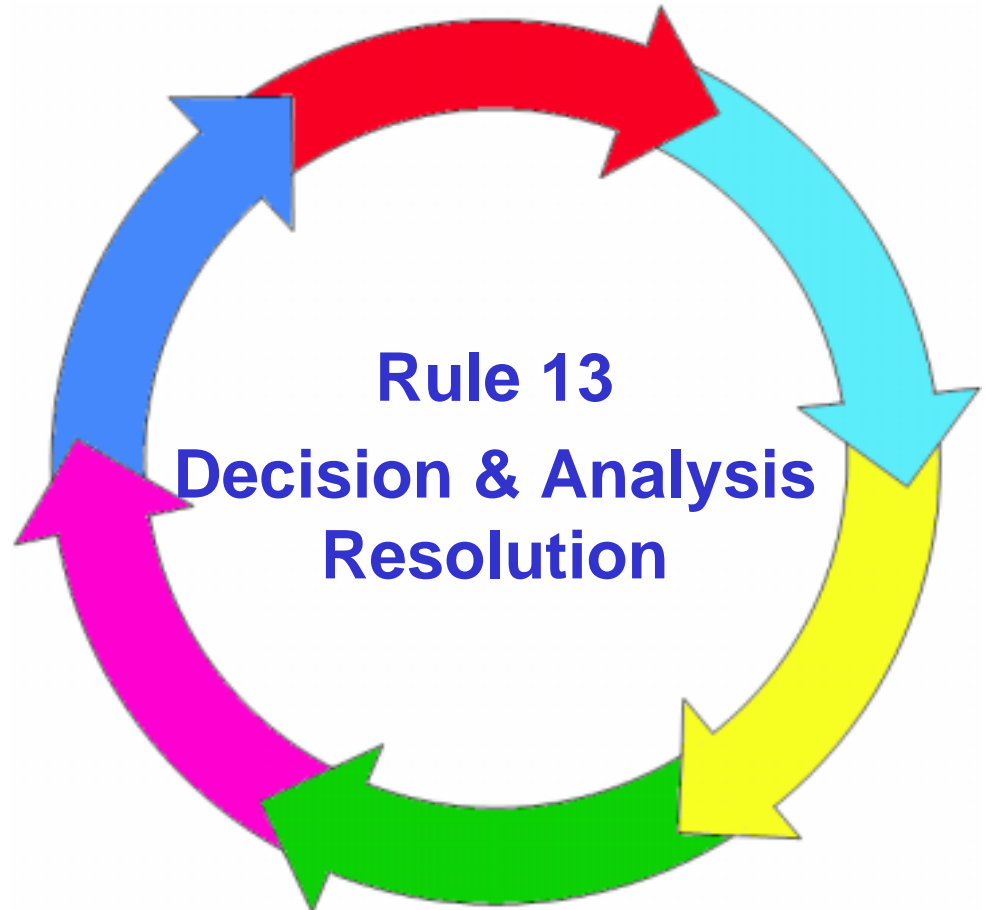


Software Process Training



Dr. Ernest Wallmüller
Wolfgang Höh

Qualität & Informatik
www.itq.ch



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Business Decisions:

1. Personnel – hires, promotions, transfers, layoffs
2. Budget Prioritizations
3. Evaluate risks on acquisitions, divestitures, investments
4. Outsource or not?
In-source? Multi-source?

Technical Decisions:

1. Architectures
2. Products, features (cost-benefit, build/buy)
3. Designs, platforms
4. Process tailoring (including life cycle selection)
5. Technical Solutions
6. Testing approaches

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Before you execute the process ... you will need to have some rules on when to invoke DAR within your projects or the organization.

