

# Annual General Meeting

1st October 2010

TMMi AGM sponsored by  **AppLabs**  
no doubt about it

# Agenda

- **Minutes of Previous AGM and Matters Arising**
- **Reports**
  - Chair
  - Treasurer
  - Commercial team
  - Technical team
- **Constitutional changes**
  - None raised
- **Committee elections**
  - Secretary
- **To consider any nominated business**
  - None raised
- **Presentations**
  - Erik van Veenendaal – Introducing TMMi level 4
  - Fran O'Hara – Implementing TMMi in practice

# Minutes of Previous AGM and Matters arising

## ■ Formal reports were presented by the:

- Treasurer
- Commercial team
- Technical team

## ■ Management Executive elected 2009:

- Chair – Geoff Thompson
- Vice Chair – Erik van Veenendaal
- Secretary – Martin Sutcliffe
- Accreditation – Andrew Goslin
- Membership – Mac Miller
- Treasurer – Fran O'Hara
- Technical – Brian Wells
- Commercial – Klaus Olsen
- Governance – Bernard Homes
- Technology Officer – Duncan Small

# CHAIRS REPORT – GEOFF THOMPSON

# A very busy year

- New team
- Increasing demand for model
- Nelson Hall say 'TMMi is now the defacto standard for test process measurement'
- Need to focus on the benefits of using an accredited assessment method and assessors

# Thanks

- AppLabs for sponsoring this AGM webinar
- Martin Sutcliffe and Bernard Homes
- The whole Management Exec
- Qualtech for agreeing to help us launch levels 4 and 5
- Our supporting organisations for their continued support

# TREASURERS REPORT – FRAN O'HARA

# Draft Accounts Summary 1/3

**Extract from the draft Independent auditors' report to the members of the TMMi Foundation Limited (A Company Limited by Guarantee and not having a Share Capital)**

**Income and Expenditure Account  
for the year ended 31st March 2010**

		Continuing operations	
		2010	2009
	Notes	€	€
Income	2	19,663	26,577
Expenditure		(17,686)	(15,689)
Surplus on ordinary activities before taxation		1,977	10,888
Tax on surplus on ordinary activities	5	(247)	(1,361)
Retained surplus for the year		1,730	9,527
Balance brought forward		9,527	-
Balance carried forward		11,257	9,527

# Draft Accounts Summary 2/3

**TMMi Foundation Limited**  
(A Company Limited by Guarantee and not having a Share Capital)

**Detailed income and expenditure account  
for the year ended 31st March 2010**

	2010		2009	
	€	€	€	€
<b>Income</b>				
Sponsorship income	19,663		26,577	
	<hr/>	19,663	<hr/>	26,577
<b>Expenditure</b>				
Room hire	-		167	
Marketing	9,379		-	
Computer costs	1,860		-	
Travelling expenses	1,894		7,781	
Legal and professional	-		2,430	
Consultancy and administration fees	1,296		2,700	
Audit and accountancy	2,420		2,430	
Bank charges	47		133	
General expenses	790		48	
	<hr/>	17,686	<hr/>	15,689
<b>Operating Surplus for the year</b>		<hr/> <hr/>		<hr/> <hr/>
		1,977		10,888

# Draft Accounts Summary 3/3

**Balance sheet**  
as at 31st March 2010

	Notes	2010		2009	
		€	€	€	€
<b>Current assets</b>					
Cash at bank and in hand		17,228		21,894	
		<u>17,228</u>		<u>21,894</u>	
<b>Creditors: amounts falling due within one year</b>	<b>6</b>	<u>(5,971)</u>		<u>(12,367)</u>	
<b>Net current assets</b>			<u>11,257</u>		<u>9,527</u>
<b>Total assets less current liabilities</b>			<u>11,257</u>		<u>9,527</u>
<b>Net assets</b>			<u><u>11,257</u></u>		<u><u>9,527</u></u>
<b>Reserves</b>					
Revenue reserves account			<u>11,257</u>		<u>9,527</u>
<b>Members' funds</b>	<b>7</b>		<u><u>11,257</u></u>		<u><u>9,527</u></u>

