A Brief Survey of the Team Software Process$^{SM}$ (TSP$^{SM}$)

James McHale
Team Software Process (TSP) Initiative.

McHale is a senior member of the technical staff at the SEI. Prior to joining the SEI in 1999, he spent more than 20 years in industry as a software engineer, system designer, project leader, and development manager working on control systems for diverse applications such as steel mills, power plants, robotics, and transportation.
Topics

What is TSP?
Does TSP Work?
How Does TSP Work?
Is TSP Agile?
Does TSP Displace Other Practices?
Topics

*What is TSP?*

Does TSP Work?

How Does TSP Work?

Is TSP Agile?

Does TSP Displace Other Practices?
### Development practices by size of application in function points (FP)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Small Systems (&lt;1K FP)</th>
<th>Medium Systems (1K FP to 100K FP)</th>
<th>Large Systems (&gt;100K FP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Agile</strong></td>
<td>TSP</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td><strong>Waterfall</strong></td>
<td>CMMI L3</td>
<td>CMMI L4, L5</td>
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<tr>
<td>3</td>
<td><strong>CMMI L2</strong></td>
<td><strong>RUP</strong></td>
<td>Hybrid</td>
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<td>4</td>
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(1FP ≈ 30 to 50 SLOC)


The Team Software Process (TSP) is a process framework that was *initially* designed for software teams. It’s purpose is to help teams achieve their best performance by showing them how to

- accurately estimate and plan their work
- negotiate their commitments with management
- manage and track projects to a successful conclusion
- manage quality to produce better products in less time
TSP – No Longer “Just for Software”

Even from it’s earliest pilot projects, TSP was used by integrated project teams that included various domain experts.

• electronic and mechanical engineers
• system engineers
• test engineers
• business analysts
• technical writers
• game and graphic designers

In recent years, TSP has been adapted for use by non-software knowledge-working teams.

• process groups
• nuclear engineers
• systems & test engineers
• IT services
## Organizations Using TSP

<table>
<thead>
<tr>
<th>Advanced Information Services, Inc.</th>
<th>Johannesburg Centre for Software Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beckman Coulter</td>
<td>Kernel Technologies Group, S.A. de CV</td>
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<tr>
<td>Bursatec</td>
<td>Knowldege Partner QR Pvt. Ltd.</td>
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<tr>
<td>Cadence</td>
<td>Kyushu Institute of Technology</td>
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<tr>
<td>Centro De Investigacion En Matamaticas</td>
<td>L. G. Electronics</td>
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<tr>
<td>Chinasoft International, Inc.</td>
<td>LogiCare</td>
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<td>CComputing TecnologieS, Inc.</td>
<td>Motiva, LLC</td>
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<tr>
<td>Davis Systems</td>
<td>National Aeronautics &amp; Space Administration</td>
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<tr>
<td>DEK International GmbH</td>
<td>Nedbank</td>
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<tr>
<td>Delaware Software, S.A. de C.V.</td>
<td>Next Process Institute Ltd.</td>
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<tr>
<td>Delivery Excellence</td>
<td>Praxis High Integrity Systems</td>
</tr>
<tr>
<td>Grupo Empresarial Eisei, S.A. de C.V.</td>
<td>Process &amp; Project Health Services</td>
</tr>
<tr>
<td>Herbert Consulting</td>
<td>Procesix</td>
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<tr>
<td>Hitachi Software Engineering Co., Ltd.</td>
<td>PS&amp;J Consulting - Software Six Sigma</td>
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<tr>
<td>Idea Entity Corp.</td>
<td>QuarkSoft</td>
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<tr>
<td>InnerWorkings, Inc.</td>
<td>Sandia National Laboratories</td>
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<tr>
<td>Instituto Tecnologico y de Estudios Superiores de Monterrey</td>
<td>Science Applications International Corporation</td>
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<td>Seontis</td>
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<td>Siemans AG</td>
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<td></td>
<td>SILAC Ingenieria de Software S.A. de C.V.</td>
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<td></td>
<td>SKIZCorp Technology</td>
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<td></td>
<td>Software Engineering Competence Center (SECC)</td>
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<td>Software Park Thailand</td>
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<td></td>
<td>STPP, Inc.</td>
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<td>TOWA INTEGRADADORA S.A. de C.V.</td>
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<td>TRX</td>
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<tr>
<td></td>
<td>Universidad Autonoma De Zacatecas</td>
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<td>Universidad de Monterrey</td>
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<td>Universidad Regiomotana A.C.</td>
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<td></td>
<td>University of Aizu</td>
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<td></td>
<td>U.S. Air Force (CRSIP/STSC)</td>
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<td></td>
<td>U.S. Census Bureau</td>
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<td></td>
<td>U.S. Navy Air Systems Command (NAVAIR)</td>
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<td></td>
<td>U.S. Naval Oceanographic Office (NAVO)</td>
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<td></td>
<td>Urban Science</td>
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</table>
Topics

What is TSP?

