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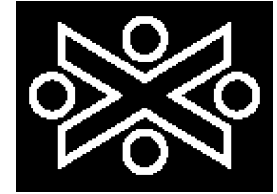
P R E S E N T A T I O N

W16

Wednesday, Dec 6, 2000

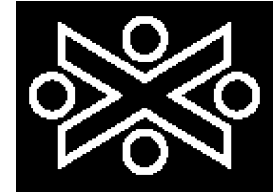
OAT – The Cinderella of the Lifecycle

Alan Flynn & David Hammond



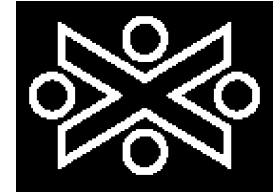
OAT - The Cinderella of the Lifecycle?

**Alan Flynn
&
David Hammond**



Agenda

- **Introduction**
- **OAT - a model**
- **The politics of OAT**
- **The practicalities of OAT**
- **Experiences of OAT**
at Bank of Scotland

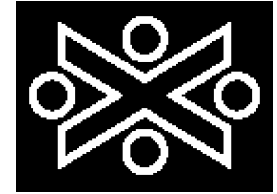


Introduction

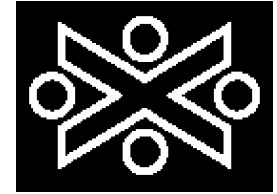
- **The presenters**
- **A short history**
- **The Cinderella story**
- **Cinderella goes to the ball!**



OAT - a model

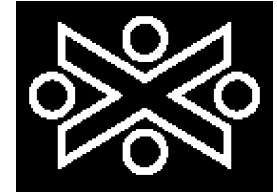


- **What is it?**
- **Why do it?**
- **When does it happen?**
- **Who owns it?**



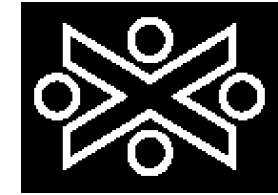
OAT - what is it?

- **Operational Acceptance Testing (OAT)**
- **Operational Quality Gateway (OQG)**
- **Pre-Production Proving Environment (PPPE)**
- **Processes**
- **Skilled people**