# COMMERCIAL REPORT – KLAUS OLSEN

# Activities in 2010

- Business plan for the TMMi Foundation – this is an ongoing activity
- Stand to promote the TMMi Model and the TMMi Foundation at SIGIST meeting in June in London and upcoming iQNITE in London
- Launch of full TMMi Model at EuroSTAR2010
- Presentations of the TMMi model at conferences:
  - England – Unicom 2010
  - Germany Testing and Finance 2010 – 2 presentations
  - Germany - CONQUEST 2010
  - Japan - JSTQB カンファレンス 2010
  - Korea - ASTA2010 Seoul
  - Denmark - EuroSTAR2010

# View of TMMi Stand at SIGIST meeting in June 2010, London



The TMMi Foundation are working with the following organizations to grow recognition of the TMMi Model on a global scale



# TECHNICAL REPORT – BRIAN WELLS

# TMMi Technical Chair; Progress over last 12 months

- Model drafting Working group has;
  - Updated levels 2 & 3
  - Drafted level 4
  - Reviewed the model from technical authorship and professional publishing perspectives
- Technical Review Panel is working effectively providing input into technical drafts from across our members

# TMMi Technical Chair; Plans for next 12 months

- Model drafting Working group will;
  - Draft level 5
  - Review completed model against latest versions of CMMi
- Publish update versions of TAMAR and DSR

# Our thanks!

- Matthias Rasking, together with Erik van Veenendaal, Jan Jaap Cannegieter, Thomas George and others that have assisted in drafting the TMMi model
- Srivatsan Tiruvallur Thattai for running the Technical reviews and all members who have found the time to review drafts

# Committee Elections

## ■ Secretary

- Meile Postuma
- Manisha Karna
- Nelson F. Echeverry Bernal
- Sandeep Srivastava

# AGM CLOSE

# ERIK VAN VEENENDAAL – INTRODUCING TMMI LEVEL 4

# TMMi process areas by level

Helps to set priorities  
and focus the test  
improvement process

± 2 years

± 1 year

## 2 : Managed

- Test policy and strategy
- Test planning
- Test monitoring and control
- Test design and execution
- Test environment

## 3 : Defined

- Test organization
- Test training program
- Test life cycle and integration
- Non-Functional testing
- Peer Reviews

## 4 : Measured

- Test measurement
- Product quality evaluation
- Advanced reviews

## 5 : Optimization

- Test process optimization
- Quality control
- Defect prevention



# Level 2 : Managed

**ONE WAY** 

- Test Policy and Strategy
- Test Planning
- Test Monitoring and Control
- Test Design and Execution
- Test Environment

*Project oriented  
process areas*



**TMMi level 2  
Lead time  
reduction !!**

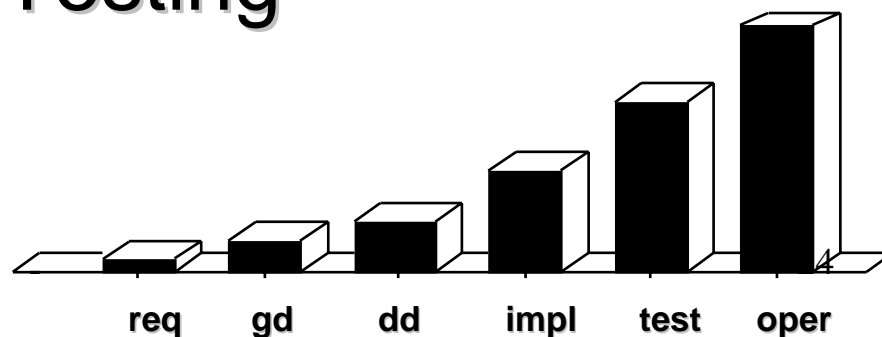
Ensures CMMI compliance  
Verification & Validation