Criteria might include:

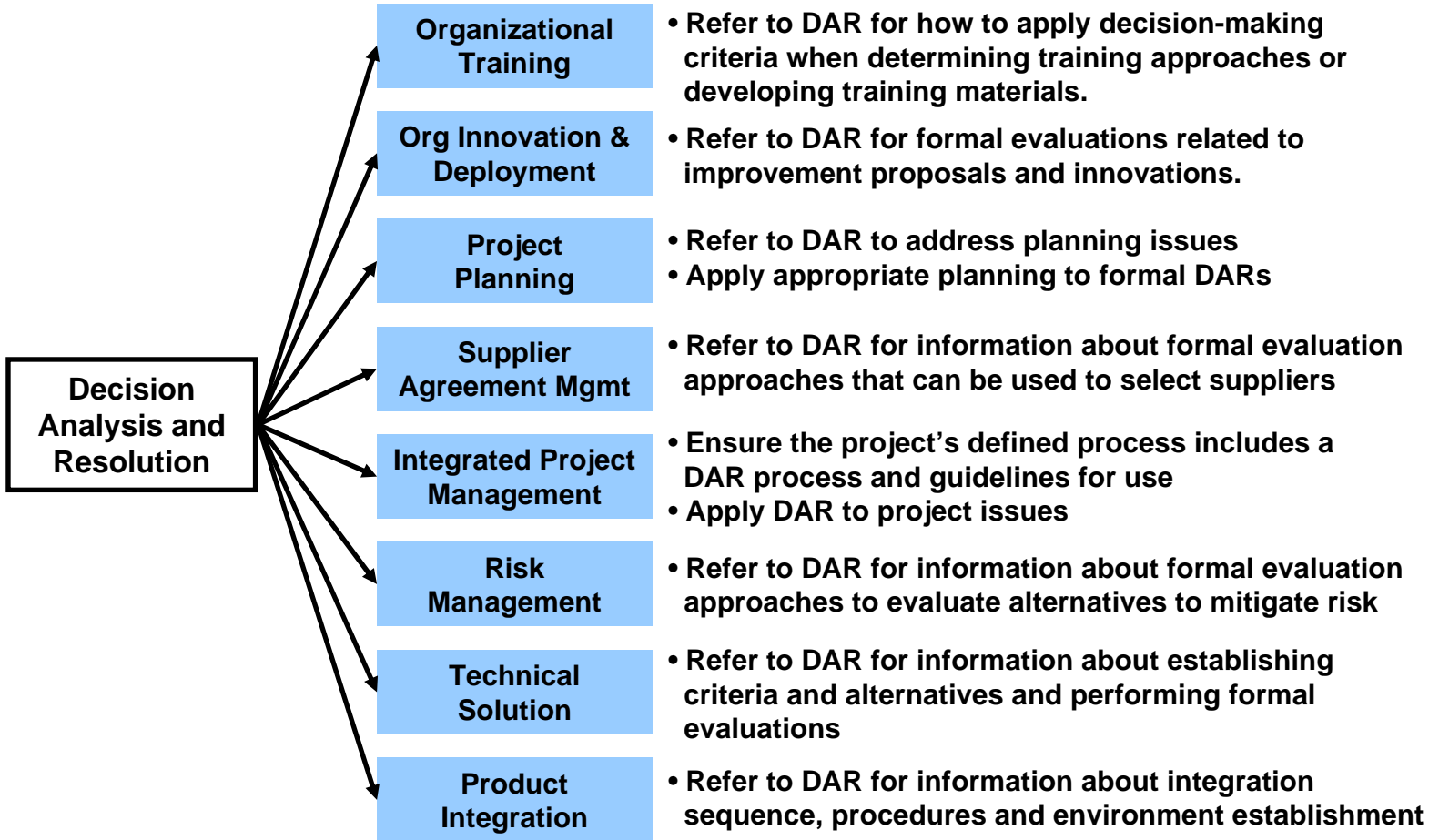
- **Business or technology decisions involving greater than a specific amount of money**
- **Technical and process life cycle options for any nontrivial new development project**
- **Selection from among risk handling options for high impact, high probability risks**
- **Any capital purchase**



