

1ª CONFERÊNCIA DA QUALIDADE DE SOFTWARE

Panorama Atual e Perspectivas da
Qualidade de Software no Brasil

Data:

4 e 5 de Dezembro de 2008

Horário:

8:30 às 17:30hs

Local:

Auditório da ABINEE
Avenida Paulista, 1439 - 6º andar
(próximo à estação de Metrô
Trianon-Masp) São Paulo - SP

O evento trará um panorama atual da Qualidade de Software no Brasil, com relatos de empresas que obtiveram excelentes resultados na implantação de programas de melhorias de processo e suas perspectivas para os próximos anos.

Venha conhecer importantes protagonistas da Qualidade de Software no Brasil e trocar experiências sobre assuntos que podem interessar diretamente à sua empresa: Programas de melhorias baseados em modelos e sua integração (CMMI, MPS.BR, ISO 9000, SCRUM, ITIL, PMBOK, entre outros.); Benefícios e riscos na implantação de programas de melhoria; Programas cooperados de grupos de empresas para melhoria de processo de desenvolvimento de software; O fator humano no desenvolvimento de software; Medição de resultados na implantação de melhorias entre outros temas.

Palestras confirmadas:

- 7COMm;
- Ci&T;
- Kaizen;
- Johnson & Johnson;
- Powerlogic;
- Sensedia;
- COPPE-UFRJ;
- Núcleo Softex Campinas;
- FUMSOFT (Sociedade Mineira de Software);
- APETI (Associação de Profissionais e Empresas de Tecnologia da Informação);
- PISO (Pólo Industrial de Software);
- ASR Consultoria.

Informações:

conferencia@asrconsultoria.com.br
(11) 5087-8856 ou (11) 2629-0610
www.asrconsultoria.com.br

realização:



Programa

04/12/2008

- 1. Relato de experiência – Integração de modelos CMMI, MPS.BR e ISO 9000 na 7COMm
Sergio Esmério (7COMm)
- 2. A importância do fator humano no desenvolvimento de software
Daniel Dystler (Kaizen)
- 3. A importância da reutilização de software
Marcílio Ramos (Sensedia)
- 4. MPS.BR – principais resultados, perspectivas futuras e mudanças previstas na nova versão
Ana Regina Cavalcanti Rocha (COPPE-UFRJ/ MPS.BR)
- 5. Metodologias ágeis e CMMI / MPS.BR – por que e como são compatíveis
Renato Luiz Della Volpe e Ana Cecília Zabeu (ASR Consultoria)
- 6. Scrum, MPS.Br e ALM (ferramental) integrados, na prática!
Isabella Fonseca (Powerlogic)



05/12/2008

- 1. Medindo resultados da implantação de ITIL nas empresas
Vidal Gonçalves (ASR)
- 2. Relato de experiência – CMMI nível 2 com adaptação ao processo corporativo da Johnson&Johnson
Laércio Bariani (Johnson&Johnson)
- 3. Relato de experiência – Grupos de empresas Núcleo SOFTEX Campinas
Edvar Pêra Jr. (SOFTEX Campinas)
- 4. Relato de experiência – Grupos de empresas da região de São José do Preto
Kleber Rodrigues Jr. (APETI)
- 5. Relato de experiência – Grupos de empresas da região de Ribeirão Preto
João Duarte de Azevedo (PISO)
- 6. Qualidade como elemento da reputação corporativa das empresas
Carlos Barbieri (FUMSOFT)
- 7. Relato de experiência – CMMI nível 5 na Ci&T
Renata Mazzini (Ci&T)

CMMI ML 2

Johnson&Johnson Captive Center

December 5th, 2008



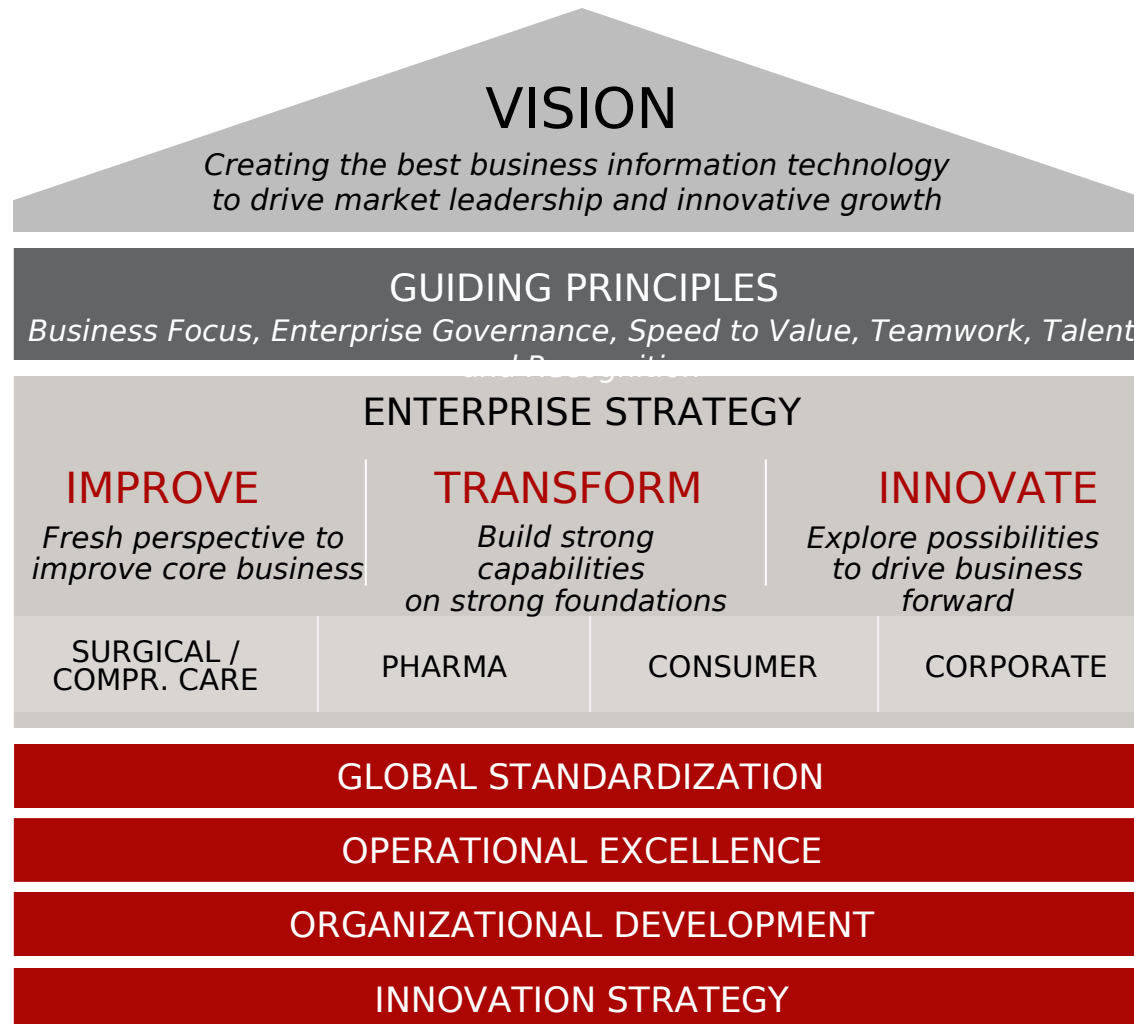
INFORMATION TECHNOLOGY

Johnson & Johnson

Johnson&Johnson - São José dos Campos



THE IT OPERATING MODEL



FOUNDATION FOR SUCCESS



Global Services Latin America

2005

2006

2007

2008

- 2005 – Foundation: Sourcing Model Developed.
First Wave of Recruitment, 8 employees.
-

- 2.006 – Proficiency: Activities expansion.
Organization and Sourcing Model Review.
CMMI Gap Analysis and Road Map Level 2 Definition.
Second Wave of Recruitment, became 23 as total.
-

- 2.007 – Optimization:
Focused in QA and Technology Management.
Roles and Responsibilities improvements.
Sustainable increase bringing new activities.
Third Wave of Recruitment, became 34 as total.
Started CMMI program in January
-

- 2.008 – On Going
Surpassed 120 FTE's working from Brazil,
Achieved CMMI ML2 Certification in October

GS Current Technologies & Services Offered

- **Technologies**

- **SAP**
- **BI**
- **Web Services**
- **DBA**
- **Integration**
- **Legacy**
- **CRM**
- **PLM**

