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Also knows as: "**Modern Embedded Software Systems**"

Note: See the *ReadMe* on what I mean with '*Modern Engineering*' and '*Sovereign Software*'. And for the *Copyright*

CHAPTER

ONE

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Engels & Dutch

- This site is partly in Dutch.
- En gedeeltelijk in het Engels

1.1 ReadMe

Engels & Dutch

- This site is partly in Dutch.
- En gedeeltelijk in het Engels

Modern Engineering Software-engineering is a juvenile profession, with many new insights.

Most are recently *discovered* in generic software development; like 'the web'. And written in a language (both computer and human), that is very contrasting with the technology-talk of typical "RealTime/Embedded" engineering. And so, often rejected or not seen as relevant.

Although their examples are too dissimular in many casses, the concepts can be useful. There is no valid reason not to incorporate their modern approach of software-engineering into *our* process.

Sovereign Software All **unmanaged**, *background* software enabling modern life!

- Traditional RealTime/Embedded software & their big successors
- Compilers, Kernels, Drivers, code-analysers, ...
- Routers, PLCs, EMUs, the TCP/IP-stack, ...

Traditionally, that "small" software was called "RealTime" and/or "Embedded". Currently most of that software isn't *'small'* anymore, nor *'embedded (in a product)'*. Furthermore, all *normal* software appears to be realtime; mostly due hardware-speedup.

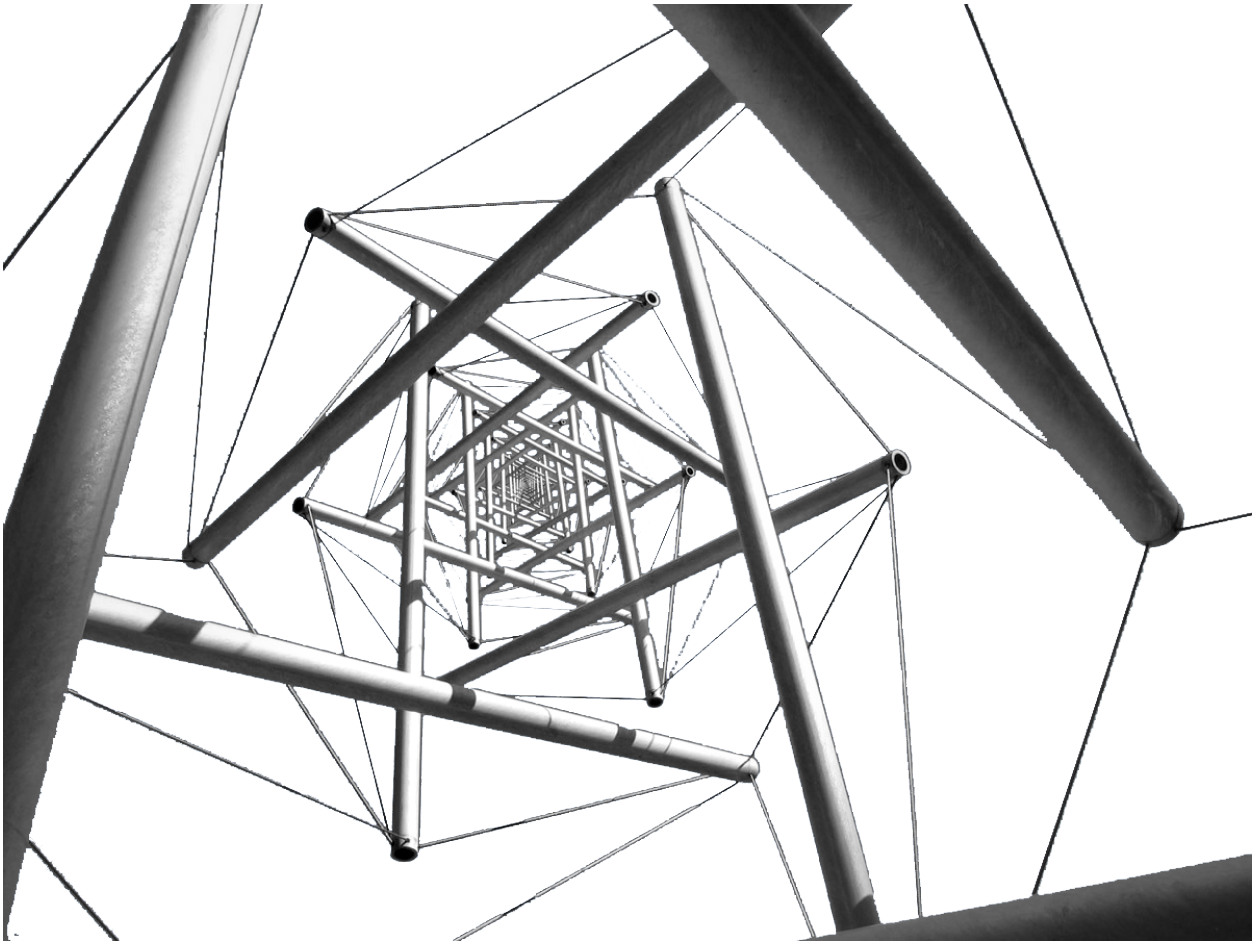
And, there is a lot of software, like (kernel)-drivers, compilers and SW-tools which isn't embedded, nor realtime; but should have the quality that is equivalent to that old- school engineering. As everybody depends on it – directly (sw-engineering) or indirectly (a bug in a compiler will effect all end-users!).

1.1.1 Copyright

Please use the *disqus* sections (below) to give your feedback and opinions.

–Albert Mietus

Tensegrity, as inspiration



Tensegrity is a synthesis of the names 'tensional' and 'integrity'. It is based on *"teamwork"* of tension and compression forces. Although the image may look confusing, these structures are very simple. All you need are some poles, some cable, and good engineering. This results in a beautiful 'tensegrity-tower' where the poles almost float in the air; as shown above

It is also a well-known architectural principle for skyscrapers!

For me, it is also an inspiration for Software-Engineering: It should be based on teamwork: a synthesis of creative and verifying people. Together with a methodical way-of-working the amplify each other. Then, the sky becomes a limit, which is easy!

1.2 Agile System Architecting

There always has been some anarchy about the *architect*'s role –and even more distraction when we combine it with *software* and/or *system*. I'm not going to solve that. Not today …

Likewise, the terms *System Engineer* and *System Architect* are often interchanged. Some companies see *system architecting* as a broader, heavier role than *system engineering*, whereas others reverse that! Likewise –and to make the confusion bigger– some system architects describe their role as *system engineering*.

This also as 'architecting' doesn't sound like a verb. Especially in the Netherlands: the architect is an acknowledged (but ambiguous) role, whereas the verb *"architecturen"* does not exist!

Besides, the time of the *ivory tower architect* is gone. But that doesn't entail the activities are gone!

IMHO, we should minimize the upfront design/architecting work without disregarding the activity.

In this agile era, it's even more important to explain: why and how "architecting" –at all levels-– should be executed. One of the reasons to write the blogs and articles here.

1.2.1 Requirements Traceability

study-time 1 hour

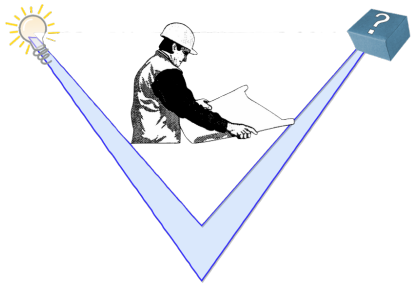
Requirement-Management, and especially *"Tracking Requirements"* isn't that complicated, but it needs some discipline. Often that discipline is *replaced* by a tool, which is encouraged by tool-vendors. That hardly ever works.

This blog introduces requirements traceability in a conceptual, but pragmatic way. It shows *–as a demo–* what a team has to do (defining requirements and describing the relations) and what the benefit is. It assumes a (more or less) agile way-of-work and shows how it can become lean. A small investment in good requirements definitions makes validations a lot easier.

And yes, it used a tool: a free one; as part of the documentation-system that is used for this side. An structured, version-controllable, textual way to write documentation, including all requirements. With a plugin that can visualize all specifications and their relations.

Those *"particulars"* will be shown too.

Summary (testers view)



- For a simple development cycle, it easy to trace the validation of the product: *All features should be covered by a test, and all should pass*.
- When multiple products –or multiple releases– are mandatory, this becomes quickly ambiguous: *Some tests have to pass, and only the essential specifications need test-cases.*

- Then 'requirements traceability' becomes crucial: **It gives insight into which 'specs' are required by each product/release and which tests are essential.**
- This article (as part of a workshop) shows a down-to-earth demo of how you set-up the 'requirements traceability' and how to use it.
- We use the 'tester view': Be able to demonstrate the *product* **does** what was *aimed for*!

Content

Goals

> "Requirements traceability is a sub-discipline of requirements management within software development and systems engineering …"
>
> "… is defined as "the ability to describe and follow the life of a requirement in both a forwards and backwards direction"
>
> —https://en.wikipedia.org/wiki/Requirements_traceability

There are many reasons to enroll requirement-management and -traceability.

- First of all, it's a good habit: without an objective it hard to succeed. *How can a system pass an acceptance-test when it is not clear what the (current) requirements are?*
- Often more urgent: in many domains, it is demanded by law or standardisation committees. In healthcare, automotive and aerospace "safety" is mandatory. Standard like IEC61508, and (A)SIL more or less demand a process with proper requirement traceability.

With the uprise of lean, agile and scrum, there is a tendency to skip less popular steps (and expensive roles) and to trust on craftsmanship. This implies the traditional 'requirement management' approach has to change. And also, that more people should be involved.

This chapter gives you an introduction into 'tracking requirements', in a lean, agile fashion.

After this *lecture*, you should understand how to annex (written) requirements and other specifications, to be able to link them with test-cases. You should be able to visualize those relations, to get insight into which tests are needed for a specific product-release. (And the other way around.) Besides, you should be able to apply this manually, for moderately simple products. For big, complicated products, you probably need a bit more experience and the assistance of a standardized process and mayhap a tool, to make it lean.

The classical Requirements Traceability Matrix

Most literature about requirements-traceability focus on the Requirements Traceability Matrix[1]. This table gives the relation between the (high level) requirements versus all test. As 'needs' can't generate this table (yet), I have created one as example.

With this overview one get insight about which test are needed to verify one requirement. Sometimes it explicitly counts the number of available tests pro requirement too. Albeit that is a nice result, the ATM isn't that useful in an agile environment. When a requirement is added, ore one changes, the RTM itself gives little help to update the table.

[1] Often shorthanded to RTM, or simle "Traceability Matrix", as wikipedia does.

Table 1: RTM for the *Exact Calculator (CALC2)*

Test\Req	Generic Add (CALC_ADD)	Generic Sub (CALC_SUB)	Generic Multiply (CALC_MULT)	Generic Divide (CALC_DIV)	Big fractional numbers (CALC2_1000ND)
Basic addition test (CALC_TEST_ADD_1)	X				X
Big addition test (CALC_TEST_ADD_2)	X				X
Subtract test (CALC_TEST_SUB_1)		X			X
Multiplication test (CALC_TEST_MULT_1)			X		X
DIV test (demo2 only) (CALC2_TEST_DIV_1)				X	X

Footnotes & Links

Wikipedia on RTM: https://en.wikipedia.org/wiki/Traceability_matrix

Demo: Some calculators

This chapter contains a few demonstrations of the Requirements Traceability concept.

We start with a very simple product: the Simple Calculator (CALC1); with only a few generic requirements and tests. By defining those "needs"[1] it becomes possible to show a (generated) *graph* with the relations between them. Probably, you will be able to implement and verify this simple product without (formal) requirements-traceability; but it gives a nice introduction to the concept.

Then, a new product the Exact Calculator (CALC2) is defined, in the same way.

Even it has only one (*puzzling*) additional requirement; that one makes both the implementation and the validation burdensome. And changes the test-cases completely; as shown in *its requirement-traceability graph*.

Likewise, we could add more demo's with more and more specifications, tests and *need* at multiple-levels; but you will get the idea: By simple 'defining' the needs, it becomes possible to get insight; independent of the size of the products or the numbers of specifications.

Finally, an *overall graph* is shown, with all the products, all the tests, and all the connecting *needs*.