# Level 3 : Defined

## Institutionalization

organisational  
process areas

- Test Organization
- Test Training Program
- Test Life cycle and Integration
- Non-Functional Testing
- Peer Reviews



# Level 4 : Measured

- Test Measurement
- Product Quality Evaluation
- Advanced Reviews



*To be released in October 2010*

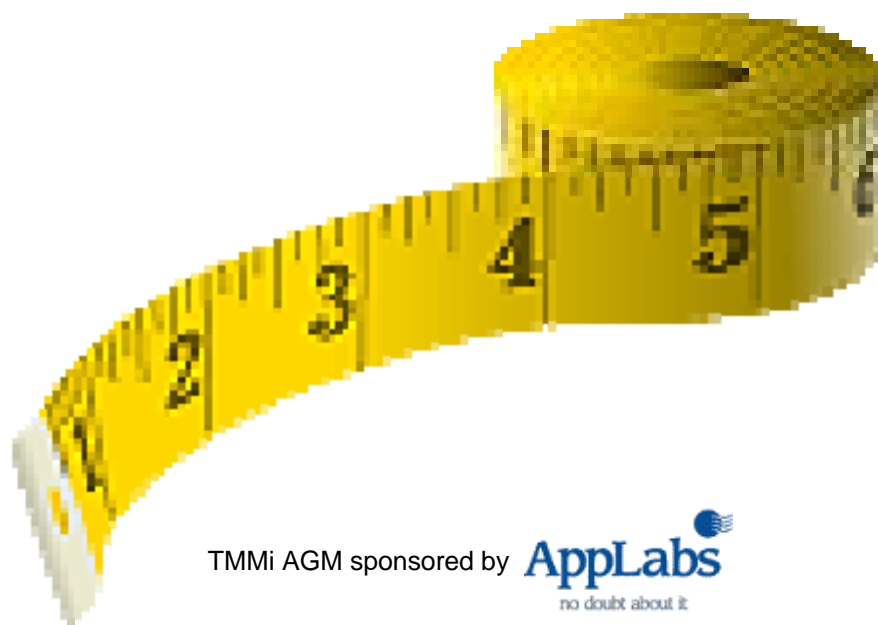
# Test Measurement

- “to identify, collect, analyze and apply measurements to support an organization in objectively evaluating for example
  - effectiveness & efficiency of the test process
  - productivity of the testing staff
  - the results of test improvement”
- Objective driven (GQM)
- Organizational level
- Measurement infrastructure



# Test Measurement - Goals

- SG1: Align test measurement and analysis activities
- SG2: Provide test measurement results



# Product Quality Evaluation

- “to develop a quantitative understanding of the quality of the products and thereby support the achievement of specific product quality goals”
- Business needs
- Non-Functional attributes
- Quantitative
- Manage towards achieving



# Product Quality Evaluation - Goals

- SG1: Measurable project goals for product quality and their priorities are established
- SG2: Actual progress towards achieving the project's product quality goals is quantified and managed



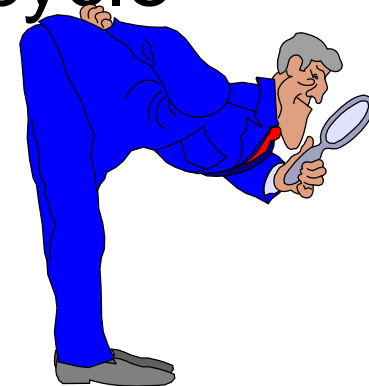
# Advanced Reviews

- “to measure product quality early in the life cycle and enhance the test strategy and test approach by aligning peer reviews with dynamic testing”
  - All life cycle activities
    - Coordinated test approach
    - Use review results
    - Supports Product Quality Evaluation



# Advanced Reviews - Goals

- SG1: Coordinate the peer review approach with the dynamic testing approach
- SG2: Measure product quality early in the life cycle by means of peer reviews
- SG3: Adjust the test approach based on the review results early in the life cycle



