

Contents

1	Objectives	1
1.1	Introduction	1
1.2	Scope	2
1.3	Methodologies	2
1.4	Complex Systems	3
2	Project Organisation	5
2.1	Quality Management as a Project	5
2.2	Overall Process	6
2.3	Sub-project Structures	7
2.3.1	Request Management	8
2.3.2	Change Management	10
2.3.3	Error Management	10
2.4	Autonomy of Sub-projects	13
2.5	Templates	14
2.6	Approach	16
3	Quality Management and Acceptance	17
3.1	Quality Management	17
3.2	Scope	17
3.2.1	Avoidance of Long Pilot Operations	17
3.2.2	Avoidance of Production Breakdown	18
3.2.3	Instant Resolution of Faults	18
3.2.4	Avoidance of Data Inconsistencies	19
3.3	Responsibilities of Quality Management	20
3.3.1	Identification of Test Requirements	20
3.3.2	Defining Personal Responsibilities for the Acceptance Process	21
3.3.3	Coordination of Test Scripts and Test Data	22
3.3.4	Overall Planning of Acceptance Tests Together with the Supplier	24

3.3.5	Management of Acceptance Procedures	24
3.3.6	Final Evaluation with Recommendations	24
3.4	Basics for Acceptance Procedures	25
3.4.1	Dates for Provisioning	25
3.4.2	Initialisation of Acceptance Procedures	26
3.4.3	Problem and Idea Repository	26
3.4.4	Review Process	27
3.4.5	Patch Cycle	27
3.4.6	Follow-Up Tests	27
3.4.7	Detailed Tasks During Acceptance Testing	28
3.4.8	Operational Readiness and Pilot Operation	31
3.5	Templates	32
3.6	Approach	37
4	Quality Management as a Sub-project	39
4.1	Project Environment	39
4.2	Communication and Documentation	39
4.2.1	Routine Communication	39
4.2.2	Documentation	41
4.3	Structures	46
4.4	Mapping of Project Structures	46
4.4.1	Budget Planning	47
4.5	Templates	47
4.6	Approach	48
5	Acceptance Directive	49
5.1	Justification	49
5.2	Relationship Between the Contract Partners	50
5.3	Finding Consensus	50
5.4	The Directive	51
5.4.1	Introduction	51
5.4.2	Definition of Terms	51
5.4.3	Contributions	52
5.4.4	Acceptance Readiness and Time Schedule	53
5.4.5	Set Up of the Tests	54
5.4.6	Acceptance Object xyz n.l	56
5.4.7	Acceptance Object	56
5.4.8	Pre-conditions	56
5.4.9	Execution	57
5.4.10	Acceptance Tests	57
5.4.11	Appendix/Checklists	59
5.4.12	Protocol of Provisioning	59
5.5	Templates	59
5.6	Approach	62

6	Methods of Data and Software Migration	63
6.1	Acceptance Procedures and Data	63
6.2	Migration Systematics	64
6.3	Planning and Implementation	65
6.4	Task Tracking	67
6.5	Templates	68
6.6	Approach	69
7	Special Cases	71
7.1	Acceptance of Interfaces	71
7.1.1	Special Case Interfaces	71
7.1.2	Completeness of the Test Environment	71
7.1.3	Dedicated Procedure	72
7.1.4	Simulations and Multi-stage Procedure	72
7.1.5	Approach	75
7.2	Customising Test Systems	76
7.2.1	Simulation of Production Environment	76
7.2.2	Business Know How	76
7.2.3	Separate Milestone	77
7.2.4	Consulting Business Units	78
7.2.5	Templates	81
7.2.6	Approach	81
7.3	Building a Test System	81
7.3.1	Technical Preconditions	81
7.3.2	Adequate Configuration	82
7.3.3	A Stand Alone Milestone	82
7.3.4	Building the System	84
7.3.5	Templates	89
7.3.6	Approach	89
7.4	Integrative Testing	90
7.4.1	Process Tests	90
7.4.2	Availability of Partner Systems	91
7.4.3	Integrative Testing	91
7.4.4	Integrative Test Scripts	92
7.4.5	Templates	93
7.4.6	Approach	93
7.5	Performance	94
7.5.1	Performance as an Acceptance Criterion	94
7.5.2	Benchmarks	94
7.5.3	Performance Measurements	95
7.5.4	Monitoring	95
7.5.5	Templates	99
7.5.6	Approach	100

8	Documentation	101
8.1	Types of Documents	101
8.2	Completeness and Relevance	103
8.2.1	Completeness	103
8.2.2	Relevance	103
8.3	Responsibilities	103
8.4	Versioning and Releasing	104
8.5	Templates	104
9	Security Aspects	107
9.1	IT Security as Part of Quality Management	107
9.1.1	Security Requirements	107
9.1.2	Risks	107
9.1.3	Measures	108
9.2	Scope	108
9.2.1	Normative References	108
9.3	Information and Communication Security	110
9.3.1	Strategic Involvement	110
9.3.2	Security Organisation	111
9.3.3	Approval Process	112
9.3.4	Confidentiality	112
9.4	Physical Security	113
9.4.1	Physical Objects	113
9.4.2	Access	113
9.4.3	Threats	114
9.4.4	Equipment	114
9.4.5	Utility Services	114
9.4.6	Disposal of Devices	115
9.5	Documentation	115
9.5.1	Processes	115
9.5.2	Commitment	116
10	Project Management	119
10.1	Technical and Organisational Tools	119
10.2	Objectives and Tasks	119
10.3	PMS Functions	120
10.3.1	Administration of Tasks	120
10.3.2	Gantt Diagram	121
10.3.3	Mile Stone Plan	123
10.3.4	Network Plan	124
11	Project Controlling	125
11.1	Peculiarities	125
11.2	Objects	126
11.2.1	Direct IT Costs	126
11.2.2	Costs Relevant to User Departments	126
11.2.3	Project Management	126

11.3	Process Approach	126
11.3.1	Account Assignment Elements	127
11.3.2	Charge Rates	127
11.3.3	Order Value Procedures	128
11.3.4	Clearance Procedures	128
11.4	Reporting	128
11.4.1	Task Confirmations	128
11.4.2	Project Reports	129
11.5	Controlling	130
Sources		131
Index		133