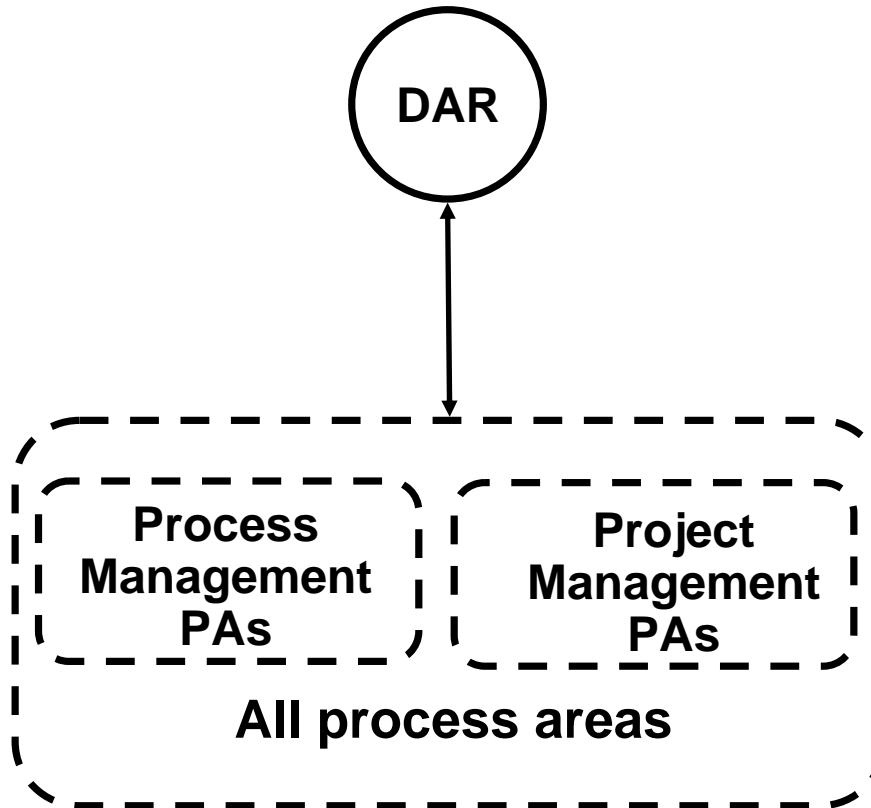
DAR's Relationships to Other PAs



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■ Policy

AVL is dedicated to decide in a short, but reasonable timeframe after thorough evaluation of the alternatives. The decisions are based on understandable logics.

■ Scope

All SW producing units in AVL SBU MES.

■ Purpose

The purpose of Decision Analysis and Resolution is to analyze possible decisions using a formal evaluation process that evaluates identified alternatives against established criteria.

Typical guidelines for determining when to require a formal evaluation process include the following:

- When a decision is directly related to topics assessed as being of (medium or) high risk
- When a decision would cause schedule delays over 20% of the project duration or longer than 12 time weeks.
- When a decision affects heavily the ability to achieve project objectives
- When the costs of the formal evaluation process are reasonable when compared to the decision's impact

(Refer to the Risk Management process area for more information about determining which issues are medium or high risk.)

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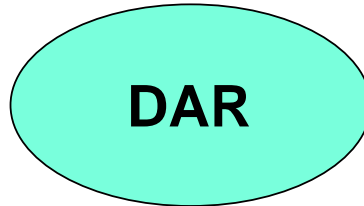
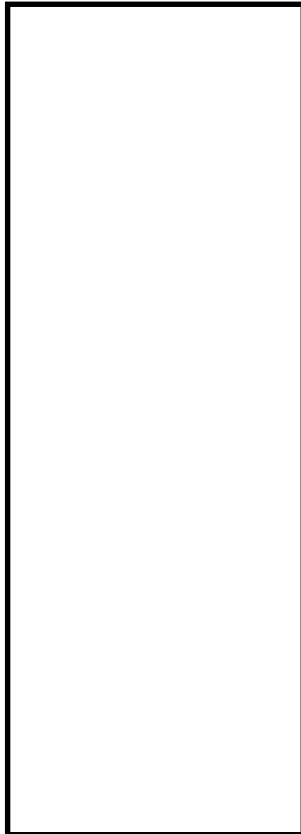
- **Method:** *Individual*
- **Timing:** *10'*
- **Form:** *Individual elaboration*
- **Documents:** *Process Rule 13; form: next foil*
- **Deliverable:** *Filled in form*

Question:

- I. *Based on your experience, the prior discussion and the DAR process definition list the involved roles, the performed activities, and the produced work products.*