# FRAN O'HARA – IMPLEMENTING TMMI IN PRACTICE

# Challenges with Process Improvement

## *Typical Issues with Process Improvement:*

- Lack of management commitment
- Lack of prioritised goals to focus/prioritise
- Excessive emphasis on documenting and assessing process
- Difficulty in defining and deploying the process
- Inadequate buy-in from staff

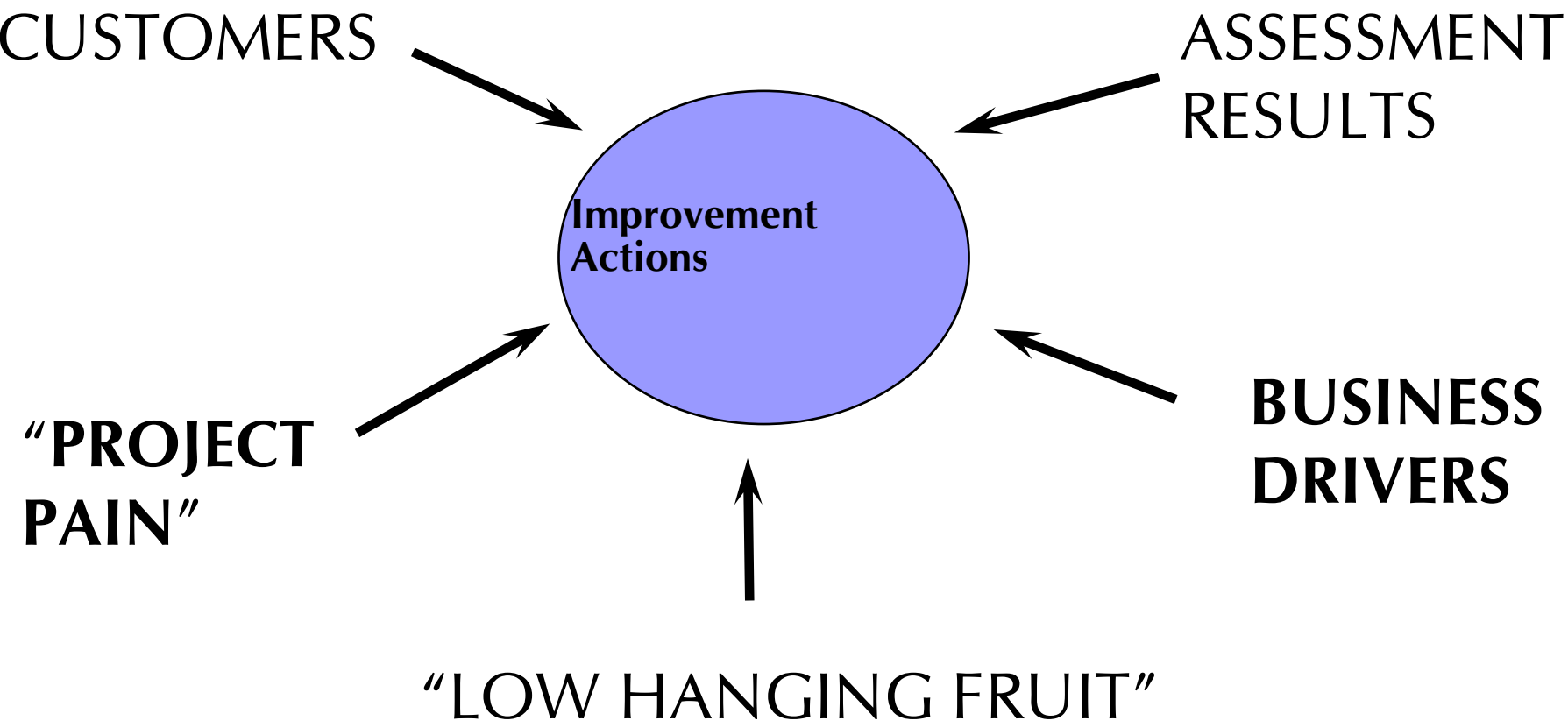
## *Results from Sogeti 'Worldwide survey on TPI' (99 respondents):*