Content

[CALC1] A simple calculator

The specifications are quite trivial …

[1] The universal term '*need*' is used for all kinds of requirements, specifications, test-specs, etc. This name comes from the "needs" extension to "sphinx-docs" that we use in this demo.

The product we need

Demonstrator: **Simple Calculator** *CALC1*

tags: demo1
project: RequirementsTraceability

links incoming: *CALC_ADD*, *CALC_SUB*, *CALC_MULT*, *CALC_DIV*, *CALC2*

For this demo, a simple calculator is used. It should work with integers; and has only a few requirements. See below.

We use this extremely simplistic example as you will agree on its requirements.

Some general requirements, for all calculators

Requirement: **Generic Add** *CALC_ADD*

tags: general
project: RequirementsTraceability

links outgoing: *CALC1*, *CALC2*
links incoming: *CALC_TEST_ADD_1*, *CALC_TEST_ADD_2*, *CALC2_1000ND*

All calculators should be able to sum two numbers and show the result.

Requirement: **Generic Sub** *CALC_SUB*

tags: general
project: RequirementsTraceability

links outgoing: *CALC1*, *CALC2*
links incoming: *CALC_TEST_SUB_1*, *CALC2_1000ND*

All calculators should be able to subtract a number form another number.

Requirement: **Generic Multiply** *CALC_MULT*

tags: general
project: RequirementsTraceability

links outgoing: *CALC1*, *CALC2*
links incoming: *CALC_TEST_MULT_1*, *CALC2_1000ND*

All calculators should be able to multiply two numbers.

Requirement: **Generic Divide** *CALC_DIV*

tags: general
project: RequirementsTraceability

links outgoing: *CALC1*, *CALC2*
links incoming: *CALC2_1000ND*, *CALC2_TEST_DIV_1*

All calculators should be able to divide two numbers.

Add this is how we test it

As we have defined only general requirements, we only need some generic tests.

Test_Case: **Basic addition test** *CALC_TEST_ADD_1*

tags: general
project: RequirementsTraceability

links outgoing: *CALC_ADD*, *CALC2_1000ND*

Sum two numbers and verify the result is correct.
By example: Add 2 and 5 and check the result is **7**

Test_Case: **Big addition test** *CALC_TEST_ADD_2*

tags: general
project: RequirementsTraceability

links outgoing: *CALC_ADD*, *CALC2_1000ND*

Add the numbers `2222` and `5555` and check the result is **7777**

Test_Case: **Subtract test** *CALC_TEST_SUB_1*

tags: general
project: RequirementsTraceability

links outgoing: *CALC_SUB*, *CALC2_1000ND*

Feed two numbers to the calculators, in the right order and verify the result.
E.g:

- Subtract `5` from `7` and check the result is **2**
- Subtract `5555` from `7777` and check the result is **2222**

Note: Here we specify two test in one test-requirement; just to show another style

Test_Case: **Multiplication test** *CALC_TEST_MULT_1*

tags: general
project: RequirementsTraceability

links outgoing: *CALC_MULT*, *CALC2_1000ND*

You get the idea …

Experience practice

1. There are several kinds of 'needs'.

   Here we use the toplevel *Demonstrator* (as it is not a real product), *Requirement* and *Test_Case*; later we will introduce *Specification* too. More kinds & levels can be configured.

2. Every 'need' should have an unique and stable ID; this label is used to link other 'needs'.

3. Some 'needs' are linked to an "earlier/higher" 'need'.

   You can see such an outgoing-link in e.g the requirements (You might need to "open" the details-row)

4. Each outgoing-link will automatically result in an incoming-link on the references need. (Again, open the details-row, to be able to "follow" it in the 'forward' direction).

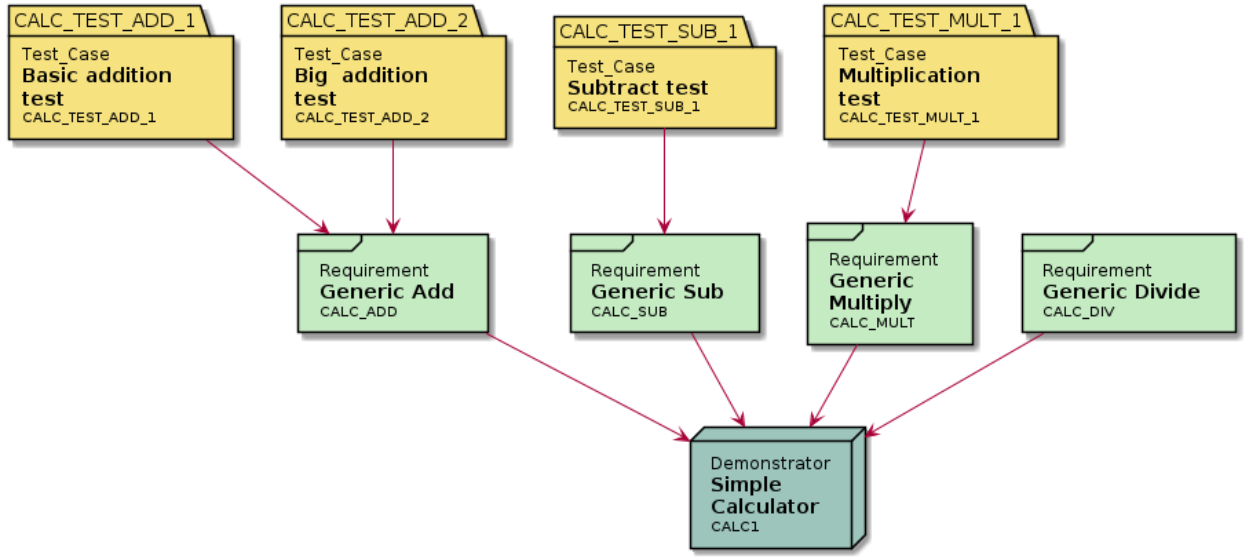
Hint: This article uses 'sphinx-doc' with the 'needs' plugin to define requirement. This is a text-based (and so version-controllable) tool; therefore it is painless to show the details of how it works; that is done in *Particulars for CALC1*

Requirements Traceability [CALC1]

With the defined 'needs', their relations can be shown automatically, or some tables with relevant ones can be listed. Below you will find two examples, for Simple Calculator (CALC1).

A graphical view ("tree")

This view shows the relationship between all kinds of specifications. It is fully automatically generated and will be updated when the specifications change.



Lessons learned

1. This graph clearly shows there are **no tests** for Generic Divide (CALC_DIV). This is easily overseen as there are four requirements *and* four tests defined.
2. When the requirement Generic Add (CALC_ADD) changes, two tests might need an update.
3. Likewise, for the other requirements, it is directly visual where the relations are.

This very simple demo has only *one* product with *four* requirements and a few tests. There are no product-variant, no product-increments ("new releases") and no intermediate (or hierarchical) specifications. As a (deliberate) result, its **Requirements Traceability** is simple.

Still, its easy to forget a test; as I did. Did you noticed it?

> **Attention:** The "forgotten test" is intentional in this first demo. It will be hot-fixed in the *next chapter*, and you will see it in the other graphs.
>
> Therefore I had to use some "trick" in needs;
>
> **See also:**
>
> *the notes about the forgotten test* for more info.

The Requirements Matrix (table)

Some people prefer to see the same information in a table; again this one is automatically generated.

ID	Type	Title	Incoming	Outgoing
CALC1	demo	Simple Calculator	*CALC_ADD; CALC_SUB; CALC_MULT; CALC_DIV; CALC2*	
CALC_ADD	req	Generic Add	*CALC_TEST_ADD_1; CALC_TEST_ADD_2; CALC2_1000ND*	*CALC1; CALC2*
CALC_SUB	req	Generic Sub	*CALC_TEST_SUB_1; CALC2_1000ND*	*CALC1; CALC2*
CALC_MULT	req	Generic Multiply	*CALC_TEST_MULT_1; CALC2_1000ND*	*CALC1; CALC2*
CALC_DIV	req	Generic Divide	*CALC2_1000ND; CALC2_TEST_DIV_1*	*CALC1; CALC2*
CALC_TEST_ADD_1	test	Basic addition test		*CALC_ADD; CALC2_1000ND*
CALC_TEST_ADD_2	test	Big addition test		*CALC_ADD; CALC2_1000ND*
CALC_TEST_SUB_1	test	Subtract test		*CALC_SUB; CALC2_1000ND*
CALC_TEST_MULT_1	test	Multiplication test		*CALC_MULT; CALC2_1000ND*

Hint: For now, ignore the *links* to CALC2 and CALC2_1000ND. Those will be in documented in *[CALC2] The exact calculator*

Lessons learned

1. This generated tabular overview kind of act as an index to all "clickable" *needs*. It's a great page to bookmark.
2. One can even add a status-column (not shown here), or filter on (show only) e.g. test that fails.
3. It gives less insight; therefore it good to have both overviews.

Everybody understands that when the product-definition changes, the implementation will change too. And, that the test-set will change, partially; by example: new tests will be added.

However, some tests may even become obsolete!

So, just re-running all (existing) tests as a regression-test, may not work. The question is: which of all test are related to the changed requirement?

With a table as above, the answer is just one click away.

Next steps

When we introduce variants, sprint-increments, multiple (sub)components, libraries, versions, releases, etc, the challenge becomes bigger. Especially when a project-teams grows, it might become a nightmare to know which test has to be re-run, when a specification changes.

Unless one uses a (simple) approach as shown above. Then, everybody can just see which *rework* is needed when something "upstream" changes. And, by adding a "status" to each spec, we can even make this visual.

See *[CALC2] The exact calculator* for a bit more complex example: Adding a product-variant and (only) one extra (non-functional) requirement.

[CALC2] The exact calculator

This demo is just a bit more complicated then *[CALC1] A simple calculator*: this product-variant has *one* extra requirement.

A bit more complicated product

Demonstrator: **Exact Calculator** *CALC2*

tags: demo2
project: RequirementsTraceability

links outgoing: *CALC1*
links incoming: *CALC_ADD*, *CALC_SUB*, *CALC_MULT*, *CALC_DIV*, *CALC2_1000ND*

This calculator should work with Fractional Numbers, and be exact for very big numbers; as defined in Big fractional numbers (CALC2_1000ND)

> **Warning:** This implies `floats` are not possible in the implementation

The extra requirement

Specification: **Big fractional numbers** *CALC2_1000ND*

tags: demo2
project: RequirementsTraceability

links outgoing: *CALC_ADD*, *CALC_SUB*, *CALC_MULT*, *CALC_DIV*, *CALC2*
links incoming: *CALC_TEST_ADD_1*, *CALC_TEST_ADD_2*, *CALC_TEST_SUB_1*, *CALC_TEST_MULT_1*, *CALC2_TEST_DIV_1*

The Exact Calculator (CALC2) should work with fractions; where nominator and denominator can be very long: up to **1000 digits**.

Hotfix the missing test

We also *repair* the missing test in demo1, but only for demo2 (Because it is still a *demo!*).

Test_Case: **DIV test (demo2 only)** *CALC2_TEST_DIV_1*

tags: demo2
project: RequirementsTraceability

links outgoing: *CALC_DIV*, *CALC2_1000ND*

Subtract `1/3` from `1/2` and check the result is **1/6**.

Note: This test is was intentionally "forgotten" as explained in the *forgotten test*.
Therefore it is only added for the Exact Calculator (CALC2).
See also:
see *the notes about the forgotten test* for more info.

How to test?

The Big fractional numbers (CALC2_1000ND) requirement is a good example of a "*nonfunctional*" (actually: a non-distributable) specification. It is valid for all other requirements; all parts of the implementation should adhere to it.

Testing this requirement is also different too. The same tests are valid: we have to add, subtract, multiply and divide.

Only, now we have to use other numbers; really big ones!

Traditionally

In the traditional world, using the TMAP-terms, this approximately come down to:

- Reuse the *logic test*.
- Change a *physical test* (or add one).

Modern

When using an agile test-automation framework this implies

- The ATS (Automated Test Script) isn't altered.
- Some "Test-Vectors" (or test-data) is added: the big-fractions.

