Contents

Preface xv

Acknowledgments xxi

Part I
What Is Automated Testing?

1 The Birth and Evolution of Automated Testing 3

1.1 Automated Testing 3

1.2 Background on Software Testing 5

1.3 The Automated Test Life-Cycle Methodology (ATLM) 7

1.3.1 *Decision to Automate Test* 10

1.3.2 *Test Tool Acquisition* 12

1.3.3 *Automated Testing Introduction Phase* 12

1.3.4 *Test Planning, Design, and Development* 13

1.3.5 *Execution and Management of Tests* 14

1.3.6 *Test Program Review and Assessment* 14

1.4 ATLM's Role in the Software Testing Universe 14

1.4.1 *ATLM Relationship to System Development Life Cycle* 14

1.4.2 *Test Maturity Model (TMM)—Augmented by Automated Software Testing Maturity* 15

1.4.3 *Test Automation Development* 19

1.4.4 *Test Effort* 21

1.5 Software Testing Careers 22

2 Decision to Automate Test 29

2.1 Overcoming False Expectations for Automated Testing 32

2.1.1 *Automatic Test Plan Generation* 32

2.1.2 *Test Tool Fits All* 33

2.1.3 *Immediate Test Effort Reduction* 33

2.1.4 *Immediate Schedule Reduction* 34

2.1.5 *Tool Ease of Use* 34

2.1.6 *Universal Application of Test Automation* 35

2.1.7 *One Hundred Percent Test Coverage* 36

2.2 Benefits of Automated Testing 37

2.2.1 *Production of a Reliable System* 38

2.2.2 *Improvement of the Quality of the Test Effort* 43

2.2.3 *Reduction of Test Effort and Minimization of Schedule* 49

Case Study: Value of Test Automation Measurement 52

2.3 Acquiring Management Support 54

2.3.1 *Test Tool Proposal* 56

3 Automated Test Tool Evaluation and Selection 67

3.1 The Organization's Systems Engineering Environment 70

3.1.1 *Third-Party Input from Management, Staff, and Customers and End Users* 71

3.1.2 *Tool Criteria Reflecting the Systems Engineering Environment* 72

3.1.3 *Level of Software Quality* 73

3.1.4 *Help Desk Problem Reports* 74

3.1.5 *Budget Constraints* 74

3.1.6 *Types of Tests* 74

3.1.7 *Long-Term Investment Considerations* 75

3.1.8 *Test Tool Process* 75

3.1.9 *Avoiding Shortcuts* 75

3.2 Tools That Support the Testing Life Cycle 76

3.2.1 *Business Analysis Phase Tools* 79

3.2.2 *Requirements Definition Phase Tools* 80

3.2.3 *Tools for the Analysis and Design Phase* 82

3.2.4 *Programming Phase Tools* 83

3.2.5 *Metrics Tools* 85

3.2.6 *Other Testing Life-Cycle Support Tools* 86

3.2.7 *Testing Phase Tools* 86

3.3 Test Tool Research 89
3.3.1 *Improvement Opportunities* 89
3.4 Evaluation Domain Definition 96
3.5 Hands-On Tool Evaluation 98
3.5.1 *Evaluation Report* 99
3.5.2 *License Agreement* 101

Part II
Introduction of Automated Testing to a Project

4 Automated Testing Introduction Process 107
4.1 Test Process Analysis 110
4.1.1 *Process Review* 112
4.1.2 *Goals and Objectives of Testing* 116
Case Study: Test Objectives and Strategies 119
4.1.3 *Test Strategies* 120
4.2 Test Tool Consideration 133
4.2.1 *Review of Project-Specific System Requirements* 135
4.2.2 *Application-Under-Test Overview* 137
4.2.3 *Review of Project Schedule* 138
4.2.4 *Test Tool Compatibility Check* 139
4.2.5 *Demonstration of the Tool to the Project Team* 140
4.2.6 *Test Tool Support Profile* 141
4.2.7 *Review of Training Requirements* 143

5 Test Team Management 147
5.1 Organizational Structure of a Test Team 149
5.1.1 *Stovepipe Test Team* 151
5.1.2 *Centralized Test Team* 151
5.1.3 *IV&V Test Team* 153
5.1.4 *Systems Methodology and Test Team* 154
5.1.5 *Test Team Summary* 155
5.2 Test Program Tasks 157
5.3 Test Effort Sizing 163
5.3.1 *Test Team Sizing Methods: An Overview* 165
5.3.2 *Development Ratio Method* 165
5.3.3 *Percentage Method* 166
5.3.4 *Test Procedure Method* 167

5.3.5 *Task Planning Method* 168
5.3.6 *Test Effort Sizing Factors* 170
5.4 Test Engineer Recruiting 172
5.4.1 *Test Engineer Qualities* 172
5.4.2 *Test Team Composition* 174
5.4.3 *Job Requisition* 176
5.4.4 *Recruiting Activities* 178
5.4.5 *Locating Test Engineers* 178
5.4.6 *Test Engineer Interviews* 179
5.4.7 *Distinguishing the Best Candidate* 181
5.5 Roles and Responsibilities 182

