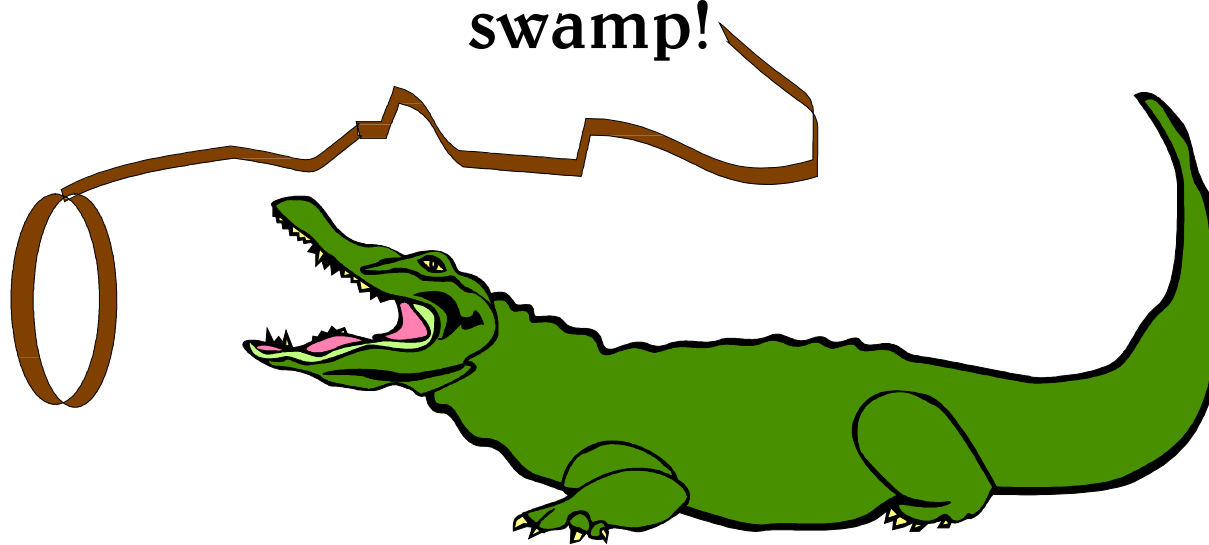


Muzzling the Alligators

When you are up to your neck in alligators, it's hard to remember that the objective is to drain the swamp!