- Lack of management commitment \*\*
- Unrealistic expectations \*
  - Unclear scope and target (i.e. goals) \*
  - Unclear communication
  - Only 17% had measurable results
- Results unknown for too long a time
- Lack of change process
  - Change team without influence
- Involvement of people within the test process\*
  - Top down approach ('Thou shalt..')
- (2002 – Difficulty integrating with SPI)
  - 44% combined with other improvement projects

# Implementation Lessons

- stress real improvement not just model compliance
  - Maximise RoI by setting and measuring performance goals (with increasing process maturity)
- address stakeholders goals/needs
  - management - business objectives/drivers
  - staff - pain/project problems
    - Prioritise by mapping the above to TMMi process areas and even to practices within areas
- use a rapid incremental change cycle (like agile)
  - smaller actions - less change overload – 80/20 rule
- lightweight, usable process definition (80/20 again!)
- the role of project/test leaders in rapid change deployment
- manage process improvement as a project

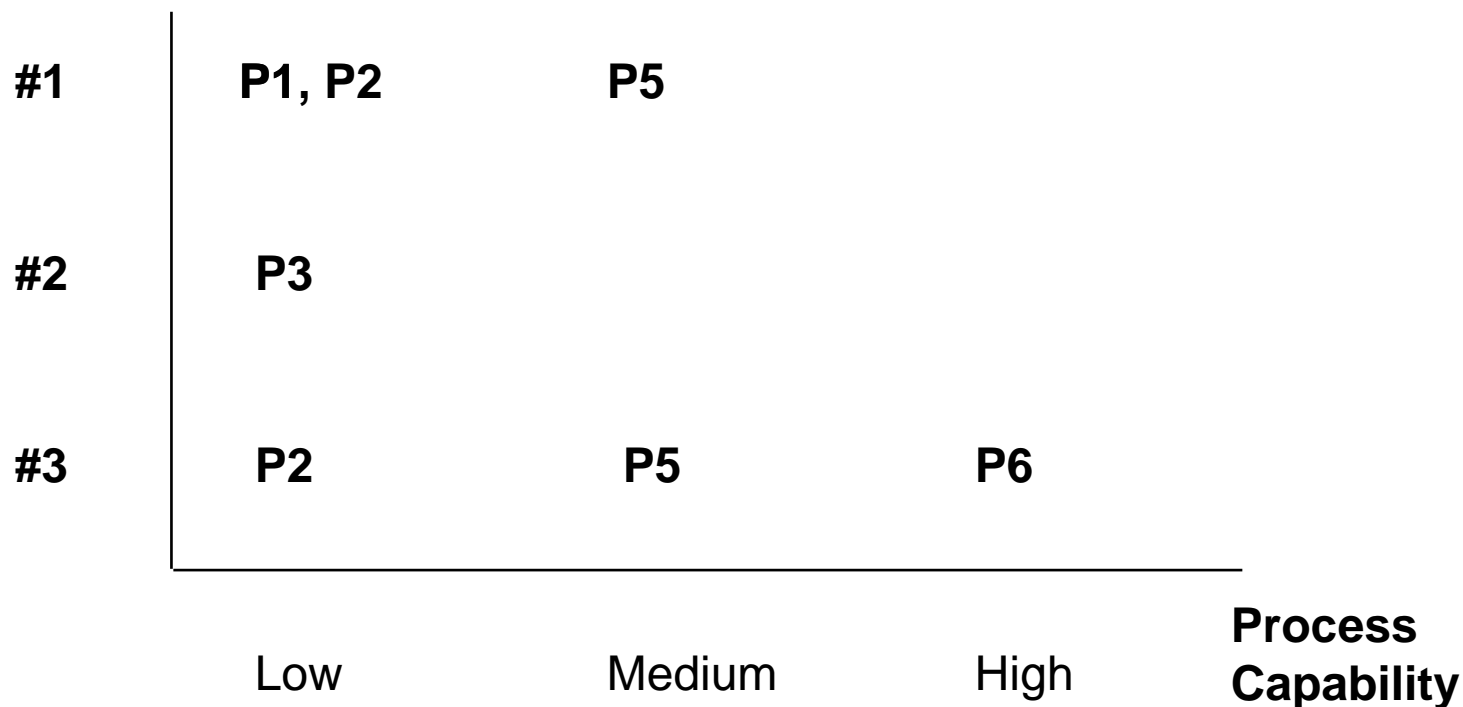
# Influences on Improvement Strategy



# Prioritisation of processes for improvement – one consideration

**Business goals**

**(prioritised)**



# Sample: Goal Tree & Cost/Benefit

Business Goal	Dev/Test Department Goal	Test Process Goals	Est. Cost of required actions	Est. Benefit
Return company to profitable net margin of 10%	Reduce IT Appn. Development costs by 10% by reducing rework costs of production defects by 50%	Improve effectiveness of Peer reviews, Unit test, and System Test by 50% increase in DDP <i>[Test Policy and Strategy, Test Planning, Peer Reviews]</i>	50k	250k (10% of IT budget)
Create agility in responding to changing business requirements	Shorten Time to Market of product delivery	Reduce (the critical path of) test execution <i>[Test Policy and Strategy, Test Planning, Test design and execution]</i>	30k	150k (via increased revenue)