- **Services**

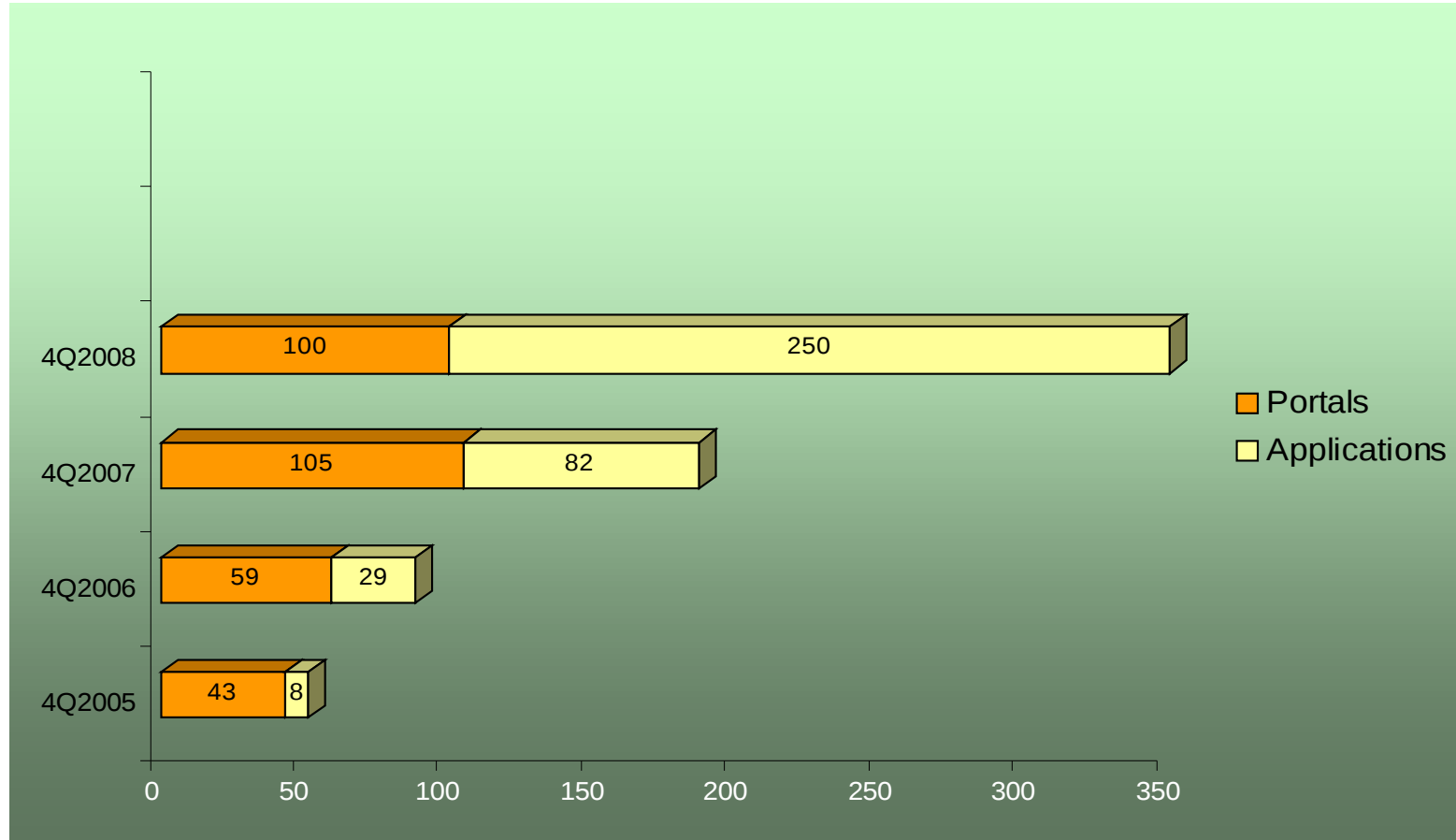
- **Strategy**
- **Functional**
- **Technical**
- **Verify and Deploy**
- **L1 and L2 Support**
- **L3 Support**
- **Operate**
- **Project Management**
- **Service Management**
- **Customer Engagement**
- **Knowledge Transfer**

Projects Categorization

IMPROVE	Category	Description
	Base Business Activities	Day-to-day work required to continue existing IT services.
	Optimize Base Business	Projects aimed at optimizing base business. These projects reduce spend, reduce effort, reduce service cycle time, increase quality or global consistency in the base business
	Maintain & Improve Infrastructure	Projects aimed at maintaining/improving infrastructure. Hardware, OS, and infrastructure software upgrades are included as well as those efforts that reduce environment complexity.
	Meet Regulatory Requirements	Projects aimed at meeting regulatory requirements. Both proactive and reactive (audit response) projects are included in this category.
	Build New Capability	Projects that introduce new core end-user services, new offerings to IT partners, or other new capability.
	Learn	Projects aimed at learning in order to drive better IT decision-making. Can be external (product evaluation, best practice studies) or internal such as resource use analysis.



Application Support Results



Projects Results

Projects in 2007

Delivered



Hours Average
By Project

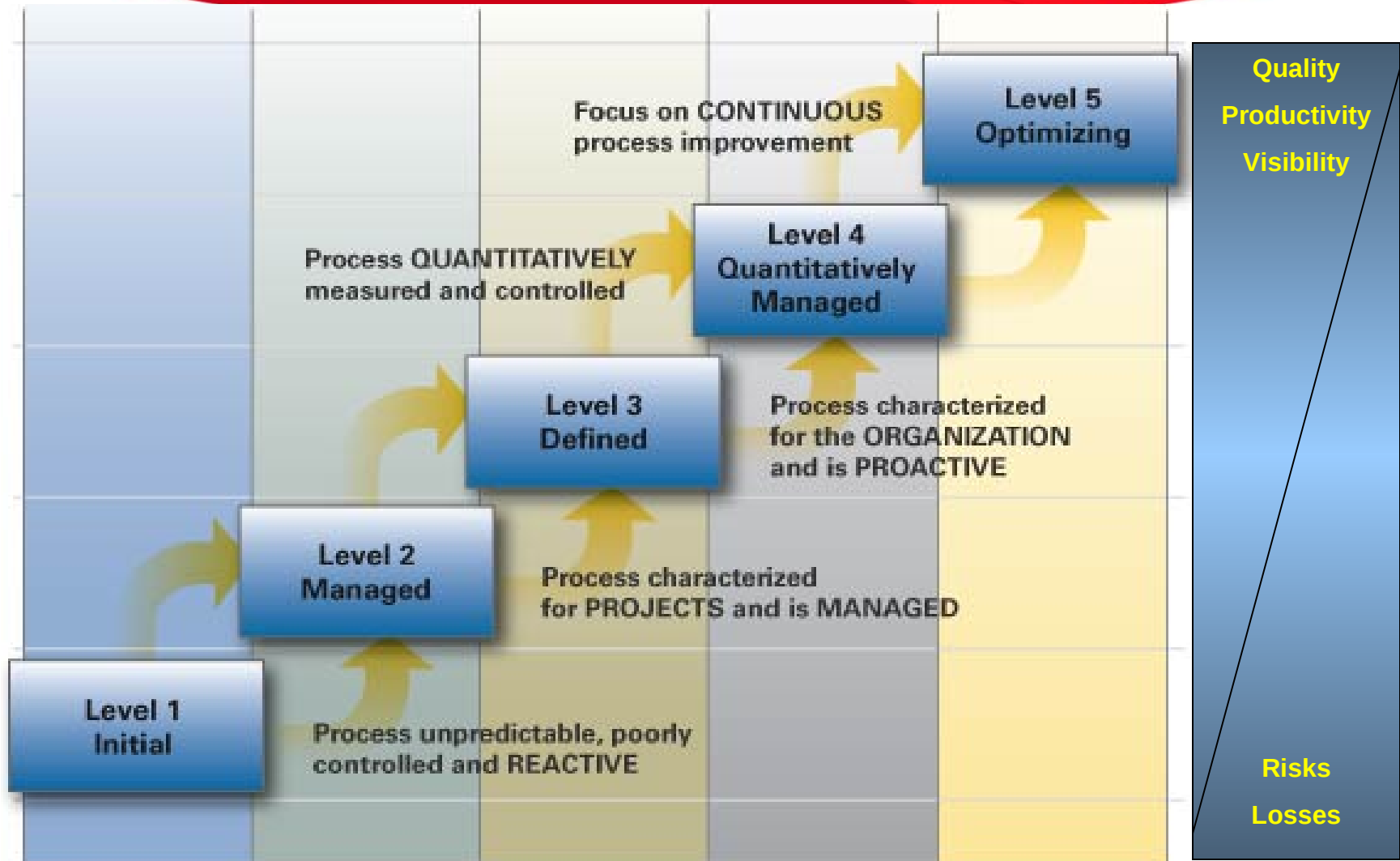


Projects in 2008

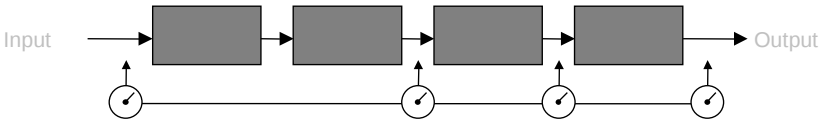

Delivered



CMMI Staged Representation



CMMI Level 2 Process Areas

Maturity Level	Focus	Process Areas
2: Managed	Basic Project Management	<ol style="list-style-type: none"> 1. Requirements Management 2. Project Planning 3. Project Monitoring and Control 4. Supplier Agreement Management 5. Measurement and Analysis 6. Process and Product Quality Assurance 7. Configuration Management  <pre> graph LR Input --> B1[] B1 --> B2[] B2 --> B3[] B3 --> B4[] B4 --> Output B1 --> C1(()) C1 --> B1 B2 --> C2(()) C2 --> B2 B3 --> C3(()) C3 --> B3 B4 --> C4(()) C4 --> B4 </pre>
1: Initial	Chaos, Heros	<p>(None -Informal Process)</p>  <pre> graph LR Inputs --> Cloud(()) Cloud --> Outputs </pre>