Part III
Test Planning and Preparation

6 Test Planning: Smart Application of Testing 191
6.1 Test Planning Activities 192
6.2 Test Program Scope 197
6.2.1 *System Description* 198
6.2.2 *Critical/High-Risk Functions* 199
6.2.3 *Test Goals, Objectives, and Strategies* 199
6.2.4 *Test Tools* 199
6.2.5 *Test Program Parameters* 200
6.2.6 *Verification Methods* 202
6.2.7 *Test Requirements Definition* 203
6.3 Test Requirements Management 205
6.3.1 *Requirements Management Tools* 206
6.3.2 *Assessing the Test Requirements Risk* 208
6.3.3 *Prioritization of Tests* 208
6.3.4 *Requirements Traceability Matrix* 209
6.4 Test Program Events, Activities, and Documentation 211
6.4.1 *Events* 211
6.4.2 *Activities* 212
6.4.3 *Documentation* 213
6.5 The Test Environment 214
6.5.1 *Test Environment Preparations* 214
6.5.2 *Test Environment Integration and Setup* 216
6.6 The Test Plan 217

6.6.1 *Test Completion/Acceptance Criteria* 220
6.6.2 *Sample Test Plan* 220

7 Test Analysis and Design 223
7.1 Test Requirements Analysis 225
7.1.1 *Development-Level Test Analysis (Structural Approach)* 226
7.1.2 *System-Level Test Analysis (Behavioral Approach)* 228
7.2 Test Program Design 233
7.2.1 *Test Program Design Models* 233
7.2.2 *White-Box Techniques (Development-Level Tests)* 237
7.2.3 *Black-Box Techniques (System-Level Tests)* 244
7.2.4 *Test Design Documentation* 255
7.3 Test Procedure Design 256
7.3.1 *Test Procedure Definition* 257
7.3.2 *Automated Versus Manual Test Analysis* 262
7.3.3 *Automated Test Design Standards* 266
Case Study: Naming Conventions 270
7.3.4 *Manual Test Design Guidelines* 272
7.3.5 *Detailed Test Design* 274
7.3.6 *Test Data Requirements* 277

8 Test Development 285
8.1 Test Development Architecture 288
8.1.1 *Technical Environment* 288
8.1.2 *Environment Readiness Checks* 291
8.1.3 *Automation Framework Reuse Analysis* 291
8.1.4 *Test Procedure Development/Execution Schedule* 292
8.1.5 *Modularity-Relationship Analysis* 295
8.1.6 *Explanation of the Sample Modularity-Relationship Matrix* 299
8.1.7 *Calibration of the Test Tool* 302
8.1.8 *Compatibility Work-Around Solutions* 302
Case Study: Incompatibility Work-Around Solution 303
8.1.9 *Manual Execution of Test Procedures* 304
8.1.10 *Test Procedure Inspections—Peer Reviews* 304
8.1.11 *Test Procedure Configuration Management* 305
8.2 Test Development Guidelines 306

8.2.1 *Design-to-Development Transition* 308
8.2.2 *Reusable Test Procedures* 310
Case Study: Navigation Using Tabs or Mouse Clicks 313
Case Study: Testing Bitmaps Using a Capture/Playback Tool 314
8.2.3 *Maintainable Test Procedures* 317
Case Study: Automating Documentation 320
Case Study: Automated Random Testing 332
8.2.4 *Other Guidelines* 334
8.3 Automation Infrastructure 336
8.3.1 *Table-Driven Test Automation* 337
8.3.2 *PC Environment Automated Setup Script* 339
8.3.3 *Automated Recording Options* 340
8.3.4 *Login Function* 341
8.3.5 *Exit Function* 341
8.3.6 *Navigation* 341
8.3.7 *Verifying GUI Standards* 342
8.3.8 *Smoke Test* 342
Case Study: Smoke Test Application 343
8.3.9 *Error-Logging Routine* 343
8.3.10 *Help Function Verification Script* 343
8.3.11 *Timed Message Boxes Function* 344
8.3.12 *Advanced Math Functions* 344

Part IV
Test Execution and Review

9 Test Execution 349
9.1 Executing and Evaluating Test Phases 351
9.1.1 *Unit Test Execution and Evaluation* 351
9.1.2 *Integration Test Execution and Evaluation* 354
9.1.3 *System Test Execution and Evaluation* 356
9.1.4 *Test Results Analysis of Regression Tests* 358
9.1.5 *User Acceptance Test Execution and Evaluation* 359
9.2 Defect Tracking and New Build Process 360
9.2.1 *Defect Life-Cycle Model* 366
9.3 Test Program Status Tracking 366
9.3.1 *Earned Value Management System* 367
Case Study: System Test Status Tracking 367
9.3.2 *Test Metrics Collection and Analysis* 370

10 Test Program Review and Assessment 379
10.1 Test Program Lessons Learned—Corrective Actions and Improvement Activity 381
10.2 Test Program Return on Investment 392
Case Study: Test Program Return on Investment 392
Case Study: Quantify Tool Return on Investment 397