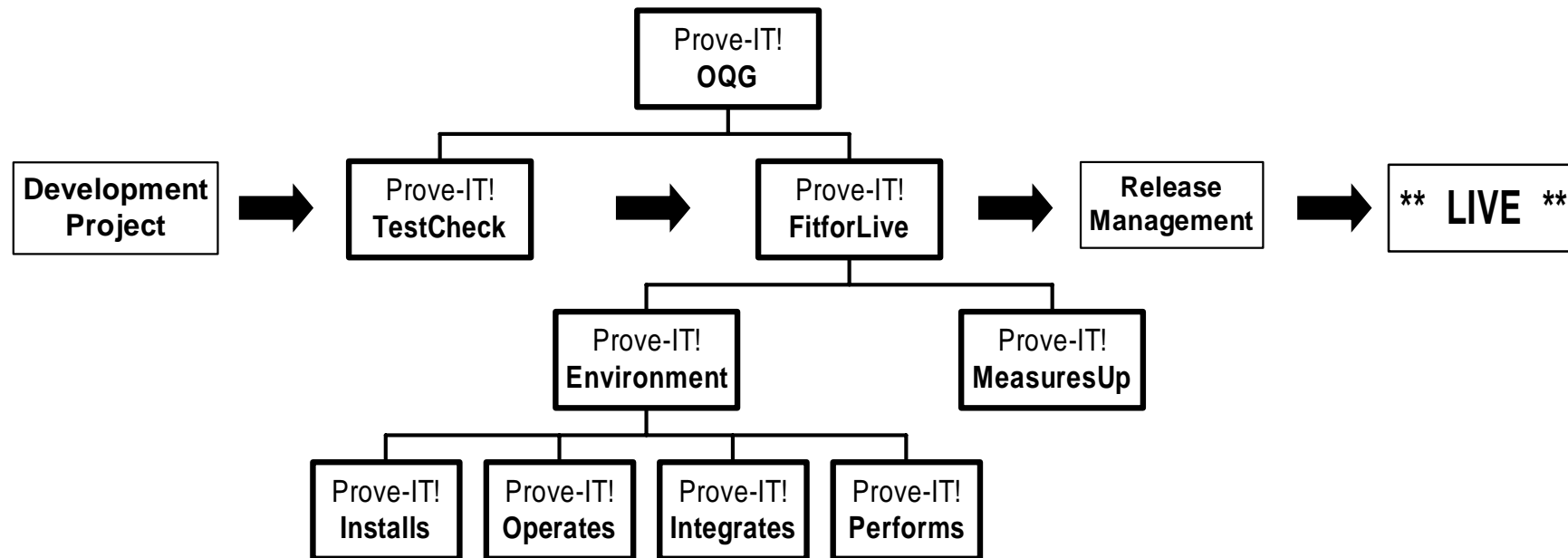


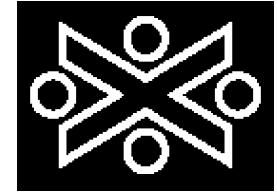
OAT - why do it?

- **Prove it fit for live**
- **Prove it installs**
- **Prove it operates**
- **Prove it integrates**
- **Prove it performs**



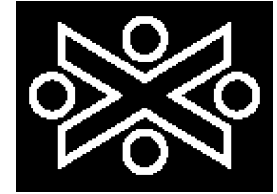
Prove-IT!





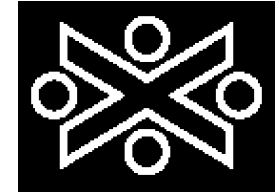
OAT - when does it happen?

- **Looking upstream**
 - **Project initiation**
 - **Test strategies**
 - **Proof of testing**
- **Preparation of the PPPE**
- **Sign-off by developers**
- **Pre-production proving**



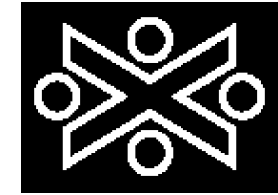
OAT - who owns it?