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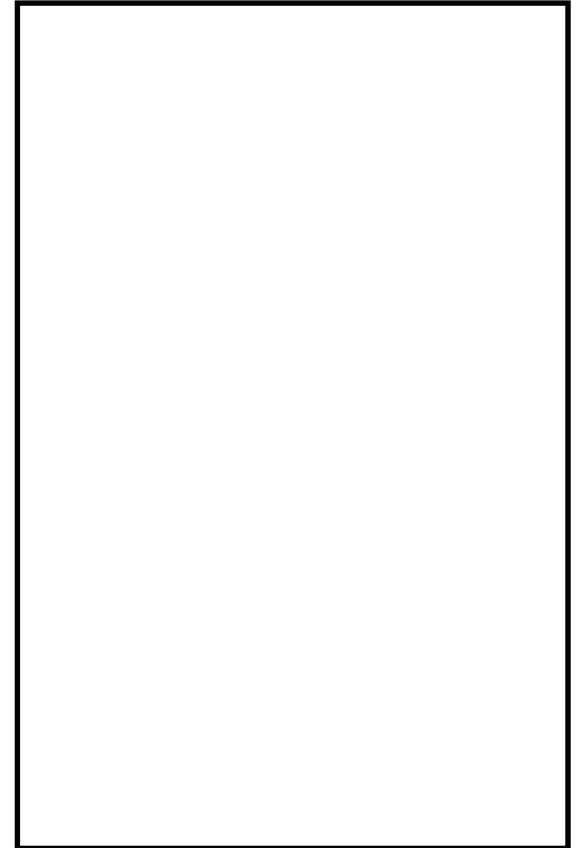
Roles