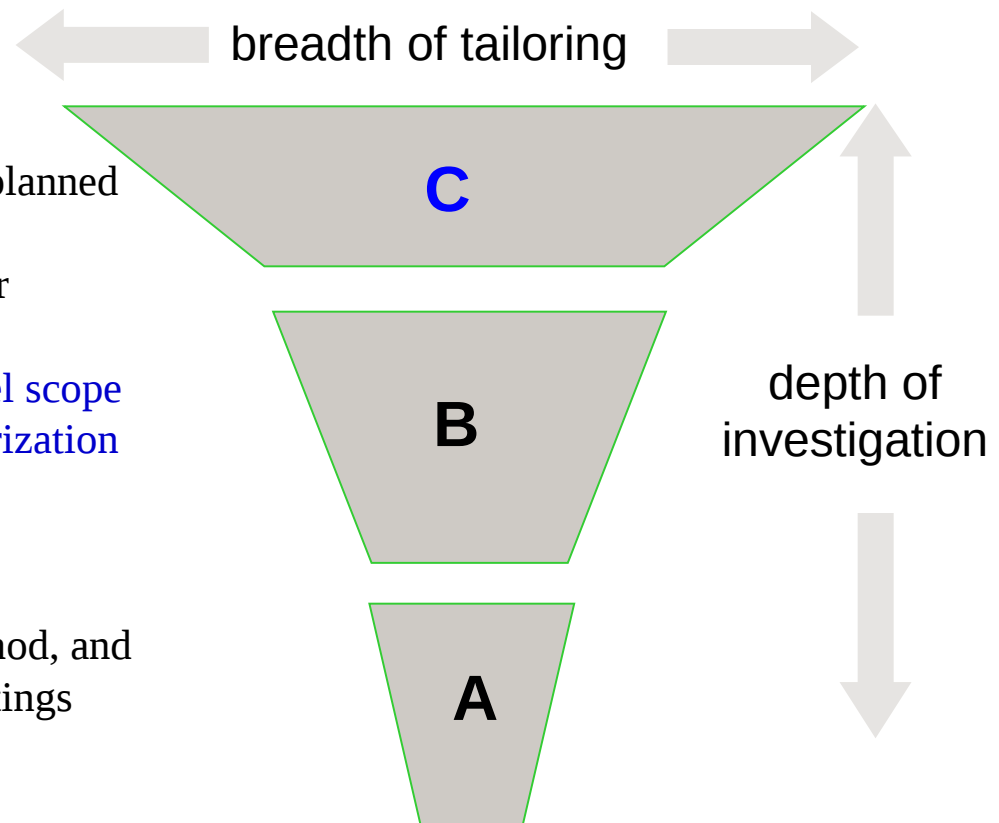
CMMI-SW v 1.1 Process Areas for Level 2.

SCAMPI: Standard CMMI Appraisal Method for Process Improvement

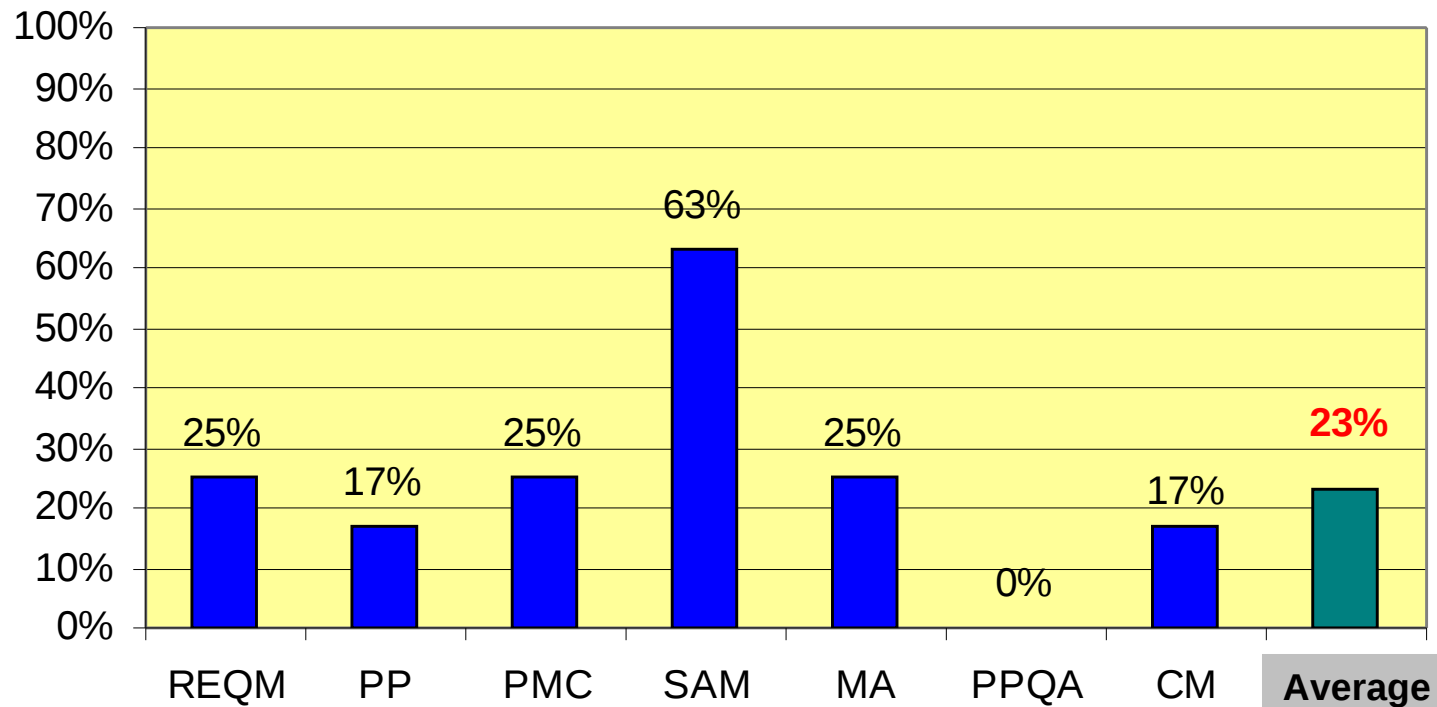
SCAMPI C: provides a wide range of options, including characterization of planned approaches to process implementation according to a scale defined by the user

SCAMPI B: provides options in model scope and organizational scope, but characterization of practices is fixed to one scale and is performed on implemented practices