Does TSP Work?

How Does TSP Work?

Is TSP Agile?

Does TSP Displace Other Practices?
## Project Settings Where TSP Has Been Applied

<table>
<thead>
<tr>
<th>Project Team Characteristic</th>
<th>Experience</th>
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<tbody>
<tr>
<td><strong>Team Size</strong></td>
<td>From two to twenty team members per team and multi-team projects up to 100+ developers</td>
</tr>
<tr>
<td><strong>Team Location</strong></td>
<td>Co-located, geographically distributed, and even multi-team settings with more than one organization participating.</td>
</tr>
<tr>
<td><strong>Work Domain</strong></td>
<td>Software engineering, hardware teams, systems engineering, nuclear engineering, and IT services.</td>
</tr>
<tr>
<td><strong>Multi-discipline</strong></td>
<td>Integrated teams consisting of many disciplines such as software, hardware, test and quality assurance, business analysts, architects, game developers, artists, documentation specialists, and other engineering disciplines.</td>
</tr>
<tr>
<td><strong>Project Duration</strong></td>
<td>Very short projects of a few weeks duration up to projects lasting a few years.</td>
</tr>
<tr>
<td><strong>Development Strategies</strong></td>
<td>Mostly incremental or iterative development with periodic internal and external releases. Cycle or sprint length ranging from a few weeks to a few months.</td>
</tr>
<tr>
<td><strong>Project Mode</strong></td>
<td>New systems, enhancements to existing systems, including very large legacy systems, pure maintenance, prototyping, system feasibility, system proposal teams, and projects or groups providing on-going and request-based services.</td>
</tr>
</tbody>
</table>
Scalability

Capers Jones ranked TSP as the best software engineering practice for medium and large applications and a close second for small applications.
Reported Benefits

Microsoft IT
- Mean schedule error reduced from 10% to 1%
- Substantially reduced post-code complete defects

Intuit
- QuickBooks post-release defects reduced by 60%
- Functionality delivered increased by 30%

Adobe
- Four times less rework on TSP teams
- Adoption of TSP is a great way for teams to improve both quality and productivity

Oracle
- 7 fold improvement in quality
- System Test cycle effort reduced by 90%

Vicarious Visions
- “TSP helped us meet schedule while addressing a zero-defect quality objective”
Topics

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Does TSP Work?

*How Does TSP Work?*

Is TSP Agile?
Does TSP Displace Other Practices?
Knowledge Work

“The key rule in managing knowledge work is this: managers can’t manage it, the workers must manage themselves.”

Software development is knowledge work.

To manage software work, developers must
  • be motivated
  • make accurate plans
  • negotiate commitments
  • track their plans
  • manage quality

How is this accomplished?

Watts Humphrey, creator of TSP
Personal Software Process (PSP)

<table>
<thead>
<tr>
<th>PSP Course</th>
<th>PSP Level</th>
<th>Focus</th>
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<tbody>
<tr>
<td></td>
<td>PSP 0</td>
<td>Basic method Metrics</td>
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<tr>
<td></td>
<td>PSP 1</td>
<td>Planning Estimating Tracking</td>
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<td></td>
<td>PSP 2</td>
<td>Design Quality management</td>
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PSP skills are the foundations of TSP.
PSP training introduces team skills using a progressive model.
Developers try new practices and learn from their results.
The TSP/PSP Measurement Framework

Four direct measures apply to all processes and products.

- estimates are made during planning
- measures are recorded by developers while working

The data are used to track project status and to analyze and improve performance.

Benefit – direct measures, integrated into a measurement framework, provide flexibility.

Source: CMU/SEI-92-TR-019
Team Management Styles

Traditional team
The leader plans, directs, and tracks the work.

TSP Self-directed team
The team plans, directs, and tracks their work.
The TSP Coaching Role

The coach

• trains and facilitates the adoption of TSP
• works with the team leader to build the team
• observer that guides the team

Team Leader vs. Coach

The team leader’s job is to use the team to build the product.

The coach’s job is to use the project to build the team.
Rapid Deployment Strategy

TSP is implemented project-by-project.