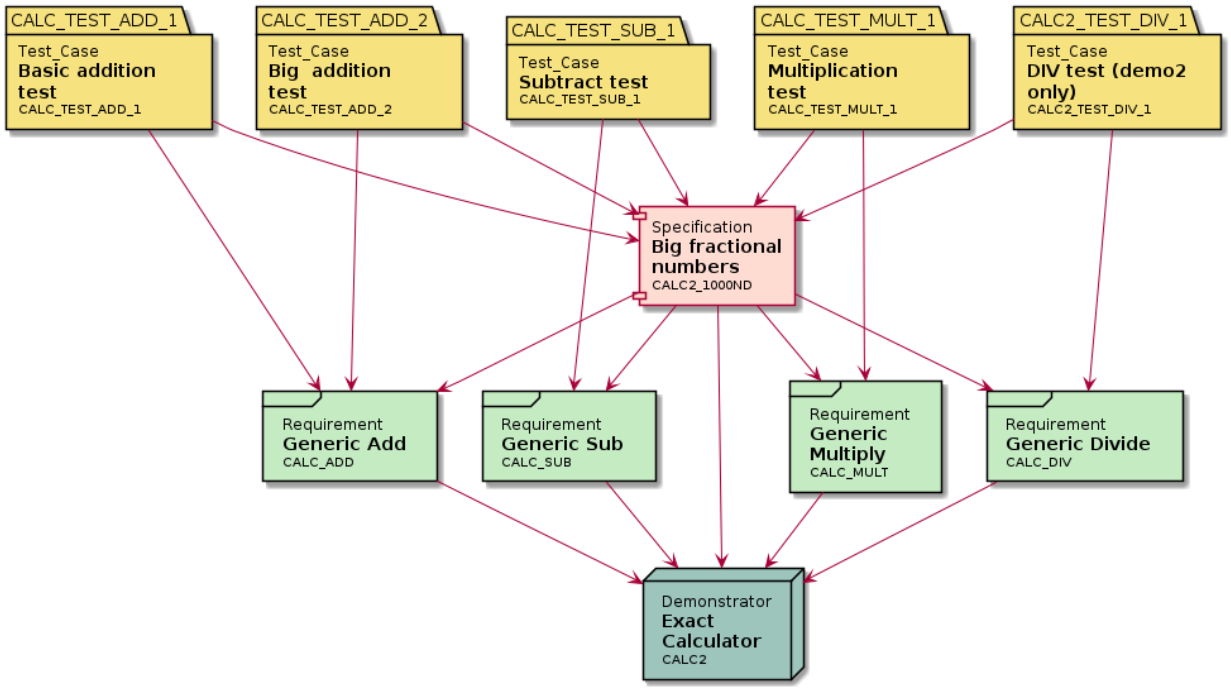
Experience practice

1. It is possible to have multiply "toplevel" 'needs'. Here, that are `Demonstrators`, but it possible to use *Products*, *Variants*, and/or *Releases* etc, as well.
2. Here, a new kind of 'need' is introduced: `Specification`. As you will see on the next page, it influences not only the implementation, but also testing.
3. In the 'details-row', you can see it has (outgoing) links to many (all) earlier requirements.

Requirements Traceability [CALC2]

As in "*[CALC1] A simple calculator*", we can automatically generate the an overview of the requirements.

The tree view



Lessons learned

1. We can directly see that specification Big fractional numbers (CALC2_1000ND) influences all existing test-cases.
2. Each test *depends* on both a (functional) requirement and a (non-functional) specification (at least in this case).
3. The requirements-relations can become more complicated, even by adding **only** *one* requirement!

Can you imagine what will happen when we add a handful of requirements to the calculator (*memory*, *square-root*, *powers*)? Or, a few more non-functionals (*speed-of-operation*, *floats*). Then the complexity quickly raises even for such a simple product. And it becomes hard to predict which tests have to be adapted or rerun.

Likewise, when a few requirements become altered in an upcoming sprint: can you predict which tests will have to change? A graph, as above, will certainly help in working that out.

The table view

ID	Type	Title	Incoming	Outgoing
CALC2	demo	Exact Calculator	*CALC_ADD; CALC_SUB; CALC_MULT; CALC_DIV; CALC2_1000ND*	*CALC1*
CALC_ADD	req	Generic Add	*CALC_TEST_ADD_1; CALC_TEST_ADD_2; CALC2_1000ND*	*CALC1; CALC2*
CALC_SUB	req	Generic Sub	*CALC_TEST_SUB_1; CALC2_1000ND*	*CALC1; CALC2*
CALC_MULT	req	Generic Multiply	*CALC_TEST_MULT_1; CALC2_1000ND*	*CALC1; CALC2*
CALC_DIV	req	Generic Divide	*CALC2_1000ND; CALC2_TEST_DIV_1*	*CALC1; CALC2*
CALC2_1000ND	spec	Big fractional numbers	*CALC_TEST_ADD_1; CALC_TEST_ADD_2; CALC_TEST_SUB_1; CALC_TEST_MULT_1; CALC2_TEST_DIV_1*	*CALC_ADD; CALC_SUB; CALC_MULT; CALC_DIV; CALC2*
CALC_TEST_ADD_1	test	Basic addition test		*CALC_ADD; CALC2_1000ND*
CALC_TEST_ADD_2	test	Big addition test		*CALC_ADD; CALC2_1000ND*
CALC_TEST_SUB_1	test	Subtract test		*CALC_SUB; CALC2_1000ND*
CALC_TEST_MULT_1	test	Multiplication test		*CALC_MULT; CALC2_1000ND*
CALC2_TEST_DIV_1	test	DIV test (demo2 only)		*CALC_DIV; CALC2_1000ND*

Lessons learned

1. The advantage of a table-view is that is will only grow in one direction: it just becomes a bit longer.
2. Even for a big project, it's a great page to bookmark and use as a start-page for all kinds of requirements.

   Probably, you like to split it into the kind of 'need'.

It would be great to show a classical Requirements Traceability matrix (RTM) too. This table shows the relations between all the requirements and all the tests.

Note: As 'needs' currently does not support classical *RTM*s, I can't generate/show it here. See *a manually made TRM* to get the idea. As you will see: it's easy to read.

However, its quite hard to grasp deep relations; then the tree above is more helpfull.

Next steps

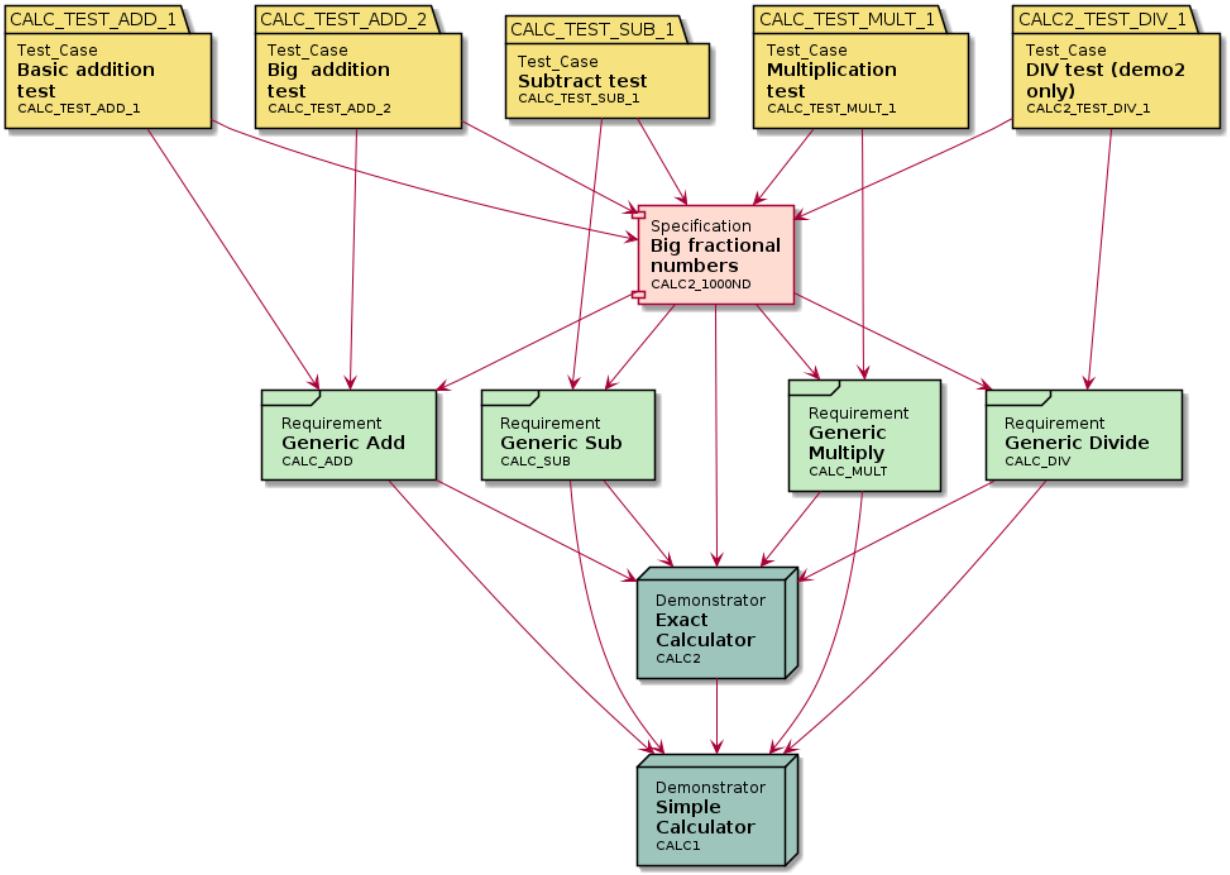
We might add more product-variants, or more sprints to convince you that requirement-traceability is important. The only effect is more pages with (trivial) requirements, specifications or other 'needs'. And the same to generated overviews; the later cost only a small number of lines, independent of the size of the product. So we will leave that as an exercise.

As a bonus, we will show you one more generated graph: *All needs [BigTree]*, combining the Simple Calculator (CALC1) and Exact Calculator (CALC2) requirements.

Whenever you have more quistions, you can email me Albert.

All needs [BigTree]

We can also show the relations between all product (cq releases) and it *needs* in one big tree[1].



[1] In general, and strictly speaking, this graph can be a *"forrest"*: a collection of trees. Mostly, people like to use the term "tree" anyhow. However as this chapter is about requirements and quality, and I'm trying to convince you to be strict, this footnote seems non-trivial …

Lessons learned

1. We have at least one test-case for each requirement; as we can clearly see.
2. The "puzzling" specification for Exact Calculator (CALC2) have an affinity with both the requirements and the test-cases
3. The (general) requirements for both calculators are equal.
4. Both calculators are akin; Exact Calculator (CALC2) is kind of a enhanced version of Simple Calculator (CALC1)

This "BigTree" gives a global overview of all 'needs' and there relations; which gives insight into product and how to test it. It can be generated when the requirements (and other 'needs') are affixed with their (outgoing) links.

Even when the number of 'needs' becomes huge, this graph can be drawn quite clear – although you make like to use a big slide of paper.

It will directly shown some "isolated" requirements or test, when you forgot to add a link. Also other "curious looking" parts of the drawing may need some attention. As it remarkable often denotes some mistakes.

Footnotes & Links

Footnotes & Links

Needs: http://sphinxcontrib-needs.readthedocs.io

Sphinx: https://www.sphinx-doc.org/

Particulars of 'needs'

The main objective of this blog is introducing "Requirements Traceability" in general; especially in an agile environment or when a roadmap of product-releases exists. That is done demoing 2 products, 4 requirements, 1 specification, and 5 tests. Also, some generated graphs and tables are shown.

Those 'needs' aren't just text; they are 'life' defined and generated by a plugin called *needs* in the *sphinx-doc* documenting tool; which is just to generate this website. Partly, because I like this toolset. But also to show you that is can be done.

And despite this blog is not about (learning) a tool, this section will go a step deeper: It will show you how it is done; without becoming a tutorial on 'sphinx' or 'needs'.

Possible, you like it and would love to play with the demo. Or, you are inquisitive whether this is truly *not text-only*.

The following pages show some excerpts of the *"RST-code"*, that is used to defined all 'needs'. Feel free to study the 'sources' and learn from it.

I will even document the tricks needed for "*The forgotten test*".

Particulars for CALC1

Hint: You can skip the particulars parts, when you not interested in the technical details of this particular tool.