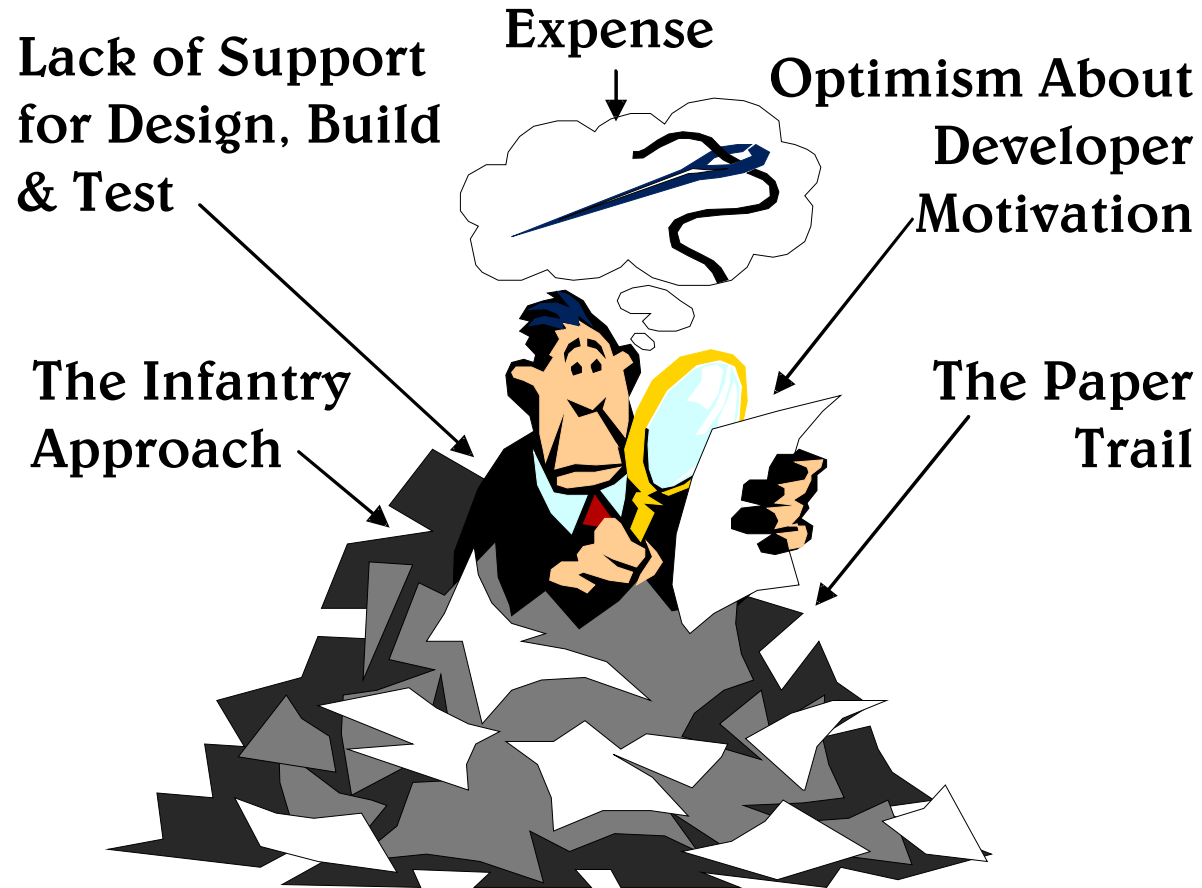


A Conflict of Advice

There are plenty of people with ideas to improve quality, but experienced practitioners have their doubts!