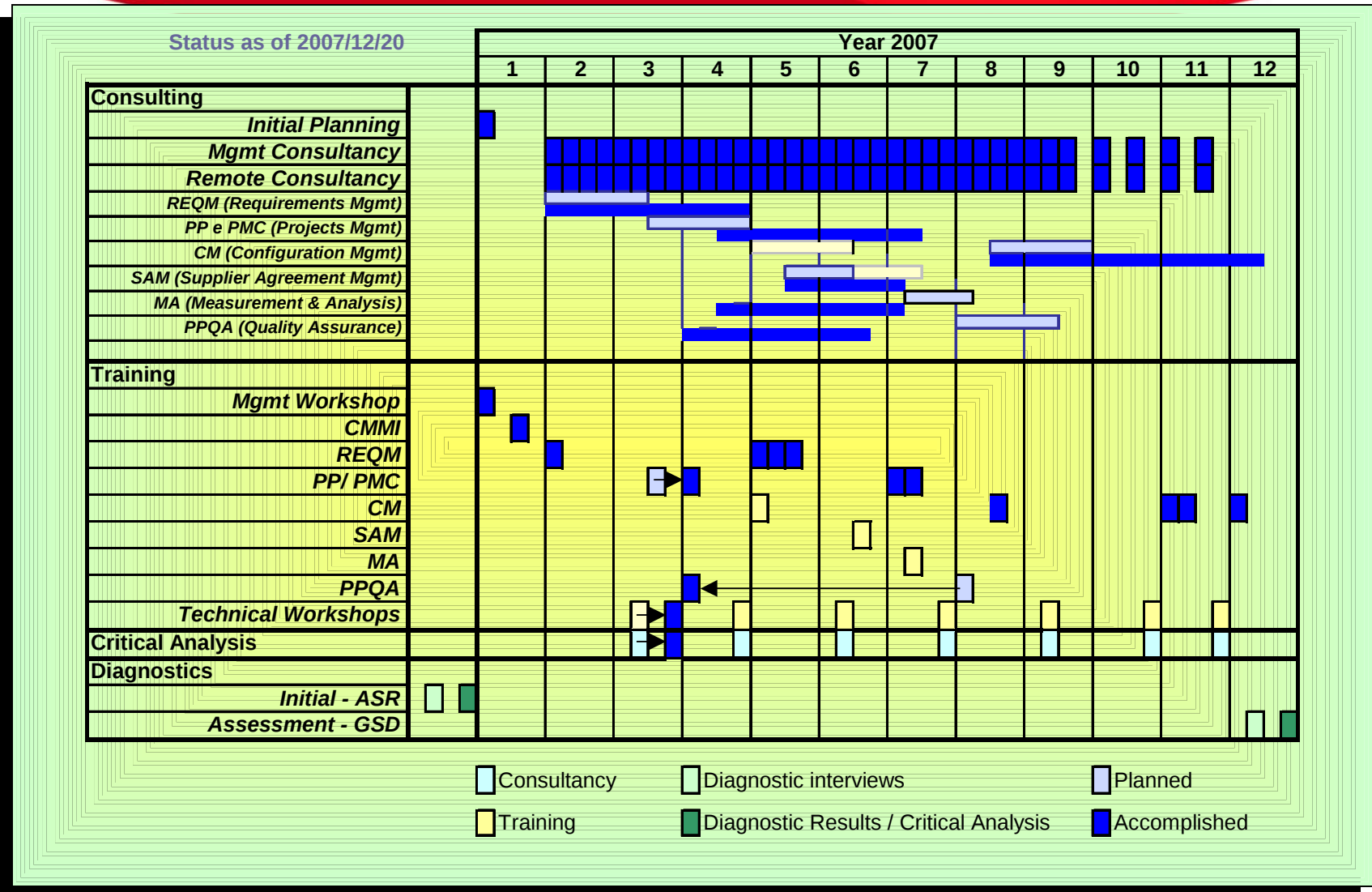
SCAMPI A: Is the most rigorous method, and is the only method that can result in ratings



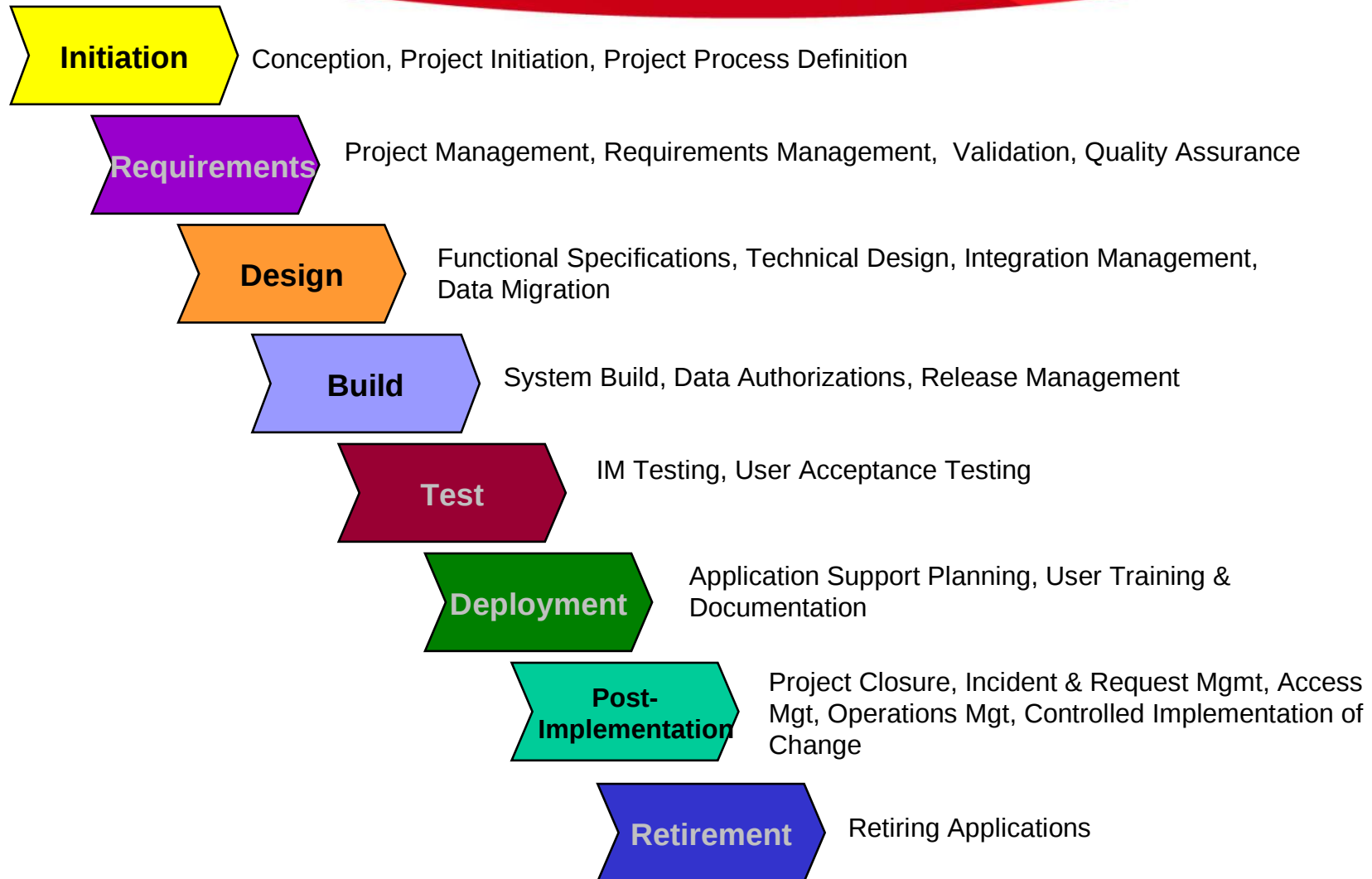
GAP Analysis Results - Dec.2006



CMMI Level 2 Implementation Schedule



Process Phases & Stages Definition



Project Life Cycle

Project Life Cycle									
Initiation			Requirements		Design	Build	Test	Deployment	
Conception	Initiation		Project Planning	Requirements	Project Monitoring and Control			Close the project	
Project Activities									
Define the project requirements	Assign the PM and Project ID	Analyse the project type	Define the project plan and WBS	Detail the User Requirements	Detail the Solution	Build the System	Test the System	Evaluate and document the results	
Establish the High Level Scope	Define the Project organization		Risk, Metrics and Communication Plan		Obtain the Design approval		Treat the defects	Delivery the product	
Define the project Charter	Kick-off Project	Define the process	Create the detailed schedule	Full team Kick-off meeting	Direct, monitor and control the	Direct, monitor and control the project	Direct, monitor and control the project	Close the project	
Documents									
BAM Request tool	High Level Criticality Analysis	Project Process Record	Project Plan	User Requirements	Functional Specification	Technical Design	Test Plan	Project Closure Report	
Project Charter			CM Plan	Traceability Matrix	SW Architecture Design	Source Code	Summary Report	Satisfaction Survey	
Solution Concept Proposal			Scope and Estimation tool	Use Case Specification			Test Management Log	Service Level Agreement	
			PM Workbook						
<div>Project Creation</div> <div>Go or No Go ?</div>			Support document						
			Dashboard						
			Minute						
			PPQ audit						
			Change Request Form						

