



Eurostar '94, 10-13 October 1994

“Strategies”

Evolution of a Test Method

Sue German

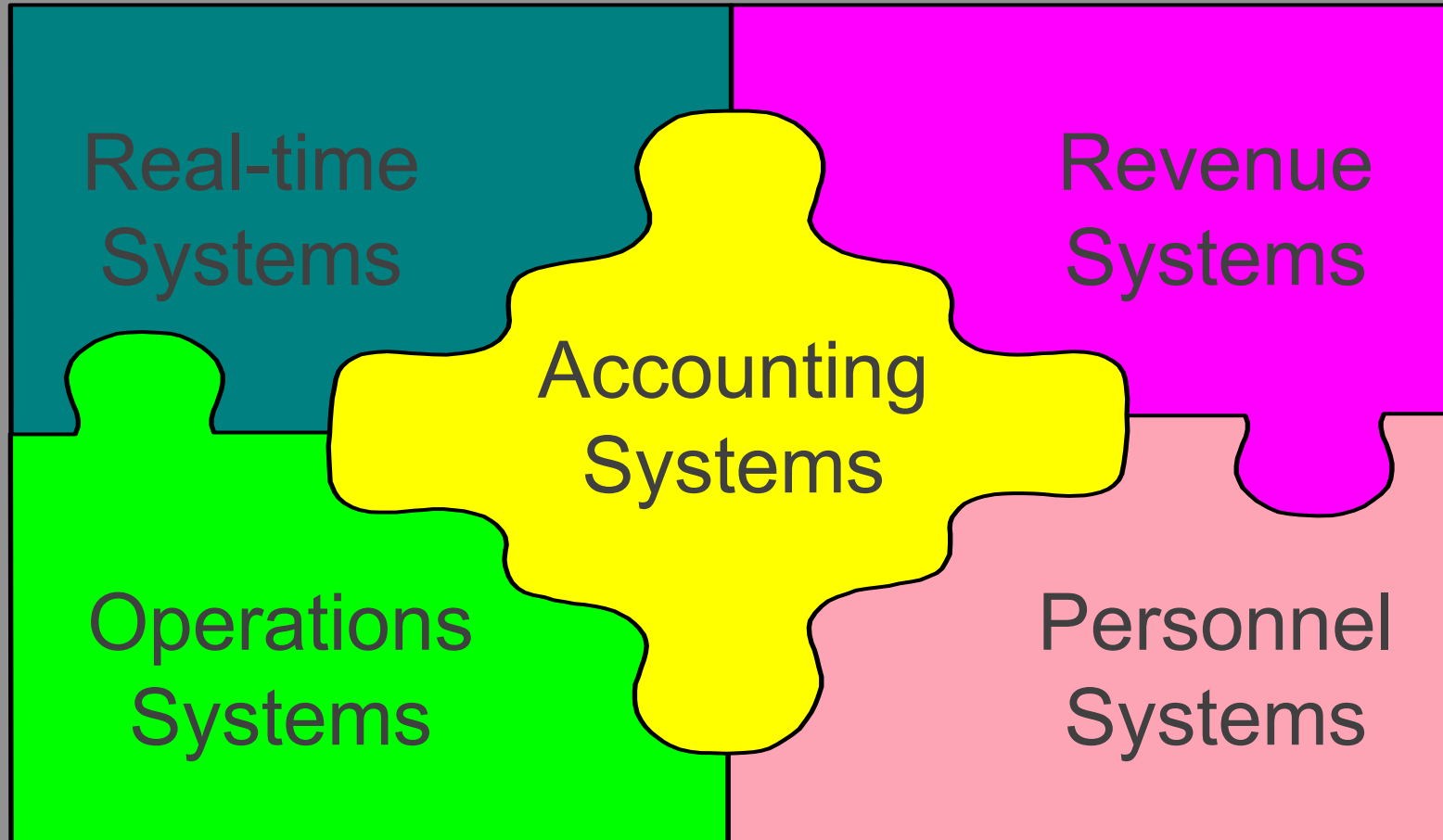
Independent Consultant

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Scope of the Problem





Eurotunnel's Problems (Which Other People Have Too!)