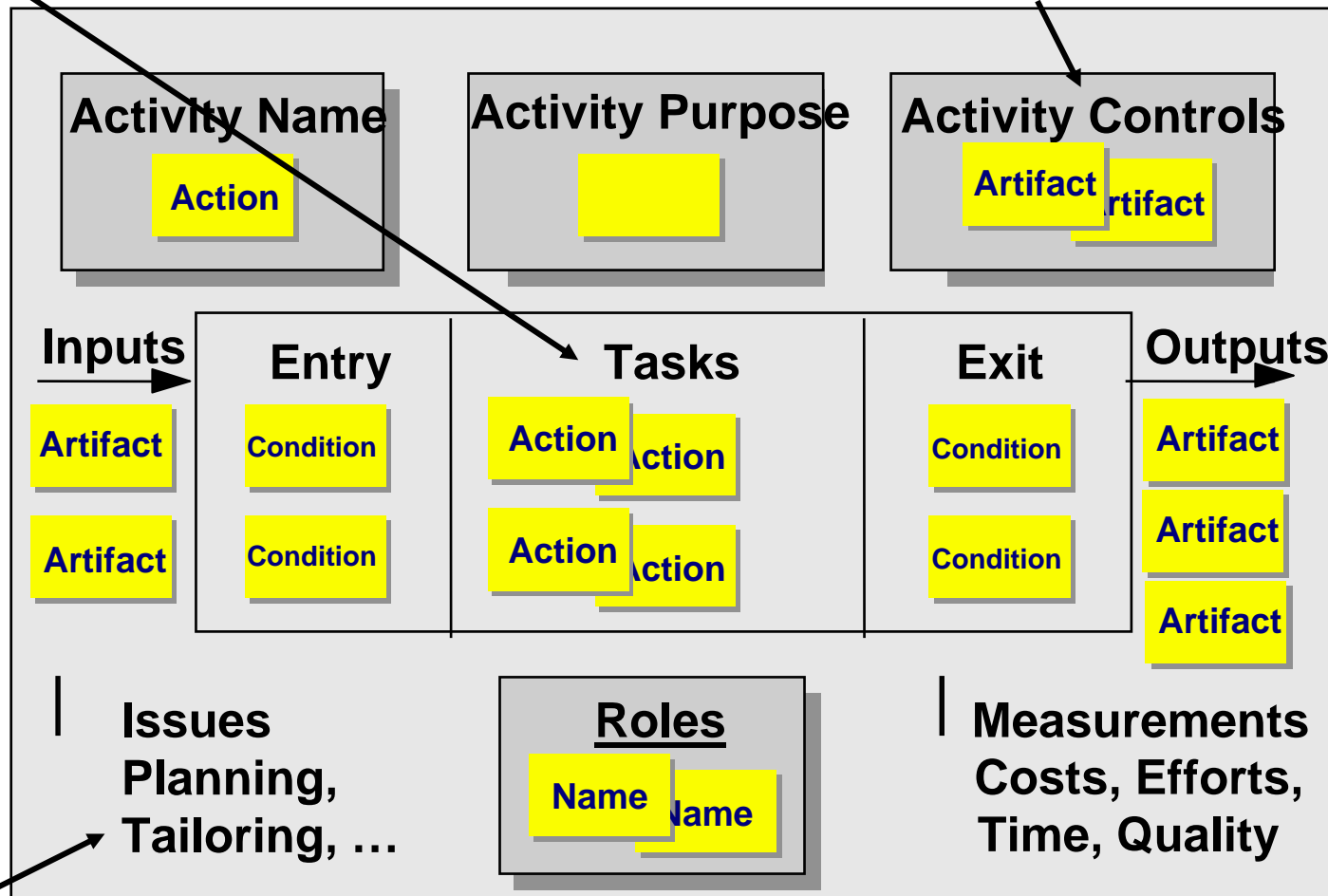
# Example Process Mapping Session



# Sample process level template

Level of Abstraction of tasks is key to a common framework

Activity Controls or 'Work Aids' provide options for supporting templates, tools, procedures, etc.



Tailoring can also be used to highlight key differences of approach required

# Sample: *Define the Project Test strategy/approach*

<p><b>Entry Criteria</b></p> <ol style="list-style-type: none"> <li>Inputs are under Configuration Management control</li> </ol>	<p><b>Controls / Work Aids</b></p> <ol style="list-style-type: none"> <li>Project Lifecycles with defined Test Stages</li> <li>Test Methodology (identifying Test Methods &amp; Test Techniques.)</li> <li><u>Review Meeting Minutes Template</u></li> <li><u>Risk List Template and checklist</u></li> <li><u>Test Strategy Template</u></li> </ol>	<p><b>Exit Criteria</b></p> <ol style="list-style-type: none"> <li>Test-ware is placed under Configuration Management control.</li> </ol>
<p><b>Inputs</b></p> <ol style="list-style-type: none"> <li>Project Requirements Document(s) [User, System, Functional/Technical]</li> <li>Statement of Work</li> <li>Test Project Scope</li> </ol>	<p><b>Tasks</b></p> <ol style="list-style-type: none"> <li>Determine level of Requirements definition for the project</li> <li>Divide the System under Test into its