- Select two or three teams.
- Train top-down, starting with senior managers, then project managers, then team members.
- When the managers and team are trained, conduct a TSP Launch to kick-off each project.
- Evaluate and fine tune the approach.
- Repeat this cycle increasing scope at a sustainable pace.
TSP Training Courses

**TSP Executive Strategy Seminar**
- Building a “winning” organization
- Managing with facts and data
- One-day course

**Leading a Development Team**
- Building self-directed teams
- Motivating and leading self-directed teams
- Three-day course

**Coaching Development Teams**
- Launching Teams
- Coaching teams
- Five-day course

**PSP for Software Developers**
- Using a defined and measured personal process
- Planning, tracking, design, quality management
- Five-day course
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**TSP is Agile – Plus…**

<table>
<thead>
<tr>
<th>Features TSP and Agile Methodologies Support</th>
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<tbody>
<tr>
<td><strong>Agile</strong></td>
<td><strong>TSP</strong></td>
</tr>
<tr>
<td>Team organization</td>
<td>Team organization</td>
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<tr>
<td>Project management – planning and estimating</td>
<td>Project management – planning and estimating</td>
</tr>
<tr>
<td>Change control</td>
<td>Change control</td>
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<td>Requirements</td>
<td>Requirements</td>
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<td>Design</td>
<td>Design</td>
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<td>Code development</td>
<td>Code development</td>
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<tr>
<td>Configuration control</td>
<td>Configuration control</td>
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<tr>
<td>Testing</td>
<td>Testing</td>
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<tr>
<td>Specialization of team members</td>
<td>Project management – tracking and control</td>
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<tr>
<td>Reusability</td>
<td>Reusability</td>
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<tr>
<td>Quality assurance</td>
<td>Quality assurance</td>
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<td>Inspections</td>
<td>Inspections</td>
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<tr>
<td>Static analysis</td>
<td>Static analysis</td>
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<tr>
<td>Security</td>
<td>Security</td>
</tr>
<tr>
<td>Documentation and training</td>
<td>Documentation and training</td>
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</tbody>
</table>

*Software Engineering Best Practices, C. Jones, 2010*
Quality Management is Critical

Jeff Sutherland, inventor of SCRUM, recently wrote online of the need for “intolerance of defects” in managing product backlog. **But how?**

From data on over 40 TSP teams, Intuit found that

- post code-complete effort was 8% instead of 33% of the project
- for TSP projects, standard test times were cut from 4 months to 1 week
- most TSP teams included some agile practices in their team processes

*Testing time was reduced from four months to one month.*
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CMMI and TSP

CMMI is a model that describes many of the best practices for development.
• about “what” not “how-to”
• an improvement roadmap
• a capability benchmark

TSP is a process that integrates many CMMI best practices.
• about “how-to” not “what”
• an improvement tool
• a performance benchmark
Accelerated Improvement Method (AIM)
Integrates and Leverages Effective Improvement Technologies

CMMI
SCAMPI
Team Software Process
Rapid Deployment Strategy
Six Sigma toolkit

AIM is a repeatable fast track to high performance
A Challenging Project

Background:

• Bolsa Mexicana de Valores (BMV) operates the Mexican financial markets under license from the federal government.

• Bursatec is the technology arm of the BMV.

• BMV desired a new trading engine to replace the existing stock market engine and integrate the options and futures markets.

• The BMV performed a build vs. buy analysis, and decided to replace their three existing trading engines with one in-house developed system.

Approach:

• Build the right system (SEI Architecture)

• Build the right way (SEI TSP)
Challenging Project’s Results

A key TSP principle:

*Doing it the right way is, in the long run, always faster and cheaper.*

- On time (21 months of development including 5 major milestones)
- Slightly under budget (14-17 developers including architects, no use of contingency)
- Few defects (tests ongoing but < 50 actual defects to date in 200,000+ LOC)
- ALL key quality attributes achieved (main latency requirement exceeded by factor of 10); extra functionality implemented
- NO SURPRISES! NO FIRE-DRILLS! (project was transparent both technically and from the Project Office view)
- Very low turnover (1 from project, 1 after leaving the project)
Summary

TSP – the Team Software Process

• is a robust, agile project and quality management framework
• is for project teams up to 100 or more
• has world-class, quantified, published results
• has proven, repeatable methods for training, introduction, and coaching

TSP projects successfully integrate other best practices, including

• most agile methods, including many elements of SCRUM and XP
• RUP and most other lifecycle methodologies
• Six Sigma
• CMMI at all maturity levels
• SEI architecture and secure coding practices
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