Even if the system works and has been tested the users may not use it if....

- The requirements are not correctly defined
- There are no procedures around the systems
- Training is inadequate
- The business and requirements have moved on





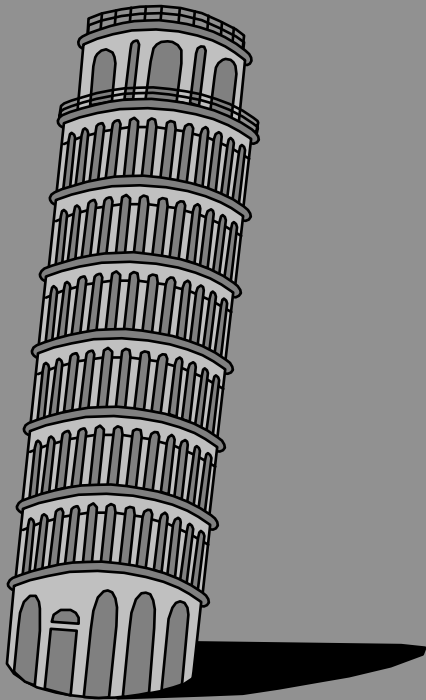
Eurotunnel's Specific Testing Problems



- **New business, without established business procedures**
- **Lack of user time and firm requirements**
- **Requirement to deliver many systems simultaneously in French and English**
- **Use of externally supplied “packages”, some not very well tested!**
- **Adoption of 4GL and GUI technology**



Principles of Good Testing



- ✓ Objective is to find errors
- ✓ Building block approach
- ✓ Scalable – test “enough”
- ✓ Formal test case design
- ✓ Inspections
- ✓ Front loading - start early
- ✓ Testware
- ✓ Use of tools



Testing External and Legacy Systems

- Yes, Eurotunnel has legacy systems too!
- Package systems have good functionality, but maybe poor quality
- Need to verify the supplier's unit and system testing
- Concentrate on whether the system will support the business
- Don't assume anything!



Involving the Users

A key to success is getting the users involved throughout the system life-cycle, particularly in:

- Testing (early in the life-cycle)
- User acceptance
- Simulating a real working day





What is a FOT (Full Operational Test)?

A FOT is an opportunity, in a simulated real environment, to discover:

- What has been done well so far
- The gaps and problems which still exist
- What needs to be done *before* going live
- It is *not* a test of any individual's understanding, or a pilot run



What is the Scope of a FOT?

Eurotunnel had FOTs for:

- **Single applications in one department**
- **A “chain” of integrated systems and business processes in several locations**
- **New business processes (some without systems)**

The technique could also be used following changes to the systems or the business