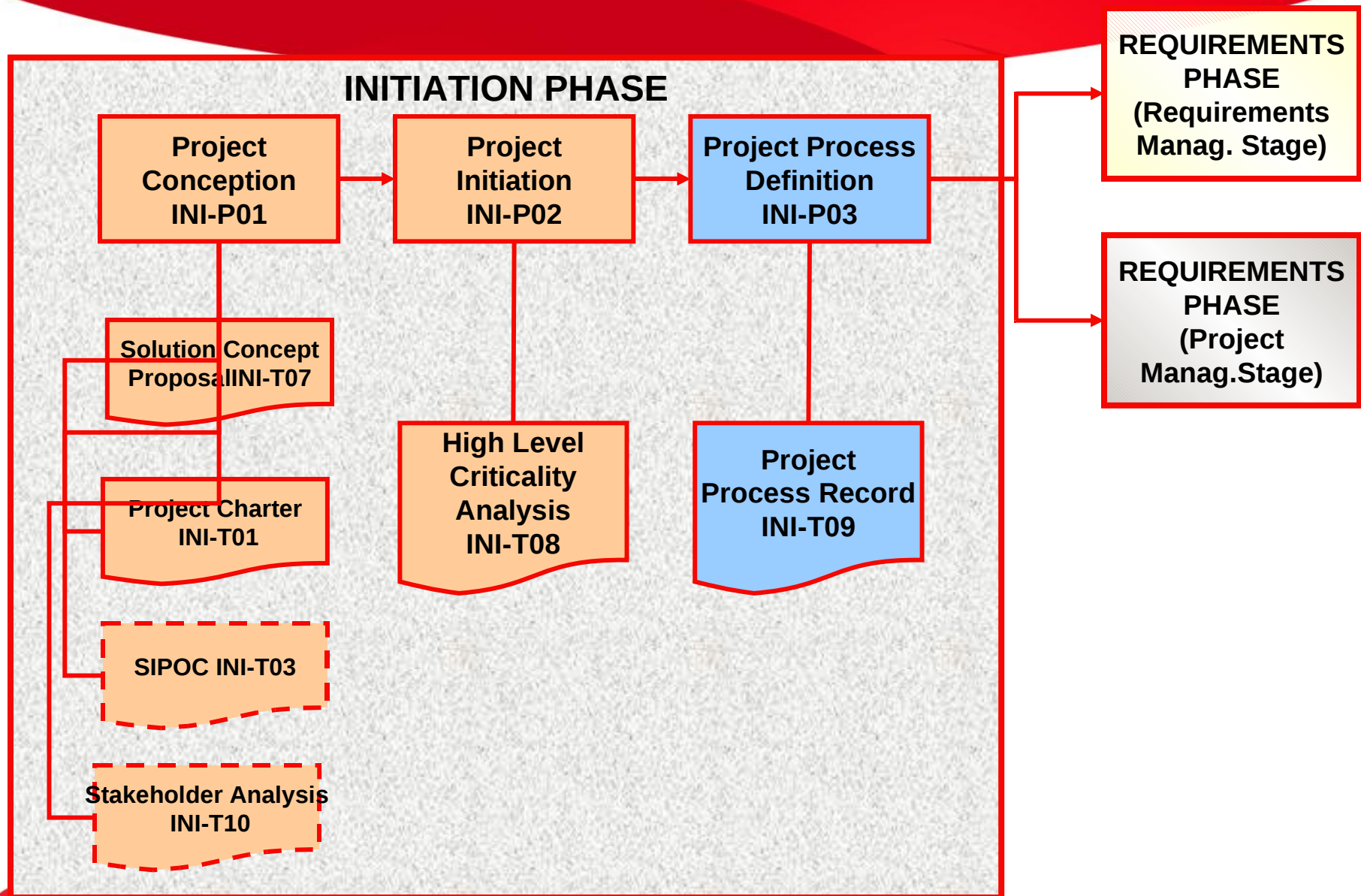
Project Life Cycle / Responsibilities

Project Life Cycle									
Initiation			Requirements		Design	Build	Test	Deployment	
Conception	Initiation		Project Planning	Requirements	Project Monitoring and Control			Close the project	
Project Activities									
Define the project requirements	Assign the PM and Project ID	Analyse the project type	Define the project plan and WBS	Detail the User Requirements	Detail the Solution	Build the System	Test the System	Evaluate and document the results	
Estabilish the High Level Scope	Define the Project organization		Risk, Metrcis and Communication Plan		Obtain the Design approval		Treat the defects	Delivery the product	
Define the project Charter	Kick-off Project	Define the process	Create the detailed	Full team Kick-off meeting	Direct, monitor and control	Direct, monitor and control the project	Direct, monitor and control the project	Close the project	
Documents									
BAM Request tool	High Level Criticality Analysis	Project Process Record	Project Plan	User Requirements	Functional Specification	Technical Design	Test Plan	Project Closure Report	
Project Charter			CM Plan	Traceability Matrix	SW Architecture Design	Source Code	Summary Report	Satisfaction Survey	
			Scope and Estimation tool	Use Case Specification			Test Management Log	Service Level Agreement	
Solution Concept Proposal	PM Workbook								
	PPQA Audit								
	Baseline Creation								
Responsibilities									
POM									
Project Manager									
Configuration Manager									
QA Analyst									
System Analyst									

Project Creation

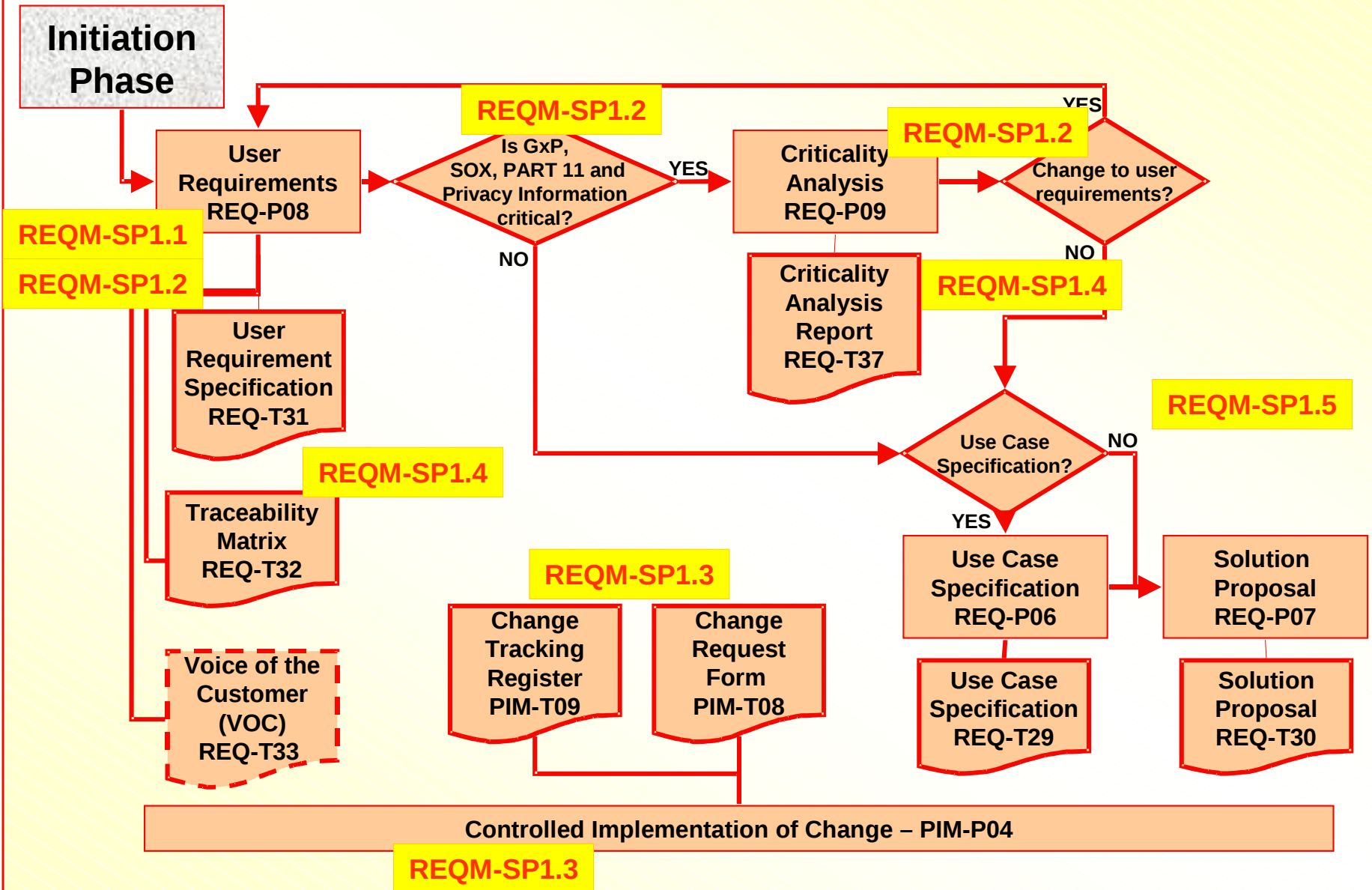
Go or No Go ?