Following the Paper Trail



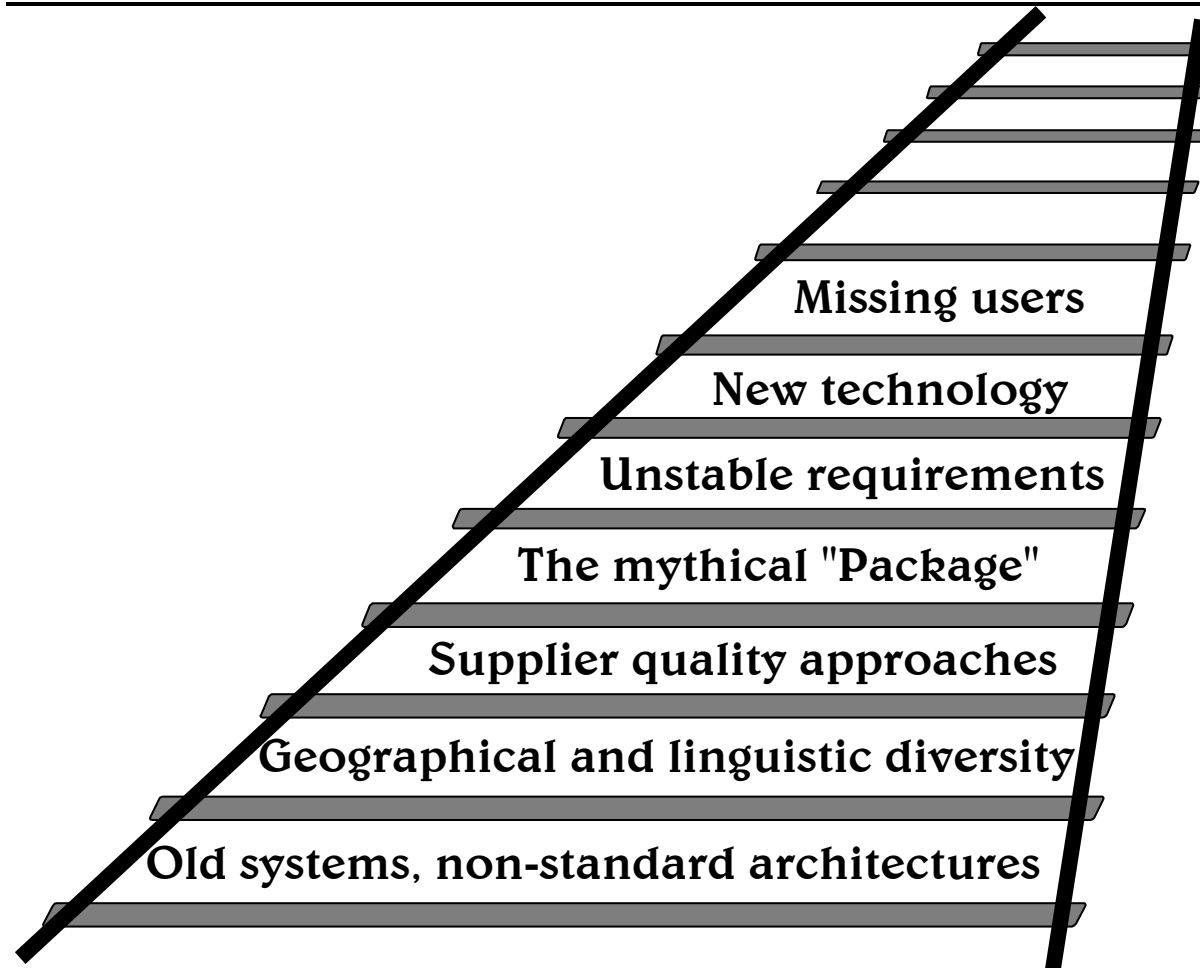
Developers' Problems

Developers are short of time, budget or both

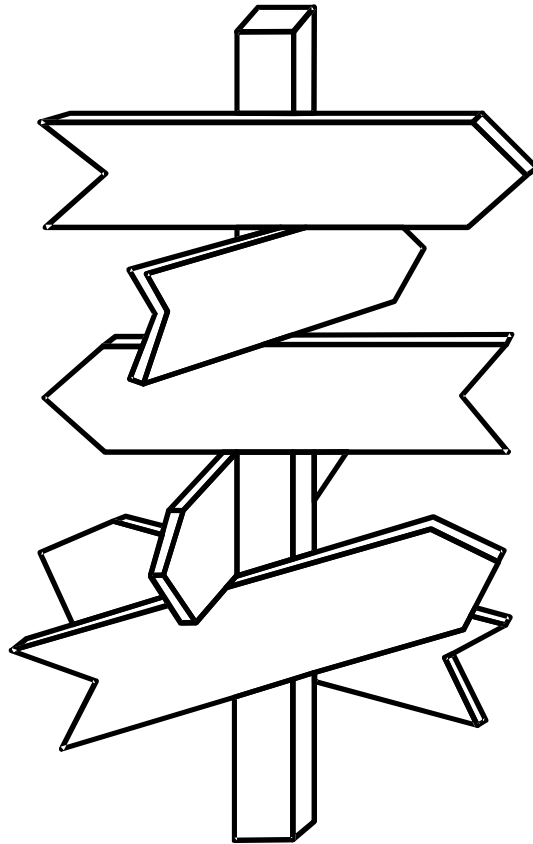


Need to know : "What do I actually **do**?"

Eurotunnel's Problems



The Way Forward



- Need for a framework
- Eurotunnel's adoption of CASE*Method
- Defined documents and programming standards
- Help with procurement documentation & testing