Caution: I configured the extra-option `:project:` to needs (which is set to *RequirementsTraceability*) for all needs in this article, and uses it in filter for all overviews. As I use needs in multiple *parts* ("projects") on this site, and they shouldn't be mixed-up.

Probably, you don't need this when your documentation is only. Than you should ignore the lines:

- `:project:  RequirementsTraceability`
- `:filter:  'RequirementsTraceability' in project`

Else, if you do use multiple sets of needs in one document, see this as extra lesson :-)

See also:

- https://sphinx-needs.readthedocs.io/en/latest/configuration.html#needs-extra-options
- https://sphinx-needs.readthedocs.io/en/latest/filter.html

A product (start of the V)

To define the Simple Calculator (CALC1) product the following is described:

```
.. demo:: Simple Calculator
   :ID: CALC1
   :project: RequirementsTraceability

   For this demo ...
```

You can see this product has the ID `CALC1` and some text. No links are needed, they will be added automatically by requirements, which are described "later".

With requirements (one step down into the V)

The requirement Generic Add (CALC_ADD) has an ID too, and a link to the products it is valid for; here *CALC1* and *CALC2*.

```
.. req:: Generic Add
   :ID: CALC_ADD
   :links: CALC1;CALC2
   :project: RequirementsTraceability

   All calculators ... able to sum ...
```

All requirements are described in the same way, as well as each individual requirement can be linked to one or more products (or product-variants). As this demo has (already) two products, and this requirement is valid for both; you see them listed here.

And tests (the other side of the V)

A test (-case) is also a 'need'. It is defined in the same approach: a title, an ID and the links to all requirements that are tested by this one. Here, that is only *CALC_ADD*.

```
.. test:: Basic addition test
   :id: CALC_TEST_ADD_1
   :links: CALC_ADD
   :project: RequirementsTraceability

   Sum two numbers and verify ...
```

Again, the same construction is repeated for all tests.

Tracing the requirements

Generaring the "requirements tree" as displayed *here* is very easy:

```
.. needflow::
   :tags: demo1;general
   :filter: 'RequirementsTraceability' in project
```

Likewise is showing the table overview:

```
.. needtable::
   :tags: demo1;general
   :style: table
   :columns: id;type;title;incoming;outgoing
   :sort: type
```

See the documentations of needs (https://sphinxcontrib-needs.readthedocs.io) for details on all options.

Particulars for CALC2

Hint: Again, you can skip the **particulars** passage when you have no curiosity in the technicalities of 'needs' itself.

Describing requirements

The describing text of any requirement (in 'needs') is standard **rst** *(reStructuredText)*. So it can use hyperlinks, forward-references to other needs and even warning-admonitions.

The full textual definition of Exact Calculator (CALC2) is:

```
.. demo:: Exact Calculator
   :ID: CALC2
   :tags: demo2
   :links: CALC1

   This calculator should work with `Fractional Numbers <https://en.wikipedia.org/wiki/
↪Fraction_(mathematics)>`_, and be
```

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```
   exact for very big numbers; as defined in :need:`CALC2_1000ND`

   .. warning::

      This implies ``floats`` are not possible in the implementation
```

The added specification

Like all other 'needs', the specification for Big fractional numbers (CALC2_1000ND) is straightforward. It links to "earlier" requirements.

```
.. spec:: Big fractional numbers
   :id: CALC2_1000ND
   :links: CALC_ADD;CALC_SUB;CALC_MULT;CALC_DIV
   :tags: demo2
   :project: RequirementsTraceability

   The :need:`CALC2` ...
```

Tip:

- There is no *prescribed* order how the individual 'needs' can be linked. It kind of feels more natural to link to "higher level" (in the V-model) 'needs', and to one that are described "earlier" (in project-time). But when you can link them in any order.
- Similar, a 'need' can link to any other 'need', independent of its type.

  Above we have used a *spec*, to add this requirement; but a normal *req* (requirement) is possible too. You can configure any kind of 'needs', as you like.
- You can even *export* 'needs' in one document and *import* them in another. For big projects with many levels of modules, and so, specification-documents, this is typical behaviour. In this small calculator example tha is not used.

Tracing relations

To be able to trace whetter some test need to be adapted, we only have to add some "links" between the relevant test and the additional (test) specification.

In Big fractional numbers (CALC2_1000ND) that is done by adding some (outgoing) links to the existing tests. You may have to open/click the see the details row.

Note: The incoming links are added automatically.

Inheriting links

Currently, there is no *inherit option*, One can't specify that the requirements for *CALC1* are also valid for *CALC2*.

- By linking the two `Demonstrators` we get (almost) the same.
- Alternatively, you can just add the links manually.
- *(or you can use the export/import option and a simple script to modify the json file)*

Tip: As 'needs' is an actively maintained open-source project, 'inheriting' may be added in a next release.

Even by you:-)

The hotfix

See also:

The notes about the forgotten test for the particulars on how to forget and hotfix a test in one document.

The forgotten test

Intentionally, one test is *"forgotten"* for the first demo. However it is needed and "hot-fixed" for *the second one*.

Surely this is not typical in one documentation-release.

Therefor some *tricks* are used to show this in one go. Those tricks are documented here.

By adding some 'tags' to the various requirements one can filter on those when generating an overview. And only show the intend ones. This can be useful by-example to labels 'needs' for a specific release or product-variant. Here, used a bit more extensive.

Particulars

As typical each product has it "own" tag: `demo1` or `demo2`. As we have some tests that should be selected on one page, but not on another we use an extra tag: `general`.

Most test-cases are labeled with `general`, as are the generic requirements. Whereas the "forgotten" test DIV test (demo2 only) (CALC2_TEST_DIV_1) is labeled `demo2`

```
.. test:: Basic addition test
   :id: CALC_TEST_ADD_1
   :links: CALC_ADD;CALC2_1000ND
   :tags: general
   :project: RequirementsTraceability

   Sum two numbers ....

.. test:: DIV test (demo2 only)
   :id: CALC2_TEST_DIV_1
   :links: CALC_DIV; CALC2_1000ND
   :tags: demo2
   :project: RequirementsTraceability
```

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```
  Subtract ...
```

Now it becomes possible to show the relations with, or without that test.

In the *first demo*, we filter on 'demo1` and 'general'. So we get the product, the generic requirements and most tests. But not the forgotten one.

```
.. needflow::
   :tags: demo1;general
```

After we have "hot-fixed" the test, we can simply select all test for the *second graph*

```
.. needflow::
   :tags: demo2;general
```

Actually, we didn't really "hot fix" it; it was only defined for demo2. But linked to a general requirements.

Normally, you don't need to use this kind of tricks; it better to not forget a test, or really fix it.

More info? Contact Albert: Albert.Mietus; +31 (0)6 526 592 60. Or use the comment section below.

1.2.2 Agile System Architecting blogs

1.3 Software Competency

1.3.1 DesignWorkShops

ThreadPoolExecutor

English & Dutch

This workshop is mostly in Dutch and partly in English; as it is based on an existing Dutch documentation. Only the new parts are in English. Hopefully, more and more part will be translated.

Deze workshop is gebaseerd op bestaande, Nederlandse teksten. Voorlopig zijn alleen de nieuwe delen in het Engels.

- You can use google-translate for now: Translate (STAGING branch).

practice-time 2 * 1 hour

This workshop is about the *ThreadPoolExecutor* ('TPE' for friends): a pool of workers implemented with Threads. This is a modern, advanced **design-pattern** available in many languages.

You will get an introduction to the concepts, to be able to use the 'TPE'. Also, we study Python implementation, to practice **design-analyse**.

The example code is both available in Python and Java; more languages will follow. As the python-TPE is open-source and easy to read, that one is used for the design-analyse. In that exercise, you will analyse code to create some design-diagrams afterward.

Last, you may use this concept in a next DesignWorkShop …

As usual, this workshop has some sections named *Questionnaire*; those questions are meant to sharpen the mind. Thinking about the answer is more important that the answer itself.

Some exercises will have a possible elaboration; often that isn't only good one. Again: think about it. And learn!

—Have fun, Albert

Introduction

Why concurrently?

Vaak is het wenselijk om (a) veel *soortgelijke taken tegelijkertijd* uit te voeren. Dit (b) op de *achtergrond* te doen; zodat het 'hoofdprogramma' beschikbaar blijft, bijvoorbeeld voor interactie. En (c), dit werk te verdelen meerdere processors; om zo de doorlooptijd te verkorten.

Deze *concurrency* kan met diverse primitieven gerealiseerd worden. Bijvoorbeeld met meerdere computer-nodes, met meerdere processen, of met meerdere *threads*. De juiste keuze is sterk afhankelijk van de relative (communicatie) overhead: hoe kleiner de taak, hoe minder overhead toegestaan is. Daarom zijn threads populair. Maar ook het opstarten van een thread kost tijd; te veel tijd voor de kleinste, repeterende taken. Het *WorkersPool* patroon is een geavanceerde, generieke aanpak, die de minste overhead kent. Zeker als deze geïmplementeerd word met threads. Dan mag de taak zo klein zijn als *één functie*!

WorkersPools

Al zijn er ook vele andere redenen om een 'WorkersPool' te gebruiken. Zoals:

Robuustheid

Door werk te verdelen over meerdere processen, of nodes, is een zekere *'redundancy'* ingebouwd. Met behulp van een 'broker' kunnen mislukte (gecrashde) taken vaak opnieuw opgestart worden.

Schaalbaar

Door (steeds) meer *werkers* in te zetten is de oplossing erg schaalbaar. Een bekend voorbeeld hiervan is de (apache) webserver. Deze maakt gebruik van het WorkersPool principe op meerdere niveaus. Zowel met threads & processen op één systeem, en middels 'load-balancers' tussen systemen en "in de cloud".

Eenvoudig

Hoewel de (thread) WorkersPool complex is om te implementeren, maakt een goede realisatie (lees: interface) het gebruik van concurrency eenvoudig. Een goed voorbeeld hiervan is Grand Central Dispatch van Apple. Deze technology is o.a. gebaseerd op de WorkersPool en goed geïntegreerd; waardoor vele (zelfs beginende) programmeurs dit principe (onbewust) gebruiken.

GCD is ook bekend als *libdispatch* en beschikbaar voor o.a. FreeBSD, Linux en onderdeel van de (open-source) Swift-Libraries.

Questionnaire

1. When is the overhead of staring a thread to high?
2. Why does a worker-pool (with threads) improve this?
3. Can you imagen other kind of worker-pools (So not with threads, but with . . .). Give at least 2 others

Concept

Elke **worker** werkt concurrent (tov elkaar en het hoofdprogramma) en kan meerdere keren een (soortgelijke) taak *na elkaar* uitvoeren. Zodra hij een taak krijgt toegewezen, werkt hij uitsluitend (en typisch zonder onderbreking) aan die taak en maakt het resultaat zo snel mogelijk beschikbaar. Daarna wacht hij op een nieuwe taak. Het aantal worker is typisch instelbaar; waarbij het de kunst is om altijd minimaal één worker vrij te hebben.

Een typisch implementatie heeft een queue voor nieuwe taken (de *work_queue*), een queue met resultaten en een set van workers. Zodra een worker *beschikbaar* komt, pakt deze de volgende taak uit de *work_queue*, gaat aan de slag en zet het resultaat in de tweede queue. Typisch in een *forever-loop*, waarin hij alleen pauzeert als er niets in de *work_queue* staat.

Een wat uitgebreidere implementatie abstraheert van de queues. Die hebben immers locking nodig, wat kan afgeschermd worden in de nette API-functie. Ook worden steeds vaker **future**-objecten gebruikt; die bevatten *"het toekomstige resultaat van een asynchrone berekening"*. In sommige programmertalen kunnen de taken zelfs "inline" gedefineerd worden. Dit alles maakt het concept complexer, maar handiger in gebruik.

Fig. 1: Concept met Threads, *afkomstig van wikimedia*

The TPE API

Conceptually, a TPE is very easy to use. There are two main classes; the *TPE* itself, and some *FutureObject*s.

class TPE

Abstraheert een *WorkersPool*, inclusief queues, etc.

Gemoduleerd naar de Python implementatie ``ThreadPoolExecutor``; maar veel eenvoudiger.