PA REQM - Requeriments Management Process



REQUIREMENTS PHASE – Requirements Management Stage

Initiation Phase



Process Deliverables

		Project Process PPR Template V2.4 (01/2023) M= Mandatory R= Recommended O= Optional	PROJECT NAME <i>(as entered in Clarity)</i>		Directorate:							
					PM:							
			Project Start:		BAM/BRM:							
			Estimative System Go-Live:		Sponsor:							
				Estimative Projec Close:					< 30 Day		30 Days or >	
Phase	Sub-Phase	Standard Process / Stage	Ref Doc #	Deliverable Name	Deliv. #	Convention	Version	Deliv's	Project	Deliv's	Project	
INITIATION	Initiation	Conception	INI-P01	Project Entry in Portfolio System	PM Tool			R		R		
				Request Tracking Register (BAM Request tool)	INI-T06		1.0	O		O		
				Solution Concept Proposal	INI-T07	SCP	1.0	M		M		
		Project Initiation	INI-P02 REQ-P09	Project Charter	INI-T01	PCH	1.0	M		M		
				Multi Generation Project Plan (MGPP)	INI-T04	MGP	1.0	O		O		
				SIPOC Analysis	INI-T03	SIP	1.0	R		R		
				High Level Criticality Analysis	INI-T08	HCA	1.0	M		M		
				Stakeholder Analysis	INI-T10	STA	1.0	R		R		
					Base Business Transition Agreement	BB Trans Plan			R		R	
				Project Process Definition	INI-P03 INI-G01	PM/PMO/QA Project Startup Meeting / Proj Process Record	INI-T09			M		M
REQUIREMENTS	Project Management	Project Planning	REQ-P01	EAR / aCAR	EAR / CAR Clarity			O		R		
				Project Plan	REQ-T02	PMP	1.1	M		M		
				Project Brief	REQ-T03		1.0	O		O		
				Metrics Book	GS-T04		1.0	M		M		
				Configuration Mgmt Plan	REQ-T41	CMP	1.2	M		M		
				Scope & Estimation tool	REQ-T40	SET	1.0	M		M		
				Benchmarking Plan	REQ-T04			O		O		
				Minutes of Project Review Meeting	REQ-T08	MPM	1.1	R		R		
		Project Monitoring and Control	REQ-P02/ REQ-G10	Full-Team Kickoff Meeting Presentation						M		
				Project Dashboard	REQ-T07	PDB	1.0	M		M		
				PM Workbook	GS-T05	PMW	1.0	M		M		
				Project Schedule	Prj Sched	PMT		R		M		
				Project Issue Form	REQ-T11			O		O		
				Project Issue Tracking Log	REQ-T12			R		R		
				Project Status Report - Vendor	REQ-T13	PSV		O		O		
				Vendor Performance Log	REQ-T14	VPL		O		R		
				PIM-P04 PIM-W05	Change Request Form	PIM-T08	CRF	1.0	M		M	
				Change Tracking Register	PIM-T09	CRR	1.0	M		M		

CMMI Database Repository - Templates

02. Templates - Microsoft Internet Explorer provided by Network & Computing Services

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GSD - LA

- 01. About us
- 02. Business Solution
- 03. Operating Model
- 04. Customers
- 05. Accomplishments
- 06. Quality Assurance
 - 01. CMMI
 - 01. PAs Docs
 - 01. REQM - Requirements Management
 - 01. Processes
 - 02. Templates
 - 03. Flowchart
 - 02. PP - Project Planning
 - 03. PMC - Project Monitoring and Control
 - 04. SAM - Supplier Agreement Management
 - 05. MA - Measurement and Analysis
 - 06. PPQA -

02. Templates edit

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Name	Modified	Owner	Size
<input type="checkbox"/> DEP-T03 Application Organization.doc	29 nov 07 12:31	Nogueira, Maria A. [CONBR]	223 k (v1)
<input type="checkbox"/> INI-T01 Project Charter .doc	24 ago 07 14:32	Bariani, Laercio [CONBR]	238 k (v1)
<input type="checkbox"/> INI-T07 Solution Concept Proposal.doc	15 mai 07 09:22	Bariani, Laercio [CONBR]	229 k
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<input type="checkbox"/> TST-T02 Test Script Document .doc	9 nov 07 15:35	Bariani, Laercio [CONBR]	218 k (v2)

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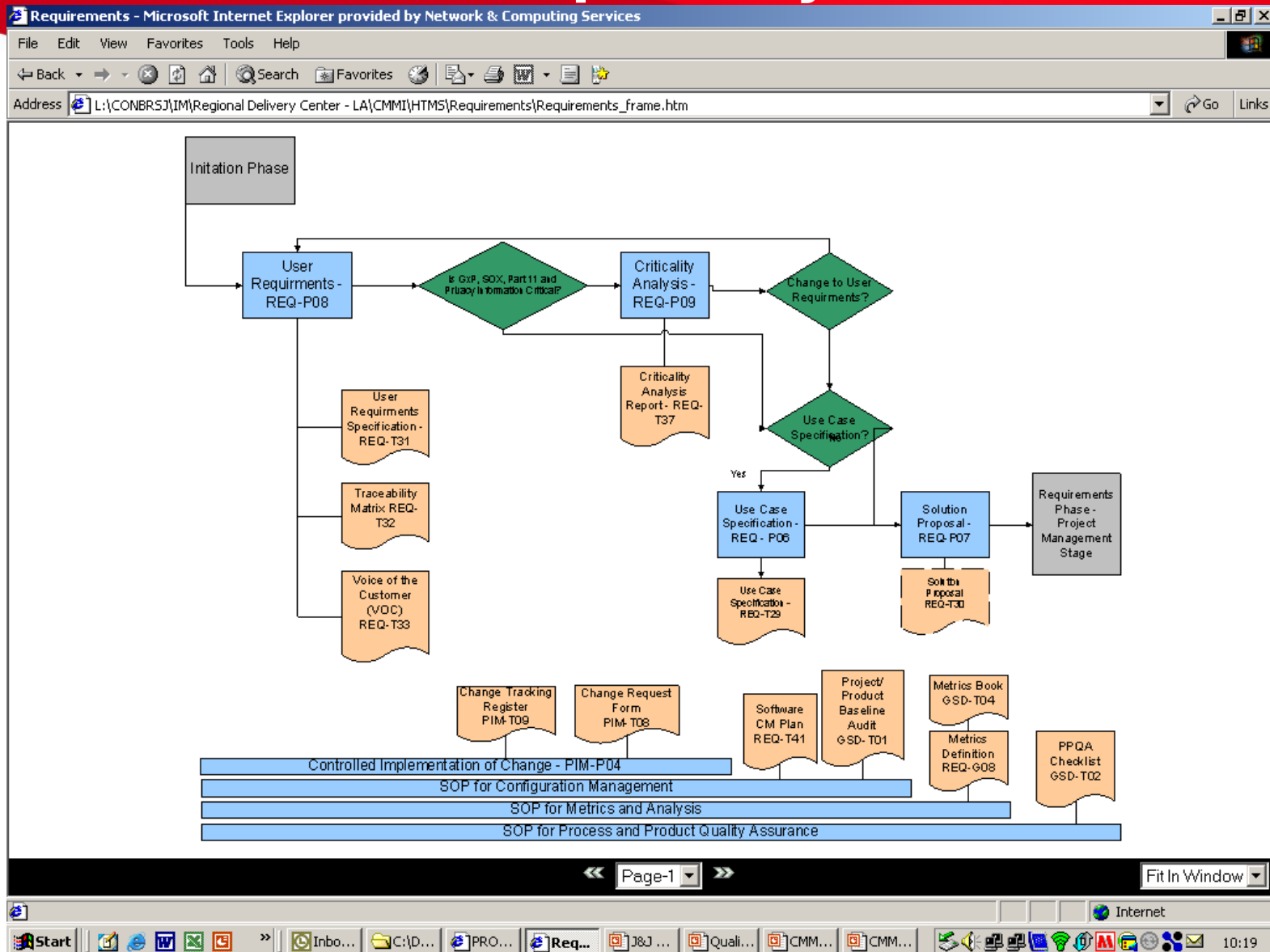
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CMMI Database Repository - Flowcharts



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02. Approved Documents - Microsoft Internet Explorer provided by Network & Computing Services

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Project > 02. Approved Documents

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- 01. About us
- 02. Business Solution
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 - 01. Applications Inventory
 - 02. SLA
 - 03. Contracts
 - 04. Satisfaction Survey
 - 05. Applications Documents
 - 06. Project Documents
 - 01. Proposed
 - 02. In Progress
 - 01. Vertical EDI
 - 02. Vertical WebBI
 - 03. Vertical Midrange
 - 04. Vertical Integrations
 - 05. Vertical Wise
 - 06. PMO
 - 01. New Projects and Enhancements

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02 - Baseline - Requirements - Microsoft Internet Explorer provided by Network & Computing Services

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 - 02. In Progress
 - 01. Vertical EDI
 - 02. Vertical WebBI
 - 03. Vertical Midrange
 - 04. Vertical Integrations
 - 05. Vertical Wise
 - 06. PMO
 - 01. New Projects and Enhancements
 - 01. Standard RFP