Part V
Appendixes

A How to Test Requirements 405
A.1 Requirements Testing Approach 405
Abstract 405
The Quality Gateway 406
Make the Requirement Measurable 406
Quantifiable Requirements 406
Nonquantifiable Requirements 407
Keeping Track 407
Coherency and Consistency 408
Completeness 409
Relevance 411
Requirement or Solution? 412
Stakeholder Value 413
Traceability 413
Order in a Disorderly World 414
Conclusions 415
References 416

B Tools That Support the Automated Testing Life Cycle 417
B.1 Introduction 417
B.2 Business Analysis Phase 421
B.2.1 *Business Modeling Tools* 421
B.2.2 *Configuration Management Tools* 424
B.2.3 *Defect Tracking Tools* 426
B.2.4 *Technical Review Management* 432
B.2.5 *Documentation Generators* 433
B.3 Requirements Definition Phase 434
B.3.1 *Requirements Management Tools* 434
B.3.2 *Requirements Verifiers* 436
B.3.3 *Use Case Generators* 436

B.4 Analysis and Design Phase 437
B.4.1 *Visual Modeling Tools* 437
B.4.2 *Structure Charts, Flowcharts, and Sequence Diagrams* 440
B.4.3 *Test Procedure Generators* 441
B.5 Programming Phase 442
B.5.1 *Syntax Checkers/Debuggers* 442
B.5.2 *Memory Leak and Runtime Error Detection Tools* 442
B.5.3 *Code Checkers* 444
B.5.4 *Static and Dynamic Analyzers* 445
B.5.5 *Unit and Integration Test Tools* 447
B.6 Metrics Tools 450
B.6.1 *Code (Test) Coverage Analyzers and Code Instrumentors* 450
B.6.2 *Usability Measurement Tools* 456
B.7 Testing Support Tools 457
B.7.1 *Test Data Generators* 457
B.7.2 *File Comparison Tools* 458
B.7.3 *Simulation Tools* 459
B.8 Testing Phase 460
B.8.1 *Test Management Tools* 460
B.8.2 *Network Testing Tools* 460
B.8.3 *GUI Application Testing Tools* 462
B.8.4 *Load/Performance Testing Tools* 465
B.8.5 *Web Testing Tools* 470
B.8.6 *Year 2000 Testing Tools* 471
B.9 Other Test Tool Vendors 472

C Test Engineer Development 475
C.1 Technical Skills Stage 478
C.2 Test Process Stage 480
C.3 Team Effort Stage 483
C.4 Technical Stewardship Stage 484
C.5 Test/Project Management Stage 485
C.6 Business/Product Management Stage 487

D Sample Test Plan 489
D.1 Introduction 493
D.1.1 *Purpose* 493
D.1.2 *Background* 493

D.1.3 *System Overview* 494
D.1.4 *Applicable Documents* 496
D.1.5 *Master Schedule* 498
D.2 Roles and Responsibilities 499
D.2.1 *Project Organization* 499
D.2.2 *Project Roles and Responsibilities* 500
D.2.3 *Test Task Structure* 503
D.2.4 *Test Team Resources* 509
D.3 Test Program 509
D.3.1 *Scope* 509
D.3.2 *Test Approach* 512
D.3.3 *Test Strategies* 515
D.3.4 *Automated Tools* 518
D.3.5 *Qualification Methods* 519
D.3.6 *Test Requirements* 519
D.3.7 *Test Design* 520
D.3.8 *Test Development* 524
D.4 Test Environment 526
D.4.1 *Test Environment Configuration* 526
D.4.2 *Test Data* 527
D.5 Test Execution 529
D.5.1 *Test Program Reporting* 529
D.5.2 *Test Program Metrics* 529
D.5.3 *Defect Tracking* 530
D.5.4 *Configuration Management* 532
D.6 Detailed Test Schedule 532
APPENDIXES 534
D.A *Test Procedure Development Guidelines* 534
D.B *Test Verification Summary and Matrix* 536
D.C *Test Procedures and Test Scripts* 538

E Best Practices 539
E.1 Documented Process 539
E.2 Managing Expectations 541
E.3 Pilot Project 541
E.4 Test Tool Compatibility Checks 541
E.5 Test Tool Upgrades 542
E.6 Baselined System Setup and Configuration 543

E.7 Software Installations in the Test Environment Baseline 543
E.8 Overall Test Program Objectives 543
E.9 Keep Automation Simple 544
E.10 Test Procedure Design and Development Standards 544
E.11 Automated Versus Manual Test Analysis 545
E.12 Reuse Analysis 545
E.13 Test Team Communication with Other Teams 545
E.14 Schedule Compatibility 546
E.15 Customer Involvement 546
E.16 Defect Documentation and Reporting 547
E.17 Automated Test Advocates and Experts 547
E.18 Test Team Assignments 547
E.19 User Group Participation 548
E.20 Test Tool Improvement Suggestions 548
E.21 Become a Beta Testing Site 548
E.22 Specialty Topic Experts 548

Index 551