Standards and Templates

**STANDARDS MUST BE TECHNICALLY
SOPHISTICATED, BUT CLEAR**

**TEMPLATES
EASE THE
ADOPTION OF
STANDARDS**

**LIFE-CYCLE:
RESISTANCE,
IGNORANCE,
GRUDGING ACCEPTANCE,
ENTHUSIASM**



Procurement Services

Eurotunnel tries to use "Package" solutions

Administration in hands of QA group

Procurement guidelines, draft ITTs and contracts

Needs policing as well as support



Communications



Inspections and Audits

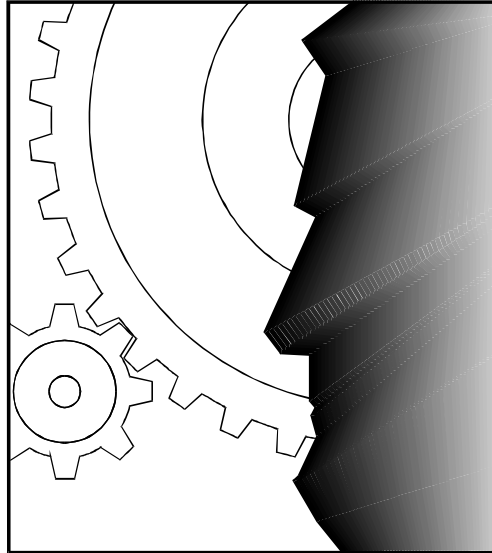
Interventionist style

Peer & QA reviews for documents



Projects and suppliers are all audited

Technical Expertise



- Adoption of new techniques
- Early development of tools & standards
- Central repository of knowledge

Testing

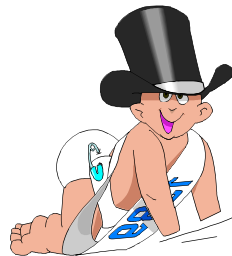


ET's own standards & courses use structural techniques & inspections

Change Control

Both documents and software
change frequently

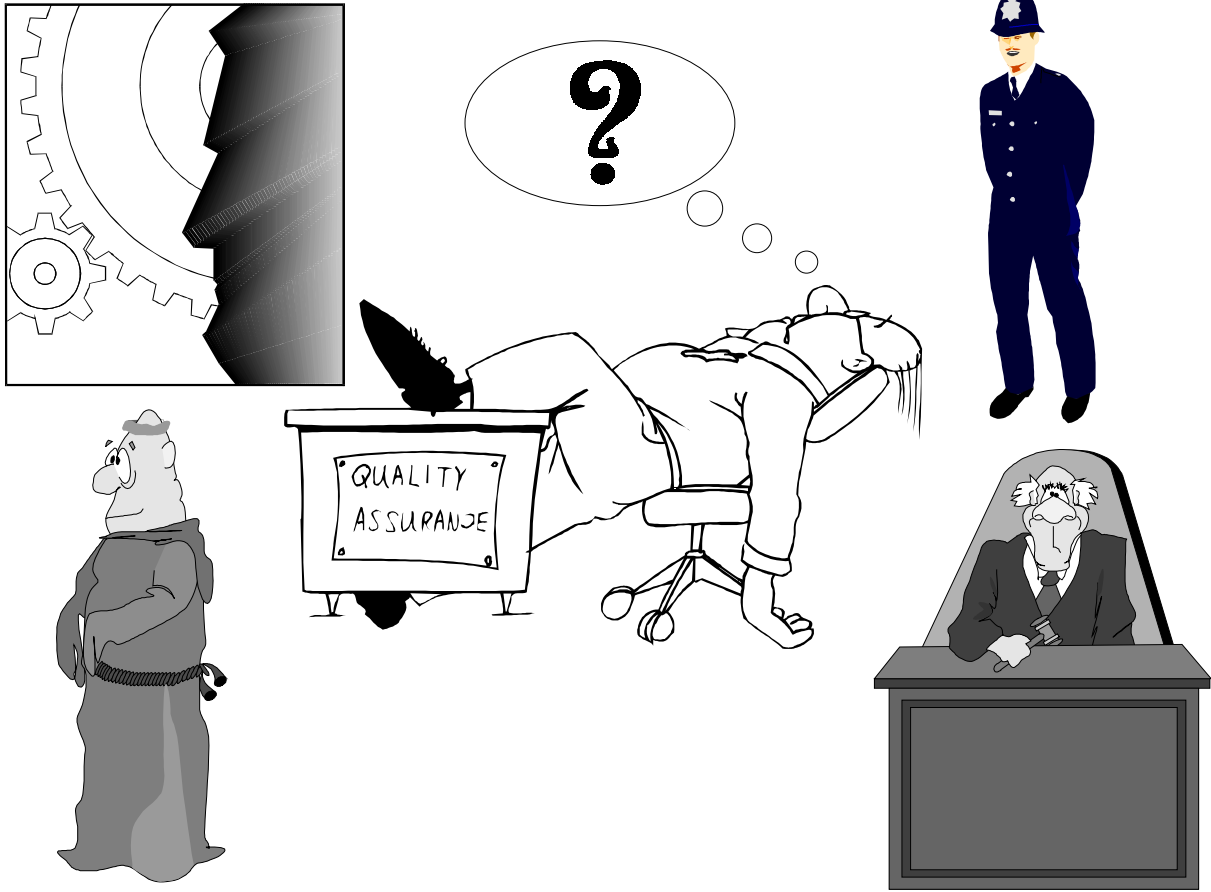
Version control is
relatively easy -
configuration control
is more difficult