02 - Baseline - Requirements edit

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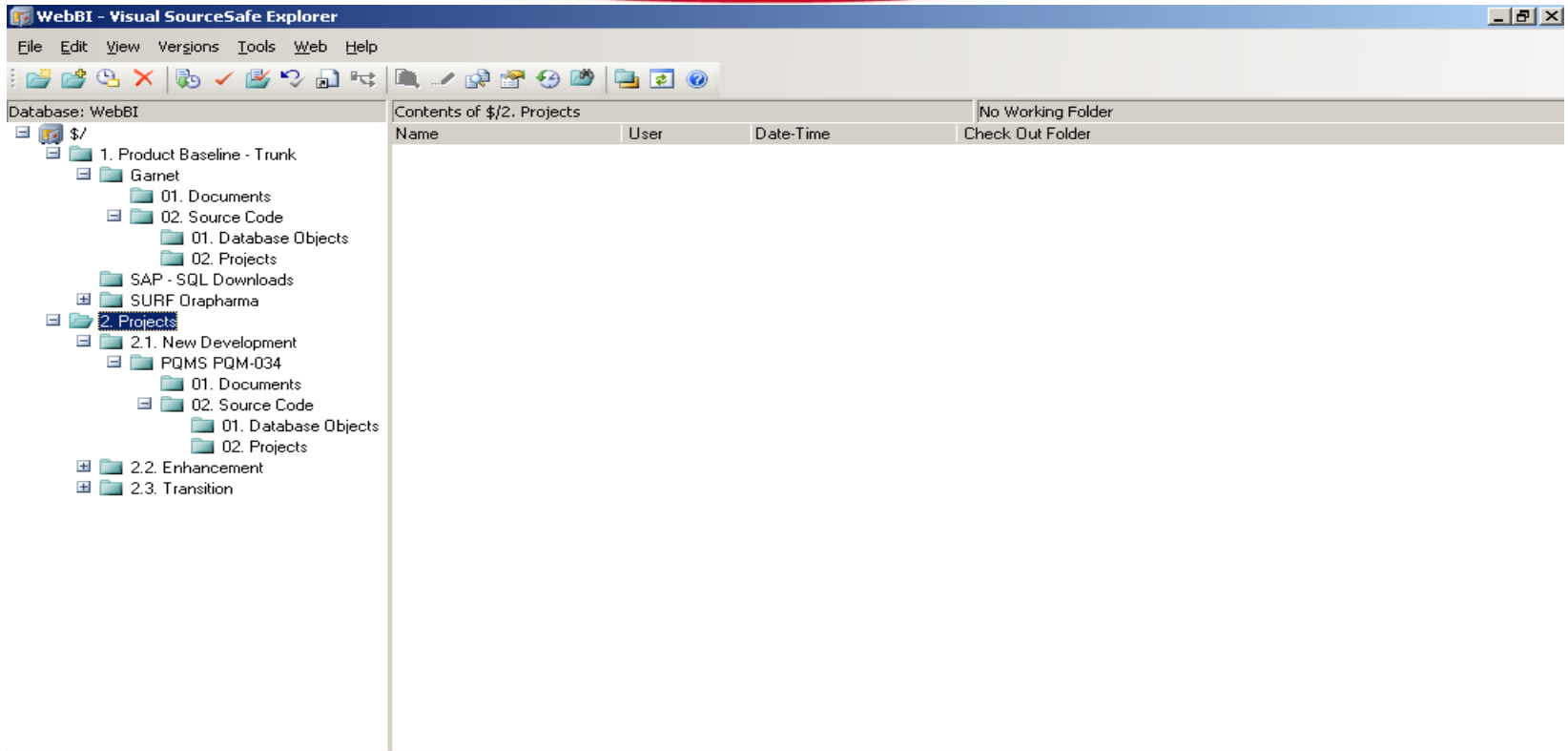
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Project Dashboard

Global Service - New Project / Enhancement

Project # /Name	Clean&Clear - Wave 2	Dashboard Date	7/23/08		
Company	McNeil Canada	Report Period	from 7/17/08 to 7/24/08		
Project Team	Renato D Maldonado, Nicolas Curtis and Vendor Team (Ci&T)	Start Date	7/17/08	Finish Date	8/25/08
Project Sponsor	Adriana Izquierdo	Overall Status	G		

Project Phases

	Initiation	Requirements	Design	Build	Test	Deployment	Post Implementation	Retirement	
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Schedule Working Progress

10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
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Legend:

Performed	Delay (10%)	Delay (>10%)
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Active Risks		
High	Medium	Low
0	0	3

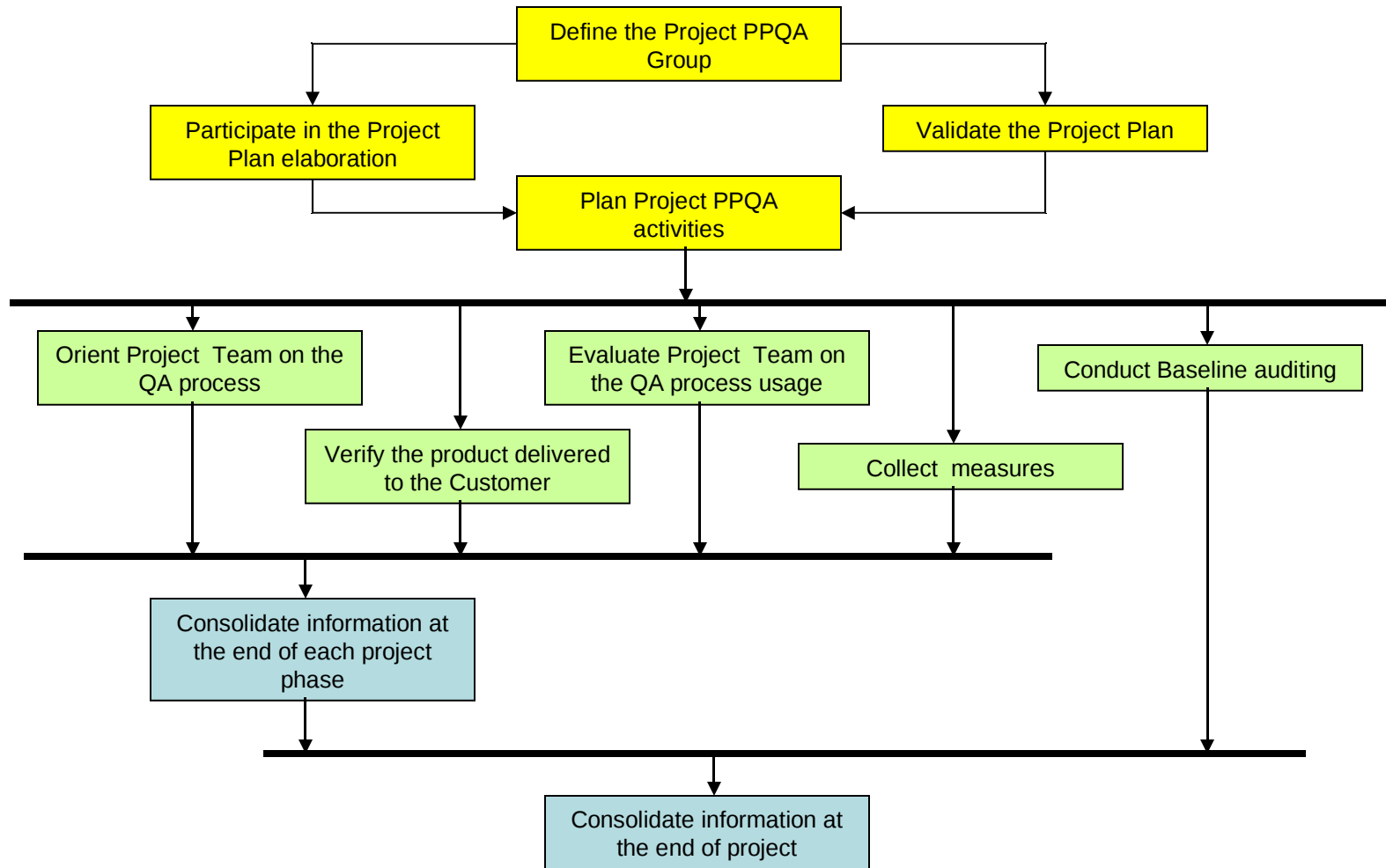
Opened Issues & Pendencies		
High	Medium	Low
0	0	0

Status	Metrics	Comments	Recommended Actions
G	On Time	Schedule management and timeframe are predictable	
G	On Budget	Work and budget are predictable	
G	Business Benefits being realized (CTQ's)	Expectations and business benefits are in place	
G	Stakeholders are committed	Team commitment and communication channels are as expected	
G	Team Performance	Team experience and appropriate computer resources are as planned	
G	Project Scope is realistic and managed	Scope definition, fully staffed and partners participation	
G	Risks are mitigated	Project assurance and action plan effectiveness	
G	Delivery organization benefits are realized	Over-run, contingency and financial management process	
G	Project Indicators Analysis	Evaluate the planned indicators accomplished	

Legend:

(R) Urgent, Remedial action required	(Y) Warning, corrective action required	(G) Progressing in accordance with plan
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PA PPQA – Project QA Flow



Policy Definition for each PA

Measurement and Analysis

§ The Project Manager should define project objectives, specifying the project measurement needs.

§ The established metrics should be submitted to the Project Office Manager for approval.

§ The metrics will be collected, stored and analyzed periodically. The integrity of the metrics results should be maintained.

§ The metrics should be available to appropriate groups and people in a way that prevents the inadequate use of information and data stored.

§ The Project Manager is responsible for analyzing and presenting the metrics results to the stakeholders of the related activities.