- Simple answer - **Operations!**

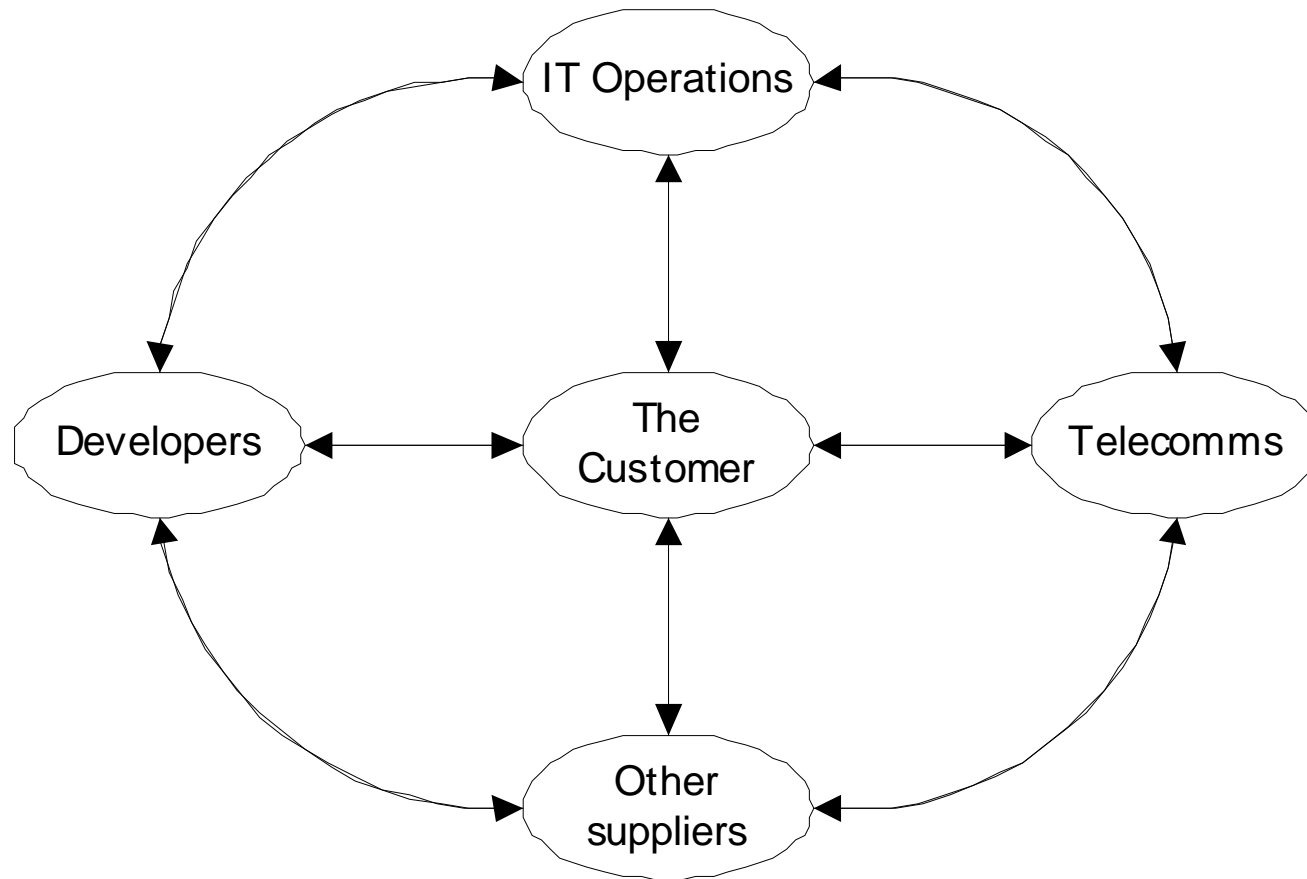


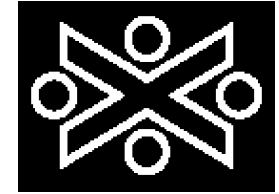
The politics of OAT

- Whose side are you on anyway?
- Vested interests
- Who pays?
- Who benefits?



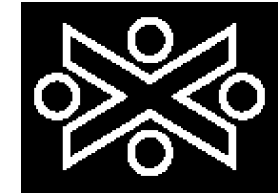
The politics of OAT





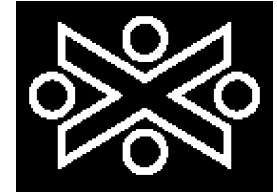
The politics of OAT

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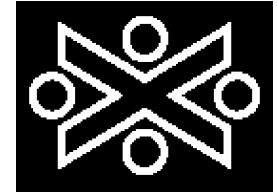
The practicalities of OAT

- Principles versus pragmatism
- The Core Banking story
- Broadening the PPPE horizon
- Keeping sight of the big picture



Practicalities

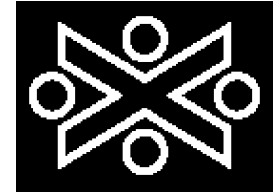
- **Principles versus pragmatism**
 - **To find a sponsor**
 - **Big projects, big bucks**
..... and big sticks
 - **Holding the line**



Practicalities

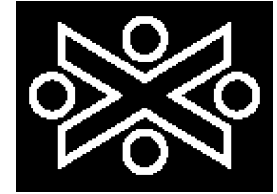
■ The Core Banking story

- Opportunity or Black Hole?
- Gathering requirements
- Building the PPPE
- The results of OAT



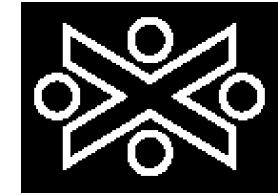
Practicalities

- **Broadening the PPPE horizon**
 - **The strategic programme**
 - **Infrastructure projects**
 - **The questionnaire**



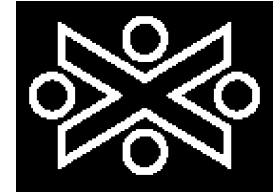
Practicalities

- **Keeping sight of the big picture**
 - **Generic versus specific**
 - **Processes**
 - **Developing the strategy**



Experiences of OAT

- **Good times, bad times**
- **Types of testing**
- **Making it work**
- **Making new friends**
- **The bottom line**

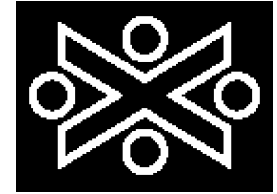


Experiences

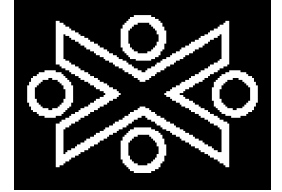
- **Good times, bad times**
 - **Things that worked**
 - **Things that didn't work**