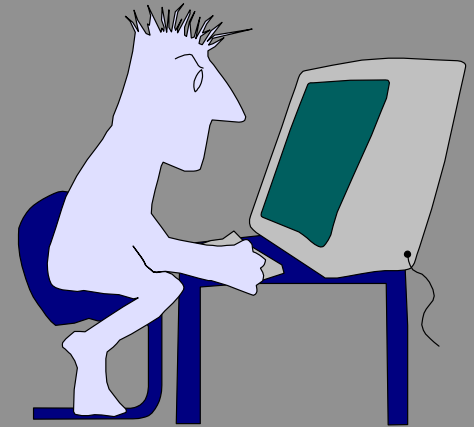
Roles & Responsibilities



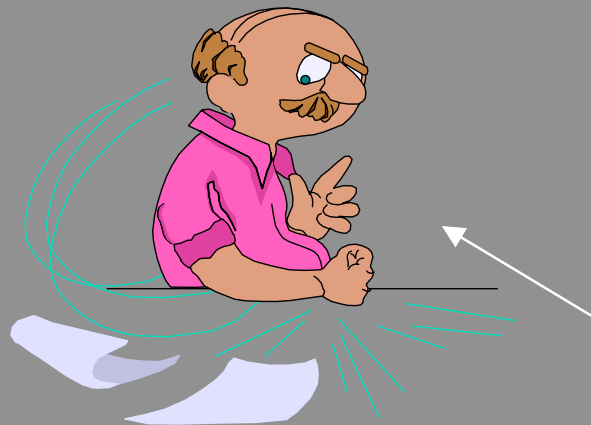
Co-ordinator



Observers



Participants



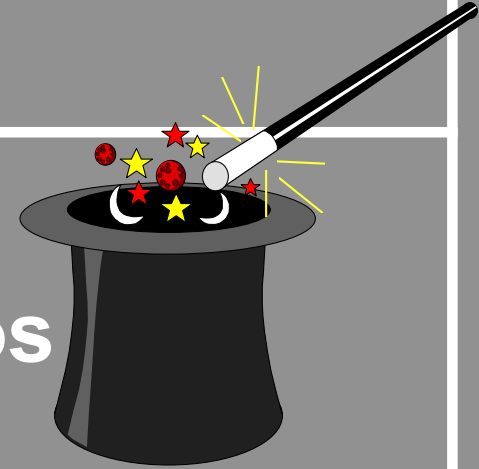
and Managers!



Planning the FOT

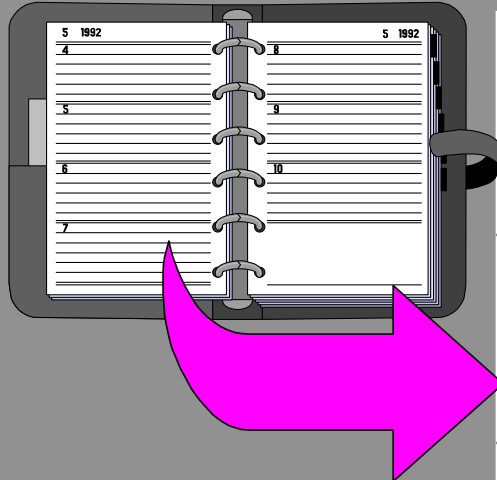
Before the FOT, you have to:

- Decide the scope and scenarios
- Prepare special data if needed
- Identify expected results - in detail
- Obtain physical resources
- Organise backup and contingency plans
- Ensure everyone else is prepared





Agenda for the FOT



Thurs am	Last minute panic! Collect attendance data from all depts.
Thurs pm	Month end processing Transfer data to payroll Test month end procedures
Friday am	Start payroll processing Check shift allowances Check joiners, leavers & movers data
Friday pm	Add late attendance data Complete payroll preparation Transfer to payroll processing



Documenting the Results

1. What forms and procedures do we need to make sure the right data is passed across each month?
2. How should changes in payroll rules be communicated between UK and France?
3. Screen EV: totals incorrect....

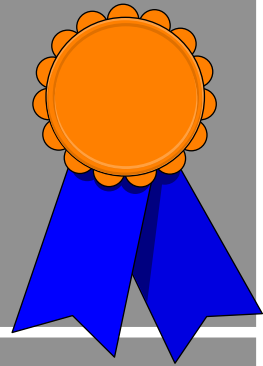


What Happens Post-FOT?

- **A *senior* person (usually an observer) is nominated to analyse the results**
- **Analysis is divided into management, training, policy & system issues**
- **Individuals are assigned corrective actions and target dates**
- **Progress is tracked by senior managers**
- **Repeat the FOT as necessary!**



What Are the Benefits?



- Gets the users involved in a more realistic way than traditional acceptance testing
- Provides a non-threatening environment where mistakes can be learnt from
- Helps build teams across departments
- Integrates system and user testing with reviews of non-system issues
- Makes senior management more aware of the real issues