Activities



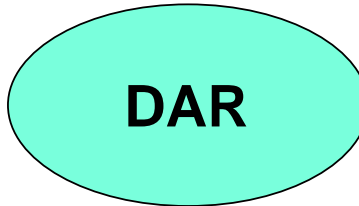
Work Products



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Roles

- PL-DP
- STL
- HOD



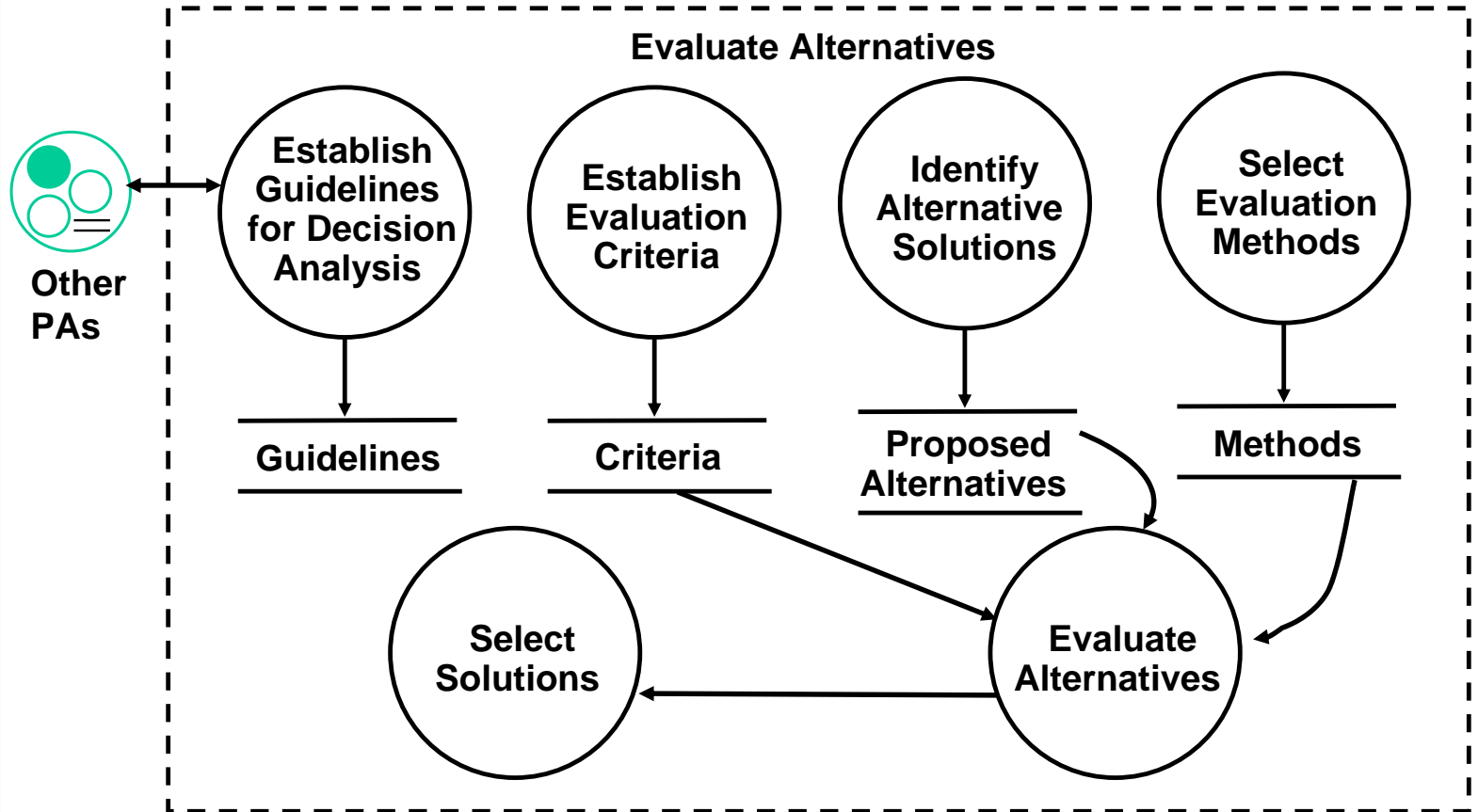
Activities

- Initiate a DAR process
- Evaluation
- Identifying, selecting and charging alternative solutions
- Select best alternative

Work Products

- DAR sheet with decision

- OPF
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DAR Process Flow of Activities

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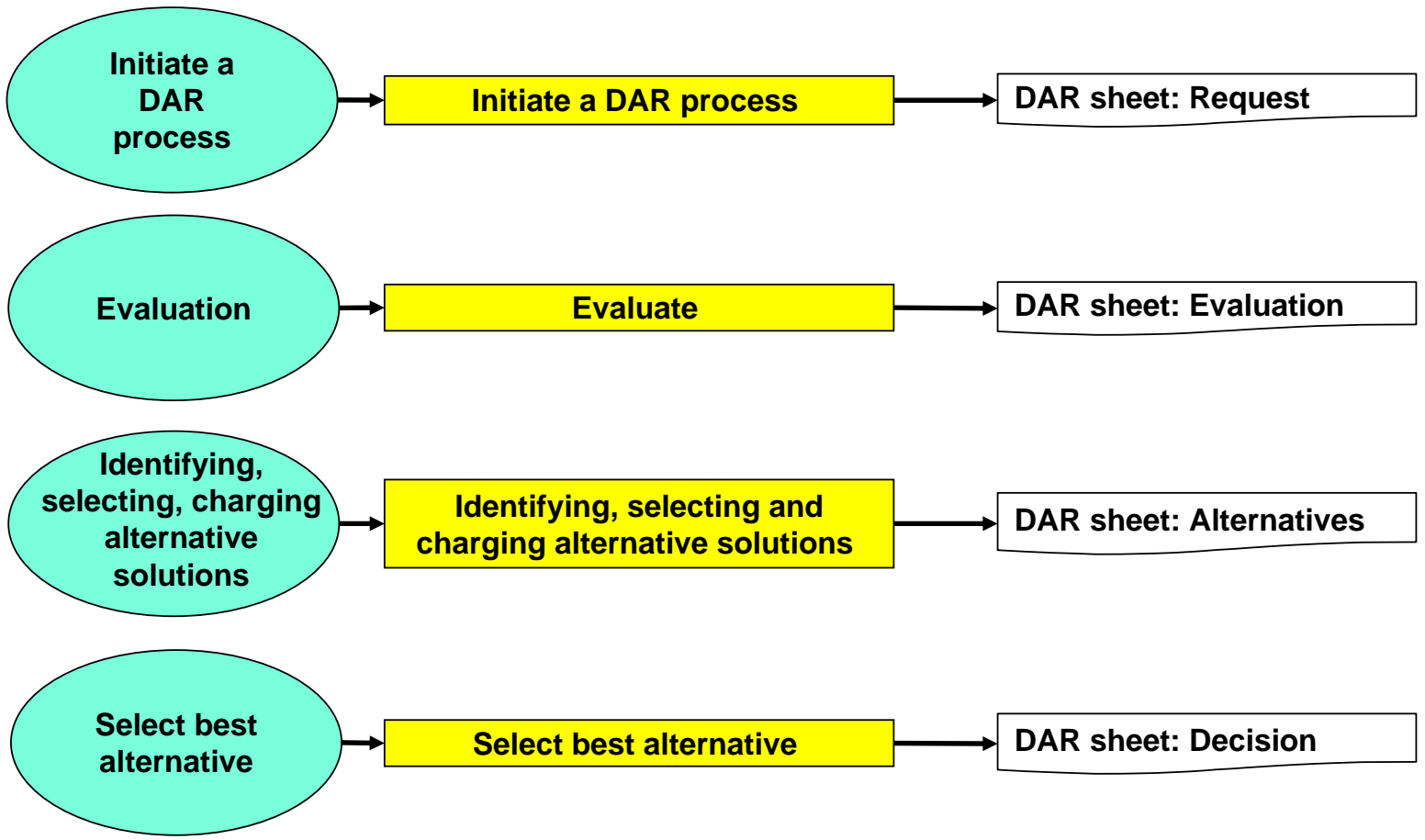