Het (maximaal) aantal worker moet bij het instantiëren van de class opgegeven worden.

submit(*fn*, **args*, ***kwargs*)

Voor een nieuwe taak op en return een *FutureObject*. De functie `fn` zal asynchroon uitgevoerd zal worden als `fn(*args, **kwargs)`.

class FutureObject

Gemoduleerd naar de Python implementatie ``Future``; maar veel eenvoudiger.

done()

Return `True` als de taak afgerond is; anders `False`. Wacht nooit op een taak.

result(*timeout=0*)

Return het resultaat van de bijbehorende taak, als dat al beschikbaar is. Als die taak nog niet afgerond is, dat zal daar maximaal *timeout* seconden op gewacht worden. Als de taak dan nog niet afgerond is, zal `None` terug geven worden

Use (Examples)

This entry gives a very simple example, in various languages.

The key methods are *TPE.submit()* and *FutureObject.result()* [`.get()` in some languages]. Also *FutureObject.done()* [or `.isDone`] is a important method.

There are many more methods, depending on the implementation. Bit without using the above ones, you not using it properly.

There are basically three steps:

1. Create the TPE object. This will start the workers (threads) and do the plumbing
2. Submit *callable*s (functions) to the TPE. Which will distribute it to an available worker, or queue it temporally.
3. Use the result **later** by reading the returned *FutureObject*.

When calling *TPE.submit()*, a *FutureObject* is returned **directly**. This is kind of a placeholder; it doesn't contain the result yet! When the submitted function (eventually) returns, the return-value is stored in that placeholder.

One call monitor the availability of the result by *FutureObject.done()*; only when it is `True` the result is available. Or, one just wait for it by calling *FutureObject.result()*. Surely, then it is done.

Note: one can also give a wait-limit to *result()*. See you language and/or implementation documentation for details

Python

```
#! python
import time, random
from concurrent.futures import ThreadPoolExecutor as TCE

TRIES=10
MAX=6

def taak(getal):
    time.sleep(getal/MAX)         # Simulate a complicated calculations ...
    return getal, getal * getal   #  ... returning the number and it square


def demo():
    workers = TCE(max_workers=4)   # (1)
    results = {}

    for n in range(TRIES):        # (2) Submit all tasks;  (with random number)
        results[n] = workers.submit(taak, random.randint(1, MAX)) # Store the Futures

    for n, f in results.items(): #  (3) Print the results (in order)
        done = f.done()
        print("{n}: {g} ==> {r} ({done})".format(n=n, g=f.result()[0], r=f.result()[1],
                                                 done="direct" if done else "waited"))

if __name__ == '__main__':
    demo()
```

You can run this examples by (using python-3)

```
[albert@MESS:1]% python examples/TPE_demo_1.py
0: 5 ==> 25 (waited)
1: 3 ==> 9 (direct)
2: 6 ==> 36 (waited)
#...
```

Java

```java
import java.util.concurrent.Executors;
import java.util.concurrent.ThreadPoolExecutor;
import java.util.concurrent.TimeUnit;
import java.util.ArrayList;
import java.util.List;
import java.util.concurrent.Callable;
import java.util.concurrent.Future;
import java.util.concurrent.ExecutionException;

public class TPE_demo_2 {

    private static final int TRIES     = 10;
    private static final int WORKERS   = 4;

    public static void main(String[] args) {
        demo();
    }

    private static void demo() {
        ThreadPoolExecutor workers = (ThreadPoolExecutor) Executors.
↪newFixedThreadPool(WORKERS); //* (1)
        List<Future<Long>> resultList = new ArrayList<>();

        //* (2) Sumbit all task, with a random input
        for (int i = 1; i <= TRIES; i++) {
            Future<Long> future = workers.submit(new DemoTask((long) (Math.random() *␣
↪10)));
            resultList.add(future); // And save future result
        }

        //* (3) Now print all results; wait on the when needed [.get() does]
        for(Future<Long> f : resultList) {
            try {
                System.out.println("Future done (Y/N)? :" + f.isDone() + ".\tResult is:
↪" + f.get());
            } catch (InterruptedException | ExecutionException e) {
                e.printStackTrace();
            }
        }

        //* Stop the workers
        workers.shutdown();
    }
```

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```
}


class DemoTask implements Callable {
    Long number;

    public DemoTask(Long number) {
        this.number = number;                       // JAVA: save the input of this
↪"function
    }


    public Long call() {
        try {
            TimeUnit.SECONDS.sleep(number/4);  // Simulate a complicated calculations ...
        } catch (InterruptedException e) {
            e.printStackTrace();
        }
        return number * number;           //  ... returning the square
    }
}
```

To compile this example, compile it first (int the examples dir)