CMMI PA Implementation Progress Assessment

Assessment Date: 18/12/2007

	SG1							SG2							SG3		
	1.1	1.2	1.3	1.4	1.5	1.6	1.7	2.1	2.2	2.3	2.4	2.5	2.6	2.7	3.1	3.2	3.3
REQM	S	S	P	P	P												
PP	S	S	S	S				S	S	S	S	P	S	S	S	S	S
PMC	S	S	P	P	S	P	S	P	P	P							
SAM	S	S	S					S	S	S	P	P					
MA	S	S	S	S				P	P	P	P						
PPQA	S	P						P	S								
CM	S	S	P					P	P						S	P	

Assessment Date: 21/12/2006

	SG1							SG2							SG3		
	1.1	1.2	1.3	1.4	1.5	1.6	1.7	2.1	2.2	2.3	2.4	2.5	2.6	2.7	3.1	3.2	3.3
REQM	P	P	P	P	P												
PP	U	U	U	U				P	P	P	P	P	P	P	P	P	P
PMC	P	P	P	P	P	P	P	P	P	P							
SAM	P	P	P					P	P	P	P	P					
MA	P	P	P	P				P	P	P	P						
PPQA	U	U						U	U								
CM	P	P	P					P	P						U	U	

S	Satisfied
P	Partially Satisfied
U	Unsatisfied
NA	Not Applicable

CMMI – General Appraisal Process

- Appraisal items:
 - SCAMPI C
 - SCAMPI B
 - CMMI Introduction (SEI Official Course)
 - Readiness Review
 - SCAMPI training
 - SCAMPI A

CMMI – SCAMPI B Assessment – May 2008

Process adequation status

	(%)
REQM - Requirements Management	100%
PP - Project Planning	100%
PMC - Project Monitoring and Control	100%
CM - Configuration Management	100%
PPQA - Process and Product Quality Assurance	100%
MA - Measurement and Analysis	100%
SAM - Supplier Agreement Management	100%

Process documentation status

(ver comen)

	(%)
REQM - Requirements Management	100%
PP - Project Planning	100%
PMC - Project Monitoring and Control	100%
CM - Configuration Management	75%
PPQA - Process and Product Quality Assurance	100%
MA - Measurement and Analysis	100%
SAM - Supplier Agreement Management	100%

People training status

	(%)
REQM - Requirements Management	100%
PP - Project Planning	100%
PMC - Project Monitoring and Control	100%
CM - Configuration Management	100%
PPQA - Process and Product Quality Assurance	100%
MA - Measurement and Analysis	100%
SAM - Supplier Agreement Management	100%

Process measuring status

	(%)
REQM - Requirements Management	50%
PP - Project Planning	50%
PMC - Project Monitoring and Control	50%
CM - Configuration Management	50%
PPQA - Process and Product Quality Assurance	50%
MA - Measurement and Analysis	50%
SAM - Supplier Agreement Management	50%

Process adherence status

	(%)
REQM - Requirements Management	75%
PP - Project Planning	75%
PMC - Project Monitoring and Control	75%
CM - Configuration Management	50%
PPQA - Process and Product Quality Assurance	50%
MA - Measurement and Analysis	50%
SAM - Supplier Agreement Management	0%

Process critical analysis status

	(%)
REQM - Requirements Management	75%
PP - Project Planning	75%
PMC - Project Monitoring and Control	75%
CM - Configuration Management	25%
PPQA - Process and Product Quality Assurance	100%
MA - Measurement and Analysis	50%
SAM - Supplier Agreement Management	0%

CMMI – Practice Implementation Indicator

PII Type Generic Description

Direct artifact: The tangible outputs resulting from implementation of a specific or generic practice.

Indirect artifact: An artifact that is a consequence of performing a specific or generic practice or that substantiates its implementation, but which is not the purpose for which the practiced is performed.

Affirmation: An oral or written statement confirming or supporting implementation (or lack of implementation) of a CMMI model specific practice or generic practice

CMMI – General Appraisal Process



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PM – Process Advocate

	Project Life Cycle							
Inititation			Requirements		Design	Build	Test	Deployment
Conception	Initiation		Project Planning	Requirements	Project Monitoring and Control			Close the project
	Project Activities							
Define the project requirements		Analyse the project type	Define the project plan and WBS	Detail the User Requirements				Evaluate and document the results
Establish the High Level Scope	Define the Project organization		Risk, Metrcis and Communication Plan		Obtain the Design approval			Delivery the product
	Kick-off Project		Create the detailed schedule	Full team Kich-off meeting	Direct, monitor and control the project	Direct, monitor and control the project	Direct, monitor and control the project	Close the project
	Documents							
BAM Request tool	High Level Criticality Analysis	Project Process Record	Project Plan	User Requirements			Test Plan	Project Closure Report
								Satisfaction
			Scope and Estimation tool					Service Level Agreement
Solution Concept Proposal	PM Workbook							
Project Creation Go or No Go ?				Responsibility				
				Project Manager				

PM – The Facts

- **Activities**

- 70% is PM's responsibility
✓ 17 out of 24

- **Artifacts**

- 48% is PM's authorship
✓ 10 out of 21

- **Process**

- 33% of SEPG is compounded by PMs
✓ 2 out of 6

PM – Conclusion

- **Activities**

- PM executes or orchestrate accomplishment

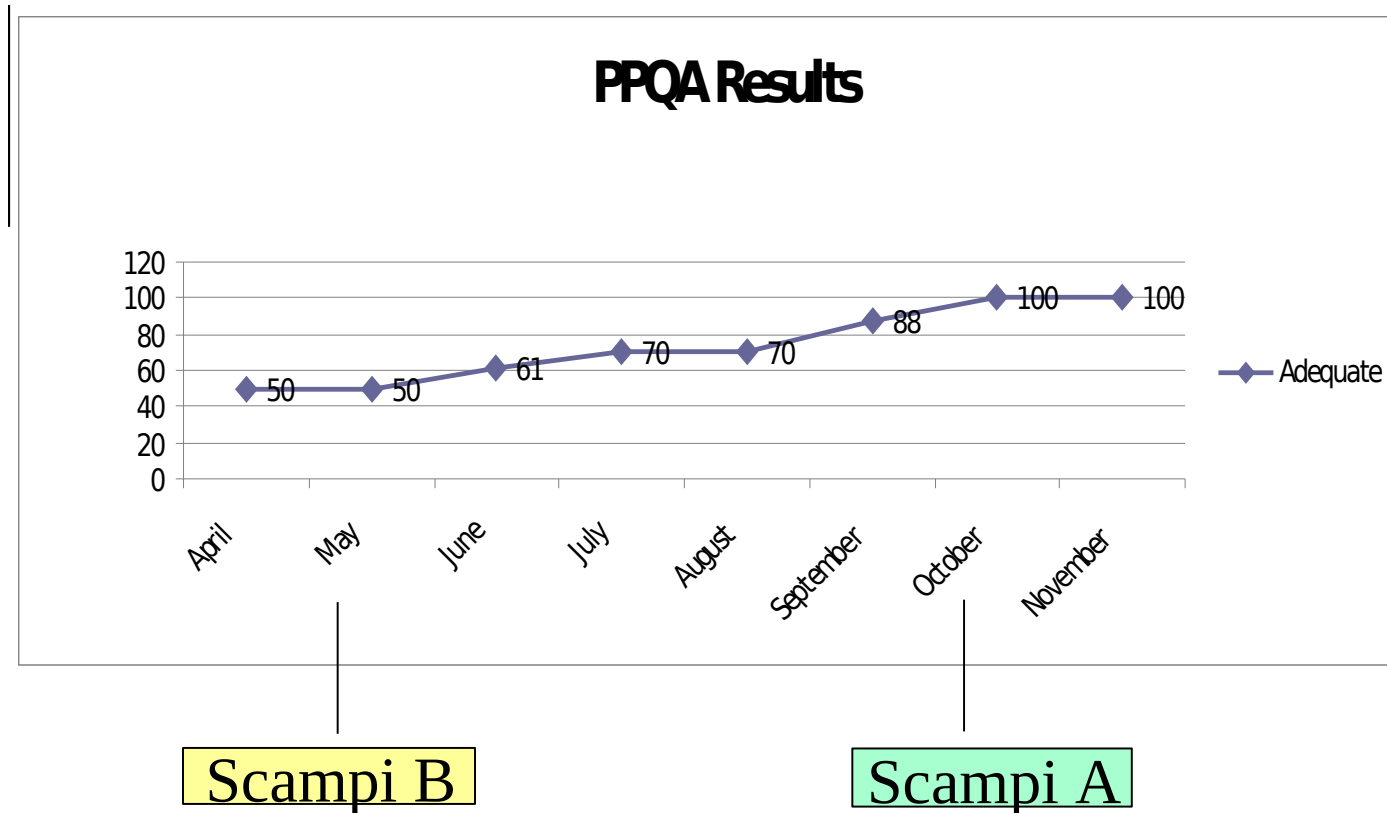
- **Artifacts**

- PM delivers or ensures delivery

- **Process**

- Key partner of its evolution

PPQA - Historical Process Adherence



Process Institutionalization

Training:

- 30 training sessions
- 100% of the team was trained
- Audit Simulation
- Daily Q&A sessions in the last month

Awareness Campaign Material:

- Mouse-Pad
- Squeeze
- Banners
- Pocket Booklet