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Practice

Task

Work Products



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- **Method:** *Group work*
- **Timing:** *20' group work, 15' presentation & discussion (comparative discussion of group results)*
- **Form:** *Group elaboration*
- **Documents:** *Process Rule 13: DAR*
- **Deliverable:** *Task description on flipchart*

- **Question:**
 - I. *Describe the selected task*
DAR_T03 'Identifying, Selecting and Charging Alternative Solutions'
using the presented description technique (→ next foil).

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Input

ID	Task Name
Description	
Roles	
Tools	
Method/Technique	

Output

Task Details 'Identifying, selecting and charging alternative solutions'



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Input

- DAR sheet with 'evaluation'

DAR_T03	Identifying, selecting and charging alternative solutions
Description	
<ul style="list-style-type: none"> • Building up a list of alternatives and checking various possibilities. • At least two alternatives have to be developed and described • Analyze the alternatives and create criteria to describe them. • Define weighing factors for every criteria • Evaluate the criteria/risks and determine the impact for the different alternatives. 	
Roles	
PL-DP:	Responsible (SW project)
STL:	Responsible (Skill team)
HOD:	Responsible (LDC or CDC)
Tools	
Template:	
Template_DAR_sheet.xls	
Method/Technique	
Weighted analysis	
Expert consultation	

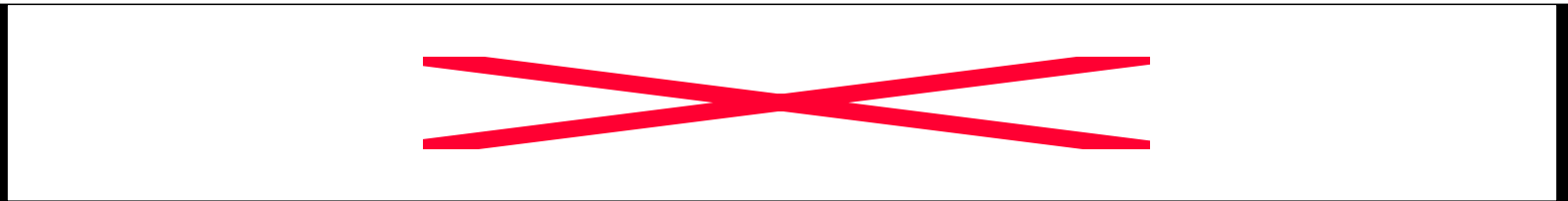
Output

- DAR sheet with 'alternatives'

Rule 13: Work Products and Templates



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- **Method:** *Small groups*
- **Timing:** *10' group work, 10' discussion in plenum*
- **Form:** *Group elaboration*
- **Documents:** *none*
- **Deliverable:** *Group notes*

- **Question:**

Trained and knowledgeable project members are essential to fulfilling successfully the project's objectives.

- I. What type of training has to be provided?*
- II. How does training affects the project work?*

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GP2.5 TRAIN PEOPLE

Train the people performing or supporting the process as needed.

Purpose:

Ensure that the people have the necessary skills and expertise to perform or support the process.

Practice:

- Appropriate training is provided to the people who will be performing the work.
- Overview training is provided to orient people who interact with those performing the work.

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*What was important for
you concerning this
Process Rule?*



Any Questions

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