Types of testing

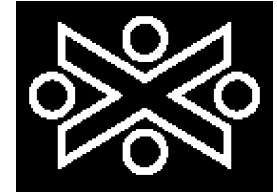


- Cohabitation
- Performance / volume / stress / scalability
- Integration / interface operation
(Internal & external)
- Back-up & recovery (Batch & online)
- Delivering to service levels
- Operational batch processing / scheduling,
recovery, rollback
- Concurrent users on multiple systems
- Security



..... More types of testing

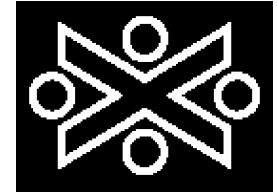
- Installation management
- Storage / file sizes / database sizes
- Conversion / migration of existing data
- Change back-out
- Operational documentation
- Endurance
- Database and software support
- Business recovery (*Disaste*
- Output operations



Experiences

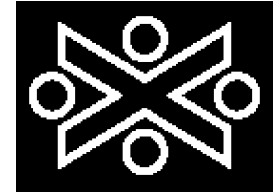
■ Making it work

- What do you need?
- Who do you need?
- The carrot and the stick



Experiences

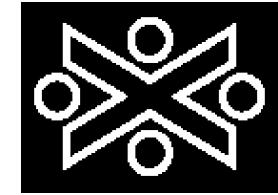
- **Making new friends**
..... & allies
 - **Core Banking releases**
 - **Branch Accounting “one-liner”**
 - **OS/390 upgrade**
 - **Call Centre release**



Experiences

■ Tools of the trade

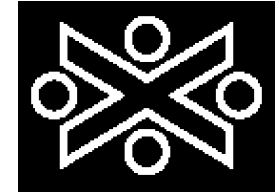
- People
- Environments
- Processes
- Planning
- Funding



Experiences

■ The bottom line - some examples

<u>Release</u>	<u>Cost</u>	<u>Potential saving</u>
CBS alpha	200 days	900 days
CBS beta Ph1	100 days	1100 days
CBS beta Ph2	200 days	900 days



The end?

..... or only the beginning?

Wednesday 6 December 2000

W16

OAT – The Cinderella of the Lifecycle

Alan Flynn & David Hammond

Alan Flynn's career spans 27 years in IT, as programmer, senior systems analyst and manager - the last 20 years of which have been with Bank of Scotland. Alan has spent the past 7 years, at various levels, managing testing and introducing testing change initiatives:

- *Testing and Release Manager for the Bank's Branch Platform (an OS/2 client/server environment), introducing rigorous test environments, release management and automated testing.*
- *Bank of Scotland's Year 2000 Compliance and Testing Manager - developing and auditing global Year 2000 testing processes and delivering high quality mainframe test environments.*
- *A spell as a testing consultant, during which time he developed a model for Operational Acceptance Testing in Bank of Scotland.*

Along with his colleagues in the Bank's IT Operations, Alan joined IBM this year as the result of an out-source agreement. He currently programme manages a portfolio of projects; the biggest of which served as the pilot for managing Pre-Production Proving Environments and the successful execution of rigorous Operational Acceptance Testing.

Alan is an experienced speaker on testing matters, having presented to a wide variety of audiences both in the UK and in Europe. He delivered a session to EuroSTAR'99 in Barcelona, on managing high quality and responsive test environments (track T7), which proved very popular. Throughout Alan's career in testing, he has aimed to bring more realism into testing and his objectives for introducing OAT focussed on furthering that aim.

David Hammond's career spans 12 years in IT, as programmer, tester, Test Manager, Senior IT Specialist with the last 6 years spent with IBM. The last 4 years have been spent on building environments and managing testing on complex 'production-like' systems for Air Traffic Control, Insurance and Banking.

He recently managed the introduction of processes and platforms for two complex Strategic Programmes for the Bank of Scotland and for a major infrastructural project.

David has extensive knowledge of testing methods and the testing lifecycle. He developed an end to end testing model for a large Insurance company and has supported the introduction of a similar model for the Bank of Scotland.