components, if relevant. Prioritise component parts</li> <li>Identify and analyse Product Risks, taking Project Requirements, Statement of Work, Prioritized Quality Characteristics and System Components into consideration</li> <li>Identify and Define Test Levels.</li> <li>Identify and Define Test Level Attributes - Methods and Test Techniques, exit criteria, coverage, automation approach, etc.</li> <li>Document the Testing Strategy.</li> <li>Review and sign-off the Testing Strategy.</li> </ol>	<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>(Risk Based) Test Strategy.</li> <li>Prioritised Risk List.</li> </ol>
<p><b>Tailorings</b></p>	<p><b>Roles</b></p> <ol style="list-style-type: none"> <li>Test Manager (T.1-T.7)</li> <li>Test Designer (T.5)</li> <li>Business Analyst (T.3, T.7)</li> <li>System Expert (T.3-T.7)</li> <li>End User (T.3, T.7)</li> </ol>	<p><b>Metrics</b></p> <ol style="list-style-type: none"> <li>Planned versus actual effort</li> </ol>

# Action Planning Checklist

- documented measurable goals/problems
- infrastructure - roles, responsibilities, etc.
- resources - staff, tools, consultancy, training
- time schedule
- milestones
- measurements
- risks
- assumptions and dependencies
- staff motivation
- communication strategy

# Levels 4 & 5 Launch



Copenhagen – Bella Centre

1<sup>st</sup> December 2010

<http://www.eurostarconferences.com/>