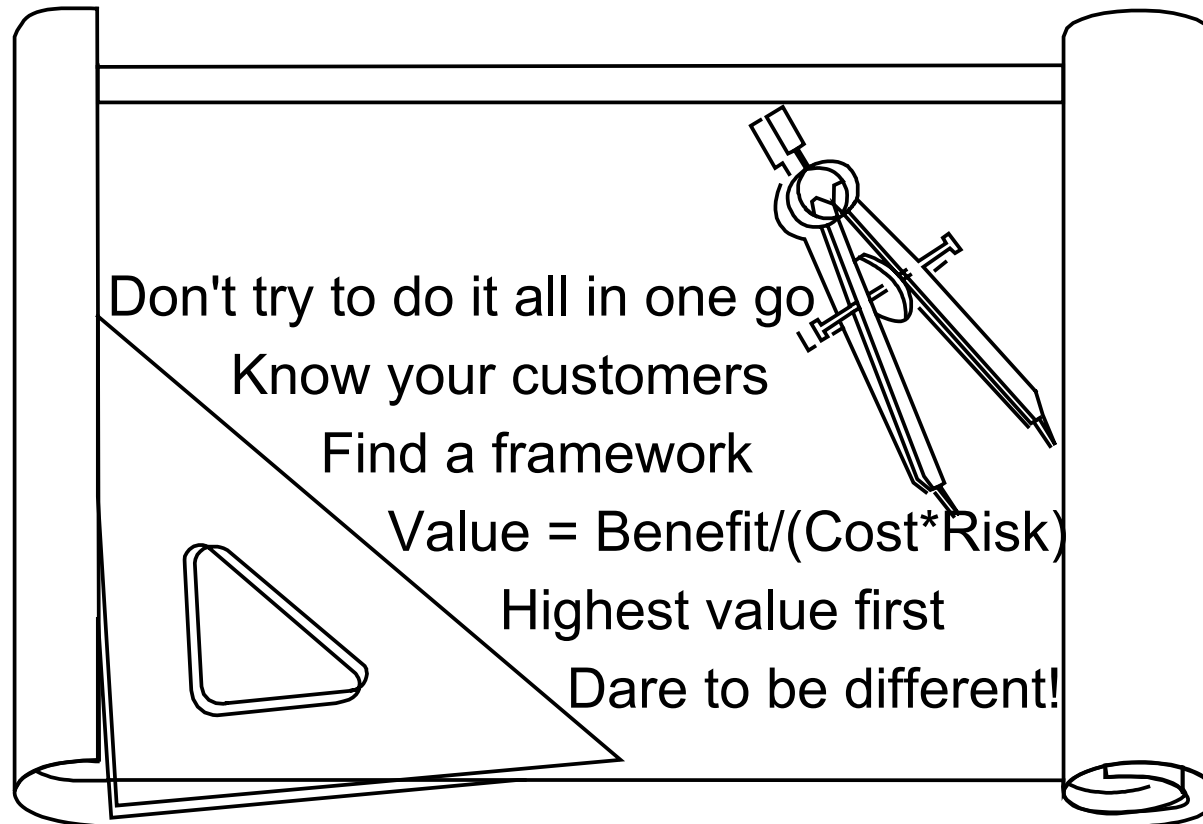
Life-cycle: Chaotic
Ordered
Controlled



The QA Role



The First Steps Forward



There is NO Magic Wand



- Improving Quality is Slow & Painful
- All Parties Must be Pragmatic
- Make Gradual Changes, Matched to the Corporate Culture
- Highest Benefit, Simplest First