```
[albert@MESS:2]% javac TPE_demo.java
[albert@MESS:3]% java TPE_demo_2 DemoTask
Future done (Y/N)? :true.    Result is: 1
Future done (Y/N)? :false.   Result is: 49
Future done (Y/N)? :false.   Result is: 64
Future done (Y/N)? :true.    Result is: 9
#...
```

Exercise

De eersten opgaven gaan over het gebruik van een *WorkersPool*. Het zijn een paar eenvoudige, korte vragen om de hersens op te warmen.

NB Hoewel er een random-factor in het programma zit, zijn de antwoorden voorspelbaar!

Use the *python demo* as reference.

1. Bestudeer het voorbeeld-programma.
    a. Wat is het (geprinte) resultaat?
    b. Hoelang draait het programma (ongeveer)?
    c. Wat kun je zeggen over waneer *'waited'* en waneer *'direct'* geprint word?
2. Waarom is een *WorkersPool* oplossing efficiënter (qua processor belasting en generieke overhead) dan een oplossing waarbij threads direct gebruikt worden?
    a. Wat kun je zeggen over de relatie tussen het aantal workers en het aantal cores/processors op je systeem? Is er een relatie?
3. Can you port this *use example* to C/C++

a. Plz give it a try. You will find the links to the documentation in *ThreadPoolExecutor* (at the ref:*bottom <TPE_links>*)

Design Analyse

In this second part of the workshop, we are going to study the **design** of the TPE.

Designing a TPE is (too) complex; that is not within the scope of this *DesignWorkShops*. Though understanding the design is…

A great (embedded) Software Designer should be able to extract the design from the existing code, even when it is undocumented and badly described. Especially then, your skills are vital.

So, let us practice them.

You are going to create "the" design of the python-implementation of the TPE. Both the static and dynamic (behavioural) UML-diagrams are needed.

Note:

- This exercise is *not* about the cleanness of the UML-diagrams; it about the design itself.
- Use a "whiteboard" to make the designs, not a fancy tool! When coworkers do understand it will do!
- Optionally, you can eventually (later!) draw them nicely in plantUML.

Static Analyse

Class Diagrams

Future (object)

Create the class diagrams for the python **Future (object)**.

Note:

- The term *future* is used multiple times in python. You need the one in `concurrent`-package!
- Possible to your surprise, there is no "thread" specific one. Only the *base* version exists, which works for threads and processes.
- See file `concurrent.futures._base.py`: https://github.com/python/cpython/blob/master/Lib/concurrent/futures/_base.py.

TPE

Create the class diagrams for the python *ThreadPoolExecutor*.

The code can be found online: https://github.com/python/cpython/blob/master/Lib/concurrent/futures/thread.py.

Other diagrams

Create all other (static) diagrams that you may find useful.

Questionnaire

1. Why is the Futures class-diagram so much simpler are the ThreadPoolExecutor one?
2. Which class is more important? Conceptually?

See also:

- *Pyreversed class diagrams* for my elaboration on the static analyse

Dynamic Analyse

Create the dynamic (behavioural) UML diagrams that are needed to define the proper use of (a simplified) TPE.

Again, use the python implementation, but restrict yourself to the interface as defined in *The TPE API*

See also:

- *DesignBoard* for my elaboration to come to a sequence-diagram

---

Tip: WoW

1. Use the (latest) Python-3 code; it quite good readable; eve when you are not a python-expert
   - Take the simplified (conceptual): ref: *TPE_API* as a starting point; additional functionality that the real code included does not have to be included. Of course essential things must being described. The choice of "essential" is yours.
   - You may use the documentation of all classes that used; when needed.
2. Start with a short quick analyse, make notes and try to understand it. Then continue with other parts of the analyse and repeat.
   - Don't use "UML-tool" in the first few steps; possible not even UML-diagrams.
   - Simplify the code (on a whiteboard), use lines & arrows to show values (parameters, key-variable, ect) are *passed around*.
   - Guess the important parts, like "somewhere the return values should be stored", and "where are the threads created"; and make sure the are on that sketch
3. Summary all in (draft) UML diagrams. Check it is complete and not to detailed
   - Remove all details from the design, that aren't essential to the design itself. And a part of the freedom to implement it (the programmmer)

Done?

Show this *minimal design* to a peer-group. And ask them to explain the design.

- You are not allowed to explain it, nor to answer questions!
- Whenever there are questions, there are unclear parts!

  Then you should know: You have to improve your design!

Elaboration

This last section of the *ThreadPoolExecutor DesignWorkShops* contain some elaboration and answer of me.

Pyreversed class diagrams

Extracting class diagrams from code is easy; there exist many tools. For python, `pyreversed` is the most used one.

The readability of the diagram is strongly dependents on the tool, the selected options, and mostly: the **quality** of the design/code. Do not expect nice diagrams, when somebody created the code without a proper design!

concurrent.futures.thread.ThreadPoolExecutor

The class-diagrams below are automatically generated; using *pyreverse*. Two analyses are made:

- Showing all details (right)
- Showing only the "public" parts

PUB_ONLY (DEFAULT)	ALL

Questionnaire

1. Which of the two diagrams are the most useful?
2. How *bad* (if at all) is it to have "too many" details"?
3. Which details should not be included? (When you do the analyse manually)

See also:

Docs

- https://docs.python.org/3/library/concurrent.futures.html#concurrent.futures.ThreadPoolExecutor
- https://docs.python.org/3/library/concurrent.futures.html#concurrent.futures.Future

Code

- https://github.com/python/cpython/blob/master/Lib/concurrent/futures/thread.py

- https://github.com/python/cpython/blob/master/Lib/concurrent/futures/_base.py

Version The Python3.4.1 code is used to geneate the diagrams above.

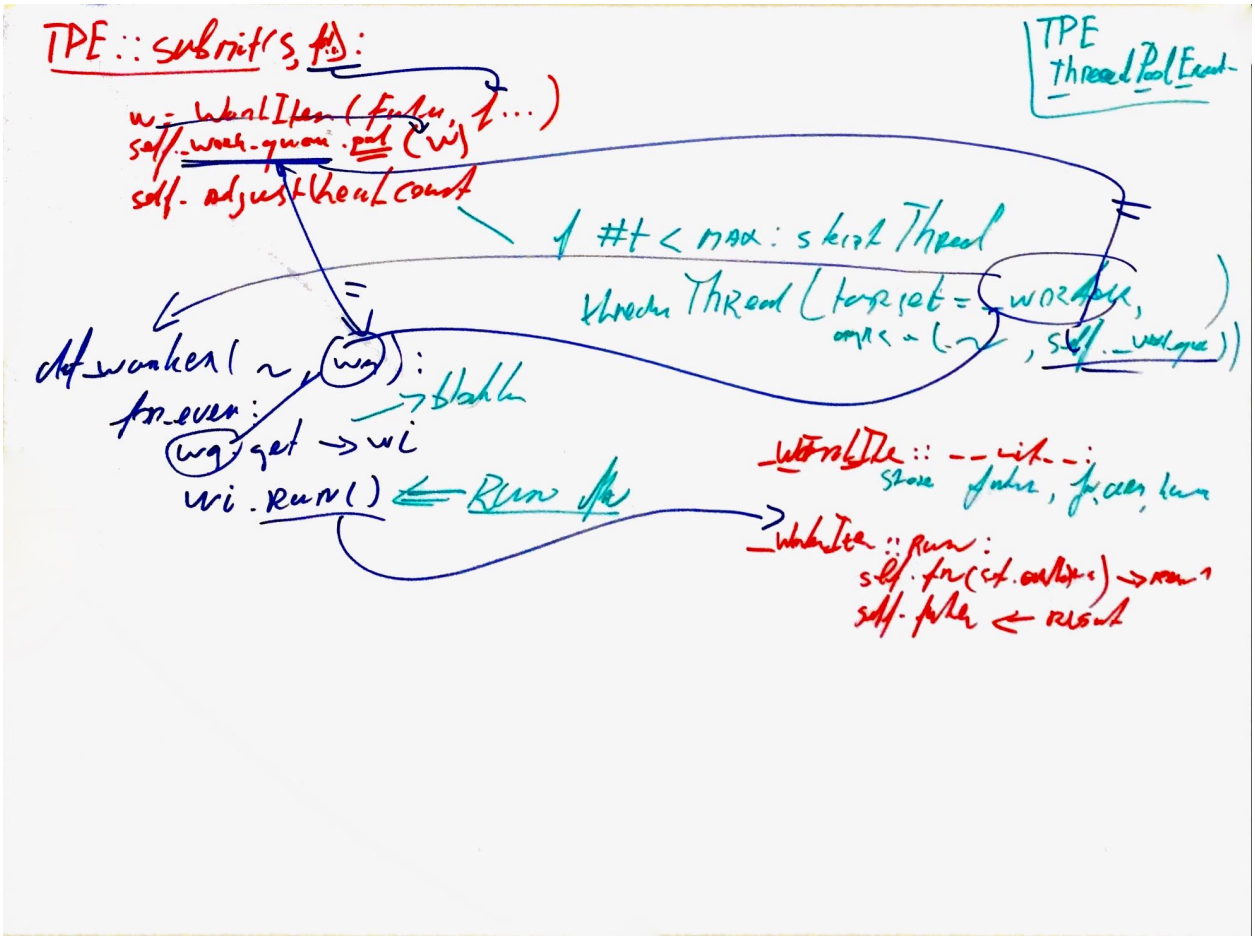
DesignBoard

The dynamic behaviour can't be extracted from the code; one has to *run* it. Often this is done by manually following the most important functions. (So, not by executing it – that gives way to many details).

A very convenient procedure is to write-down the essential lines of the method. And of the methods that are being called. Use "arrows" to denote the (data & control) flow and to connect the pieces. Elaborate when needed.

By using a big whiteboard and many colors (and a wiper!) the "flow" can be visualised.

See my analyse in this picture below.



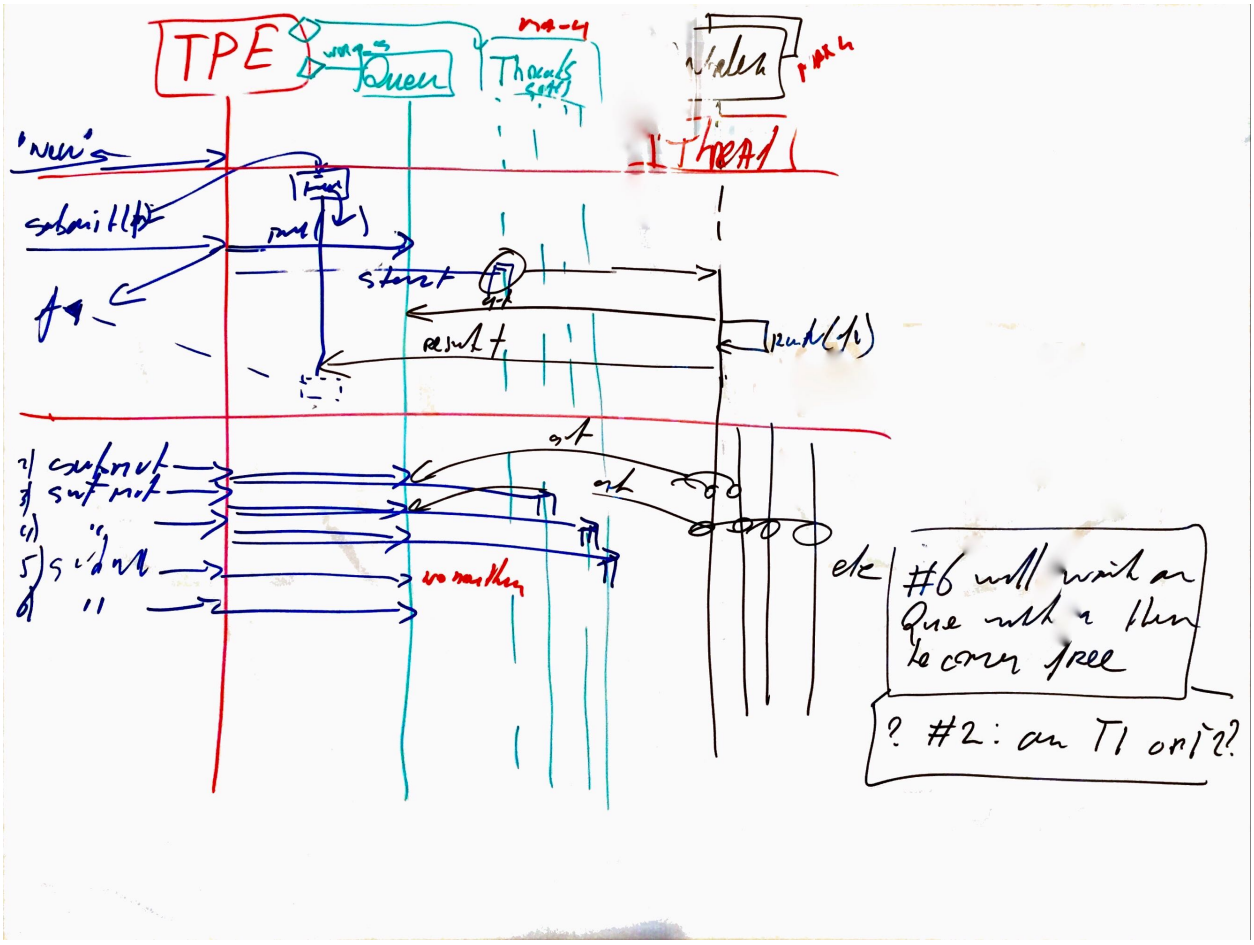
Next, this "curly flow" can be converted to a sequence-diagram. Preferable on a 2nd whiteboard. As shown below.

Last, and optional, we can convert it to (plant)UML:

TPE-sequence-backup

See also:

ThreadPoolExecutor (python) De referentie voor deze opdracht. https://docs.python.org/3/library/concurrent.futures.html#threadpoolexecutor


TPE
Thread
result
#6 will wait on
Que with a then
to cover free
? #2: an TI on i??

Future-Objects (python) Meer over (python) future-objects is te vinden op: https://docs.python.org/3/library/concurrent.futures.html#future-objects

ProcessPoolExecutor (python) De proces variant heeft (vrijwel) dezelfde interface (en gezamelijke code). Voor liefhebbers is de documentatie te vinden op: https://docs.python.org/3/library/concurrent.futures.html#processpoolexecutor

Java

- Ook Java heeft een ThreadPoolExecutor; zie: https://docs.oracle.com/javase/7/docs/api/java/util/concurrent/ThreadPoolExecutor.html
- En kent kent het Future-object, (o.a.) als interface. Zie: https://docs.oracle.com/javase/7/docs/api/java/util/concurrent/Future.html

C#

- In C# bestaan wel Thread-Pools: https://docs.microsoft.com/en-gb/dotnet/articles/csharp/programming-guide/concepts/threading/thread-pooling
- Maar lijken Future-object niet te bestaan. Zie in bovenstaande de opmerkingen over .. and return values

C++

- Er lijkt weinig ondersteuning in C++ voor worker-pools en futures.
- *Boost* (http://www.boost.org) levert wel een aantal oplossingen (als library-code). Onderstaande links verwijzen naar de documentatie daarvan.
  - basic_thread_pool
  - futures

Blocks in C Met deze C-extensie zijn functie inlines te definiëren. Het zijn een soort van *lambda*-expressies, die gebruikt worden als argument in `GCD.dispatch()` functies. O.a de CLang ondersteund dit.

Zie https://en.wikipedia.org/wiki/Blocks_(C_language_extension)

Hint: This extension does need a *runtime* (library) too.

Pub/*Sub*

HighTech vs *Gooogling*

When you search for *Pub/Sub*, you will find over 312M hits! Most are about cloud-computing and on how to exchange messages between servers via a *'broker'*.

Often it is infrastructure engineering based.

This workshop isn't about that. We focus on *Modern, Embedded Software Systems*: How can a (HighTech) Software Engineer use this pattern to create better software.

practice-time 2 * 1 hour

The publish-subscribe *architecture*-**pattern** is very popular to route messages, according to WikiPedia. It is used much more generic, however. This workshop shows how to use it in an embedded application, or another single process application.

Then it becomes a HighTech (embedded) software **design pattern**.

We start with a simple implementation of **Pub**/*Sub*. You can experiment with that (Python) code and/or port it to your favorite language. Then, you are asked to **design** a cached, distributed version. Which is a bit more ambitious. And even though the result is probably *pointless*, it's a great Design-Exercise and a lot of fun!

It will help you to understand Pub/Sub, help you to use it in embedded software. Eventually, you may need Pub/Sub in a distributed environment. Then, it is better to use one of the existing ones, like DDS (Data Distribution Service); which more efficient and even RealTime!

But, by knowing how to implement it and are able to design it, will help you to use it for the better

Introduction

An almost trivial example of PubSub is the daily newspaper:

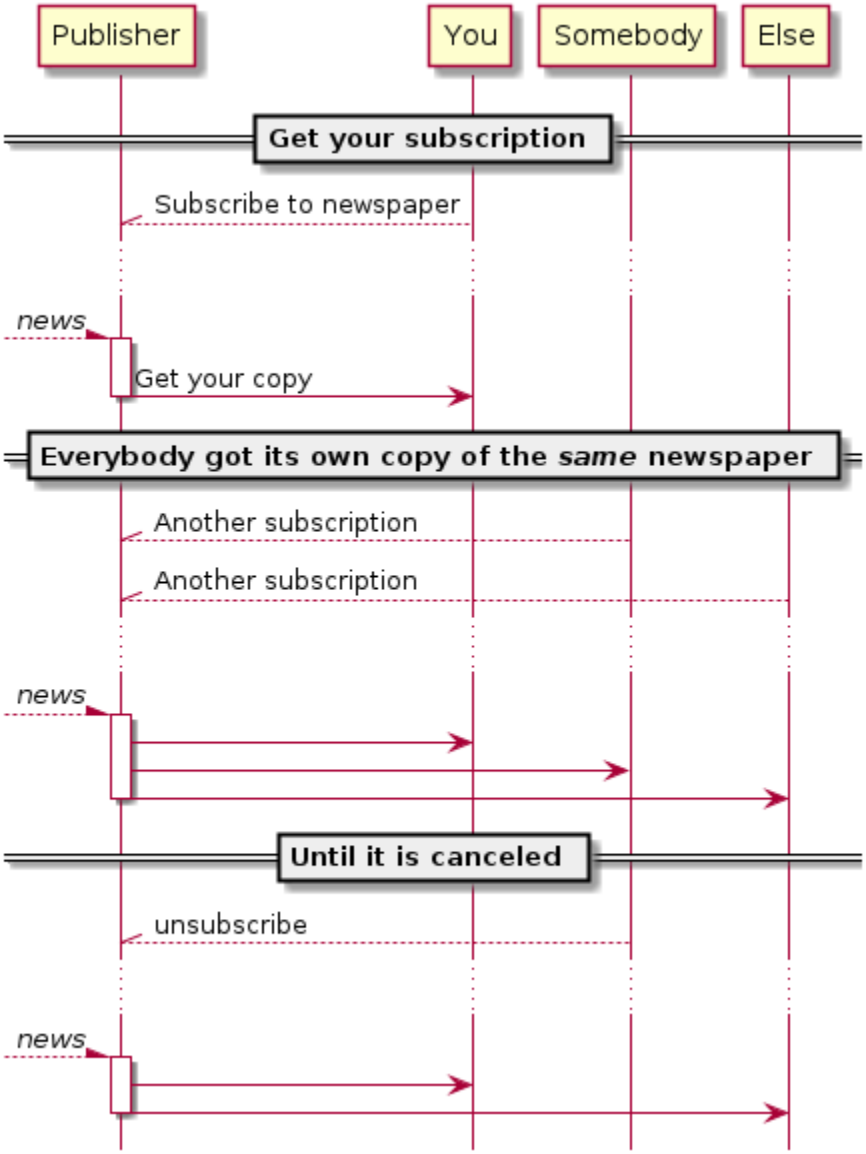
> Once you have a subscription, you automatically get each new publication.

Typically, you are not the only subscriber; the *same* 'newspaper' is sent to all subscribers: everybody got his *copy*. And, whenever somebody cancels his subscription, all others still get there update daily.

Also notice: your copy is independent of that the neighbors. And, until you subscribe, the publisher does not know you.

In software-engineering, we call that **uncoupled** or *loosely coupled*, and that is great.

As we will explain in the next page.



Advantages

For software-engineers, Pub/Sub has many advantages. The most obvious one is *decoupling*, another one is *scaling*. It is also simple to *Use*.

And, with Pub/Sub you will automatically use 'Dependency Inversion', one of the SOLID principles; as well as 'Dependency Injection', which often simplifies testing.

Coupling

By and large, software-routines have to pass information. From one function to another, from one class to another, or from one module to some other module(s). Especially this latter case is annoying when it is implemented by calling a method of that other module. Then, we speak about **tight** (and *static*) **coupling**: the module effectively can't perform without the other. When that "other" module is a stable, generic *library*, it is often considered as acceptable. Although it can disturb your (unit)-testing; by making it slow.

But how about two modules, that are under construction?

Then, both are not "stable" (as they might develop) and being dependent on unstable modules is bad. You can't test independently, you may need to revise when the other is updated, etc. Well, you know the troubles ...

To overcome this, the modules should be *uncoupled* or *loosely coupled*: Both modules are not allowed to call a function/method of the other one. (Which is easy:-). But still, pass information; which might seem impossible at first.

This is possible, as the modules do not depend on each other; instead, they both depend on the generic *pubsub.Topic*, as we can see on the *next page*

Scaling

Now and then the same data is needed by multiple "consumers". That number of "users" may even grow in future releases. A sensor-value, by example, that was initially only used in one or two routines, may becomes relevant input to many new, fancy features.

Imagine a module that handles (pushing) the brake. Initially, it was only needed to slow down the car. Nowadays it will switch off the cruise control, also. Perhaps, in the future, that same data might influence the volume of the radio; or is needed to automatically "e-call" 112, when there is a serious road accident. Or ...

With Pub/Sub, it is easy to distribute data to more and more modules. Even to modules that aren't yet imagined when you write that sensor-routine! Your current module only has to use `pubsub.Topic.publish()`, and that future module can get that data using `pubsub.Topic.subscribe()`; easy!

Questionnaire

We have shortly introduced two advantages, now you have to *think*

1. Are there **disadvantages** to this *design-pattern*?
2. Can you mention some other **advantages**?

Use

As typical with *Design Patterns* there are many ways to implement it. Here we focus on the "Topic" approach. It decouples modules by defining a generic interface and act as a kind of "man-in-the-middle".

Both the `Publisher` and the `Subscribers` share a common *Topic* instance:

```
from pubsub import Topic
t = Topic("Just a demo")
```

Publishers

Publishing a value is very simple; assuming `t` is a *pubsub.Topic* instance:

```
t.publish("Hello World")
```

Subscribers

Each subscriber should register a `callback`, which will be called "automagical" when a new value is available:

```
t.subscribe(demo_cb)
```

Where `t` is topic (an instance of *pubsub.Topic*) and `demo_cb` is the *callback*. This can a function or other kind of callable. Multiple subscriptions are possible, by registering another:

```
oo = Demo()
t.subscribe(oo.demo_oo_cb)
```

callbacks

A callback is a callable, that should process the new value. In essence, it is just a function (or method) with the correct signature. A trivial example is:

```
def demo_cb(value, topic):
   print("Function-Demo:: Topic: %s has got the value: %s" %(topic, value))
```

It can also be a method when you prefer an OO-style:

```
class Demo:

  def demo_oo_cb(self, val, topic):
      print("Method-demo: I (%s) got '%s' from topic %s" %(self, val, topic))
```

See also:

- *pubsub.AbstractType.Publisher*
- *pubsub.AbstractType.Subscriber*
- *CallBack Signature*

Threads

You might be wondering about threads: are they needed, essential of even possible?

The simple answer is: It's an "(I) don't care!"

It is also depending on the implementation. The shown implementation does not need, nor use threads. Remember, the (main) goal is to **decouple** (modules) and make it a *scalable* solution. Effectively, the `Publisher` is calling the *callback* of the `Subscribers` (in a loop); like in a conventional, *direct call* solution.

That *callback* will run in the same thread as the `Publisher`, though it can schedule some work on another thread. For example, with a *ThreadPoolExecutor*.

Notwithstanding, it might be beneficial to include a *ThreadPoolExecutor* (or any other concurrency concept) within the implementation of `Topic`. Then, the runtime of `t.publish()` can be controlled; even become *RealTime*.

Questionnaire

1. Why can the runtime of `t.publish` be unbound?

   Give an example. (in this implementation).

2. Why isn't a threading implementation **not** always better?

   Give an example of on when `t.publish()` with threads is slower as the current one

The Pub/Sub API

This is the API (and implementation) of a simple *Topic* class; as used in *Use*.

Topic

class pubsub.**Topic**

A *Topic* is like a channel to distribute information (events), in a **Pub**/*Sub* environment.

This will decouple the *pubsub.AbstractType.Publisher* from the *pubsub.AbstractType.Subscriber* (in both directions).

- On one side is a `Publisher` that provides 'data' (**value**'s, *events*, ...).
- The other side has `Subscribers` who subscribe to the topic (with **callbacks**).
- Both `Publisher` and `Subscriber` are abstract types; there is no concrete class (needed).
- Any module that calls `publish()` is called a `Publisher`; likewise, a `Subscriber` is anyone calling `subscribe()`.
- Commonly there is only one `Publisher` (for a given Topic); that is not mandatory, however.

Topic.publish(value, force=False):

This method is called by the `Publisher`, whenever a new **value** is to be shared. When **force** is *False* (default), the `value` will only be distributed when it differs from the previous value. To force distribution, set **force** to *True*.

Topic.subscribe(callback):

This method is called by all `Subscribers` to *register* a **callback**, which is called on new 'data'.

The passed **callback** (any *callable*, like a *callback_function_type() callback_method_type()*) will be called when 'data' is available. It has a signature like:

```
def callback([self,] value, topic):
```

Where **value** is the 'data' passed to `publish()` and '**topic**' is the *Topic* instance, use to route it.

When the callback is a method, the *self* parameter is automagically remembered by Python. For function-callbacks, leave it out.

Supporting types

Both the `Publisher` and the `Subscribers` are *Abstract Types*.

class pubsub.AbstractType.**Publisher**

Any code that will call `pubsub.Topic.publish()`. It can be a class, a module or just code ...

class pubsub.AbstractType.**Subscriber**

Everybody calling `pubsub.Topic.subscribe()`. Typically, the *Subscriber* has a **callback** function/method too. See *callbacks* for an example.

Often, it has a method that acts as the callback.

callbacks

The generic signature for callbacks is simple:

pubsub.AbstractType.**callback_function_type**(*value*, *topic*)

pubsub.AbstractType.**callback_method_type**(*self*, *value*, *topic*)

Demo (life)

This section gives a demonstration of a simple (python) implementation of *pubsub.Topic*. It is available in two forms:

1. A *revealjs* slide-deck of a Jupiter/IPython notebook
2. An interactive notebook. This is the same notebook, which you can edit an run on public "binder"

You can also download the notebook, it is available on GitHub.

Note: Same source, variable version

Due to practical details, the slide-deck below and the interactive notebook might be our-of-sync. Although it coming from the same source, it can be another revision; making the slides is partial manual.

Slides

Tip:

- Use **'space'** to go to the next slide.
- Use **'?'** to see all keyboard *shortcuts*.
- Click on the edge to open it in a new tab (and use 'F' for full-screen).

Interactive notebooks

Run-on binder: try it yourself

Tip: Or download Jupiter; e.g by Anaconda (especially for Windows), or `pip`

Anaconda downloads: *(v2020.02;Python-3.7)*

- Window-64.
- macOS.
- For other/newer releases, and other platforms, see https://www.anaconda.com

---

And play with it on your PC using this notebook. With the benefit, you can save your changes.

Surely, you can also Copy/Past the code, and use your favourite editor.

Practice

This last section of this *Pub/Sub* workshop is short. It only contain some practice (ideas). Two are on practicing your design skills, the other two are more coding-oriented.

Design Analyse

Given the python implementation, including the shown "Use-Cases": Analyse the design in detail:

1. Make a (quick) static design-analyse.

   Resulting in some package- and class- diagrams.

2. Make a (draft) dynamic design-analyse.

   At least a sequence-diagram for each of the "use-cases"

Port to C/C++

3. Can you port (or re-implement) the python examples to C/C++?

   Surely, you have to change some details; as a generic data-type ("value") is not available. It is fine, to use a *string-type*. And just "print" it in the demo-callbacks (like I did).

Design a cached, distributed one

The shown (conceptional) implementation works for a single process; optional with threads. In this exercise, you are going to extent that for "network use"; although it will be a simple, conceptional one. Many existing protocols and frameworks do exist already! The goal is *not* to challenge them, nor to *use* them.

The goal is to practice your design skills!

So, this is a (fun) design-exercise. You should be able to make a (full, conceptional) design in about an hour. That does imply many fancy options should be left-out:-)

4. Extent the current interface to allow pub/sub between multiple processes; optionally running on multiple computers (on the same network).

a. The current API (*Topic*, `publish()` & `subscribe()`) is not allowed to change. Adding parameters to the class initiation ("the constructor" in C++) is allowed. Adding extra methods is also allowed (but see below!).

b. All existing Use-Cases **should** keep working (both the shown one, as many others).

   i. The main methods (`publish()` & `subscribe()`) **should** remain *exactly* the same.

      No more parameters!

   ii. The default behavior **should** be "local" (not distributed).

c. There is no requirement for performance. But it is expected that a second "network-get" **will** be resolved locally. So, use a cache to minimize networking

d. The networking **should** use standard TCP/IP networking ("sockets"). No other network libraries/frameworks are allowed.

   - A simple "serialise" **will** do. Assume, all computers/processes use the same endianness and other encodings.
   - Again, use "strings" (only); then this part is easy.

Hint: Deamon & lib

An easy way to design this is to foresee *one* processes handle all the administration (the core of *Topic*); including "calling" all the callbacks.

This is typically called a **daemon**, or *services* on Windows.

To hide all the networking stuff, arrange a (small) library, that acts as facade and provides the (extended) *The Pub/Sub API*.

Implement it

5. To check your design above is great, now implement it.

   Or better: implement the design of you co-trainee, and ask him to implement yours!

Remember, a design is a communication-tool: A great design contains exactly those details that your coworker needs to implement is as it is meant to be, but no more. (S)He should have some freedom to optimize implementation-details.

Internal notes

Todo:

- Use 'needs' to specify the requirements

Note: Due to the coronavirus the designwork-shops can't be *on-office*. And stopped for now (although there is a on-line version).

1.3.2 Lean Engineering

Behavior & Test Driven Development

Frequently I get questions on Test Driven Development (TDD) and Behavior Driven Development (BDD), two *modern* approaches for software development, which are very related. Therefore, I typically combine them into *Behavior & Test Driven Development* (**B&TDD**)

Commonly those questions are like *"What the difference?"*, *"How to start?"*, and *"How to learn it properly?"*.

Although there are no standard solutions, there are fascinating common grounds that I can share.

On this page

Introducing BDD & TDD

reading-time 5m30

Is Behavior & Test Driven Development an essential aspect of professional software engineering? Leaders such as #UncleBob compare it to 'double entry bookkeeping': a crucial discipline. He claims that when our industry doesn't professionalize quickly, we have the risk that B&TDD will be enforced by law (too).

So, it can be wise to learn to practice it quickly.

It is not easy to start when writing (long-lasting) embedded systems. We have other demands, codebases with a lot of history. Still, we can (& should).

And we have an advantage, our Typically engineers are clever: When they understand the objectives, they will find a solution; that is their job!

Updated on 2020/07/15

This old article was never really published. As it fits my new *MESS blogs*, I reworked and posted it again. This is part-I; I expect other parts coming weeks.

Ideally, each team should understand the concept of this *development process* **first** and then **exercise** it before practicing it in a **project**. However, IMHO, it is possible to learn it on the job. As long as one is carefully trained & couched while practicing.

A pitfall is to focus on the tools and learn new tricks. That hardly ever makes a process lean.

Instructions too often focus on using the tools. And almost automatically, the goal becomes to blend those new tools into the existing Way-of-Work (WoW). Eventually, however, somebody will get disappointed. There will be no quality improvement, no speed-up, or any effect.

Tip: Without set goals, one shouldn't complain when expectations are not met!

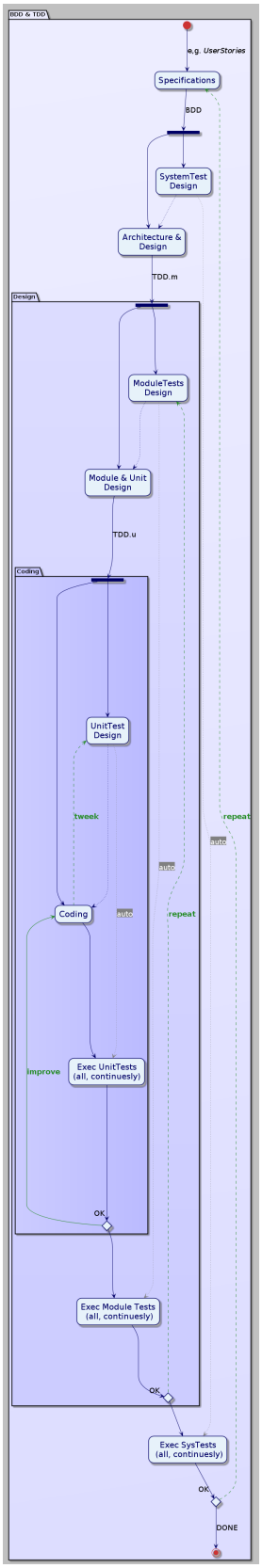
So, what are the goals one can aim for? That can be formulated as simply: a more Lean & Agile approach.

Or even bolder:

> Design a (Modern) Embedded Software System that fits the needs of the end-users better, with no flaws, in less time and with less effort (cost) than traditionally.

WoW

BDD and TDD should be *interwoven* with the typical steps in a development process and will **change the order**!


BDD & TDD
e.g. UserStories
Specifications
BDD
SystemTest Design
Architecture & Design
TDD.m
Design
ModuleTests Design
Module & Unit Design
TDD.u
Coding
UnitTest Design
tweek
repeat
Coding
repeat
improve
Exec UnitTests (all, continuesly)
OK
Exec Module Tests (all, continuesly)
OK
Exec SysTests (all, continuesly)
OK
DONE

What is What (Introduction)

There are a lot of opinions on BDD and TDD, which can be confusing. As in many modern improvements, words often become hyped to justify any change. That is not my goal. So let's start with a summary backed by the definitions on Wikipedia.

TDD (Test-driven development)

TDD is a *process*; where the tests are described **first** and the code second. One keeps executing all tests until the code works. This encourages good habits such as *refactoring* also.

Change code is constantly tested, so the risk of inserting a bug is minimal.

TDD is typically practiced at the unit level (one file, class, or function), where the programmer writes test and production code in a short loop (a minute)

The are many variants, like **STDD** (system-level TDD), **ATDD** (Acceptance TDD), and **BDD**; the latter is well-known and popular.

TDD also provides an *"exit" strategy* (see *The Exit Strategy of TTD [ToDo]*).

BDD (Behavior-driven development)

BDD is a variant of TDD focusing on the system (or acceptance) level. Again, tests are written **first** and executed *constantly*; when all tests are OK, the product development is *done*.

Here the testing focuses on the (top-level) requirements, the system, and/or business features. Typically, they are designed by test professionals, system architects, or business experts. They are less technical compared with TDD tests. And, to be practical, those tests are written in a dedicated tool; using a high-level *"almost English" language*.

As the size of the change is bigger – like a feature or user story– the cycle is (also) longer. Typically a few days.

Like with TTD, BDD tests are executed frequently.

Some prefer to "enable" new tests only when the feature is coded – this prevents a failing test (as the production code isn't done). IMHO, one should avoid this. One should run the tests but in a lower urgency branch. And promote both to a higher level when integrating (see an upcoming blog on this).

All levels

One can (should) practice this process for all *levels in the V*.

Each classical *'test & integration' step* can be split into a test preparation and an execution activity. The *preparation phase* becomes the **test-design** activity, executed early and resulting in an ATS (Automated Test Script).

That ATS is executed frequently (at least nightly) as soon as it is available.

Executing all tests at all levels for all units and modules and for every story and feature verifies everything. This covers pure integration errors. This covers pure integration errors but is also a safety net when mistakes are not found at a lower level.

Remember: those ATSes run fully automatically. So, the cost of all those executions add-up to almost nothing.

Why not just write and run the test?

TTD and Unit Tests are related but not the same! When practicing TDD, the focus should be on preventing flaws instead of finding them.

TDD is a process that dictates when to write a test (first); when to write production code (second); and when to execute the tests (constantly and automatically).

The same applies to BDD, even though the frequency is slower.

Testability

Everybody knows some code that is hard to test. I have seen functions without input or output – acting purely on global variables. We know globals are bad! And it is also untestable.

We should avoid that.

By writing tests first, we enforce an implicit requirement: code should be testable. Besides:

> It's hard to write untestable code when you write the test first!

Legacy code

Using TDD with legacy code –code that does not have a lot of (unit) tests and that was never designed for testability– is more arduous than starting TDD in a green field. Still, there are options: at least make all new code testable and use the concepts of TDD where possible.

In an upcoming blog, I will give some tricks on that.

Typically, people advise starting with TDD before applying for BDD. For legacy, the opposite is often true. As BDD depends less on the coding style, legacy isn't a game-changer.

A reasonable set of acceptance tests, preferably ones that can be automated, is already a start-point: just run those tests (automatically) every few days or every pull request or so.

Next, design more ATSes. Add a set for all new features, user-stories, etc. And(!) Run them

Again, the idea is: *start soon*. **Don't wait** on the code. You don't even have to wait for the final story. Start as soon as a draft is available.

In a future blog, I will dive into the details. For now: remember: the test is needed to prevent errors, not to find them: My motto is:

> When a tester can't design the test, the coder can't program it!

So, make sure all omissions are removed before the SW engineers write the code. Else, they write the wrong code!

— Albert.Mietus

See also:

This article on LinkedIn: https://www.linkedin.com/pulse/introducing-bdd-tdd-albert-mietus/

On this page

Applying BDD & TDD in legacy

reading-time 8m45

As I described in *Introducing BDD & TDD*, understanding the common goals of Behavior & Test Driven Development **and** defining your specific needs is the first and most critical step to start using this essential discipline.

Whenever the goal is to use new tools, it is simple: purchase them, shop for some hands-on training, and you are done.

Our ambition is different: we want to become *Agile* and *Lean*.

Then, it depends on the starting point too. B&TDD in greenfield development is relatively simple: start writing your tests and code!

However, starting with B&TDD in (Modern) Embedded Software can be more challenging due to the existing and often extensive codebase that was developed before the emergence of B&TDD.

Then, the question 'How to start?' is more like *'How to get out of the waterfall?'*

How to start?

With millions of lines of existing code, a requirement such as '*Apply TDD (or/or BDD) everywhere*' isn't realistic. One needs realistic goals as a point on the horizon and some derived ones for the short term. And one should constantly measure whether you have reached them and update the short-term goals.

Sound familiar? That is essentially TDD!

A requirement like: '*For every iteration (sprint, release, . . .), the test coverage should* **grow**' is more realistic. And is relatively easy to measure.

I like to extend that requirement in two ways:

1. Such that is valid for all levels in the 'V': for units (unit tests), modules, and the system (acceptance tests)
2. That only automated tests count.

Hint: I deliberately demand **more coverage** only, not that (all) *new code* is developed with Behavior or Test Driven Development.

As B&TDD is a simple implementation to grow the coverage, I expect that will happen. But when (in corner cases) somebody improves *old code*, that is acceptable too –even when that comes with new "not TDD" code.

It's unlikely that somebody, or a team, does –and stupid. But by defining the requirement in this way, it's a lot easier to count.

I value measuring progress over a strict definition.

Measure & show

Just measuring does not promote improvement; Is '42' good?

It's only a usable measurement when it was '41' last week, and we strive to 43 next week.

Thus We need to show improvement. And so, we need to measure, store all values and display them in a graph. How? That isn't important. Possibly you can reuse the tools to show the sprint-burndown.

I usually start with a big sheet of flip-over paper; it costs nothing and only 5 minutes each sprint to update it. Remember: *be(coming) lean* is our chapter.

Count, count & graph!

Many definitions (and tools) exist to count coverage. For a start, the exact measurement is not that important. For now, a simple, quick (and simple) visualisation is more important than anything else.

With a good toolsmith in the team, I would go for something simple as 'grep & count' functions in test and production code and show the quotient (over time). Someday, that number should be (far) above 1.0. Probably, you will start close to 0.0.

That number should be calculated per file (roughly unit-level), per directory (module level), and aggregated to system level. Where one preferable should use requirement coverage, not code coverage. But again, keep it simple, give insight, and don't fall into the pitfall of theoretical wisdom.

When available, add a graph showing the ratio number-of-acceptance-tests to the number-of-requirements, again over time. Add it, don't replace it –trust your developers. And coach them to use the right graph.

Because it is simple, developers can influence it and are motivated to add more tests. And to write testable, maintainable code.

That is the goal, so even when the counting tool is only an approximation, it will do!

Clean code is short-code

New functions should be implemented in a "clean, testable & maintainable" style code. Which suggests small functions.

Therefore I would also like to add a simple measurement as the "line-count pro function" visualised in buckets. For example, the percentage of functions that are less (or equal to) 5 lines, 10, 24, 63 lines, etc. Over time the smaller buckets should be dominant.

Focus on new & updated functions

Introducing TDD in an existing project is never perfect. Temporally, one should accept that existing/old code will have no or limited test coverage. Some ancient-styled, never-updated code will effectively never becomes better – on the other hand, when there is no need to update it, and it is *field proven correct*, there is no business value in making it better.

That does not apply to new units, they do not have a track record of correctness, and there is no reason to not write that code in a clean, testable way. And so, the team should be motivated to embrace TDD there.

This also applies to existing code that needs to be updated.

As it is changing the old code, the rule "don't fix when it ain't broken" is invalid; there is a risk of mistakes. Testing (and fixing bugs) is essential anyhow – even when that involves (manual) testing at the system level. So: apply TTD (and BDD) to that part, as it will be tested touchily it doesn't add risk.

Tip: A pragmatic approach is to minimise the interface between the *old* and *new* code: don't add many lines to an existing function. Instead, write some (small, clean, testable) new functions (with TDD), and add only a few lines to call them in the existing code.

That also prevents combining code styles in one file.

Where to start?

Many traditional embedded system organizations are a bit conservative to take advantage of modern software engineering principles. This is valid for Behavior & Test Driven Development too. It sometimes appears that "starting with" results in "waiting on". Waiting on approval, waiting on tools, or maybe just waiting on a bit of help on where to start.

B&TDD is **not** a *big bang*!

There is no need to stop using the existing, good practices and replace them with revolutionary new, better ways. There are always places that are (too) hard to start and places that welcome the evolution of B&TDD.

Let me unveil some of those places. Places, as in location in the codebase, people in the organisation, or ...

Or better, let me show you how to spot them yourself.

Developer versus Team

Although strongly related, BDD and TDD act on different levels. TDD is typically at the bottom of the *'V'*; BDD is more at the system (or acceptance) level.

However, that is often confusing for new adopters.

Therefore I often use a more pragmatic distinguishment: Individual Developer versus (scrum)Team.

A single developer can act following TDD. (S)he writes code, tests, and production code and switches between them every minute. As TDD is more productive, hardly anyone will notice it when somebody "secretly" adopts TDD. No extra tools or frameworks are essential.

That is hardly possible with BDD, as this is at the team level. A developer can't run an acceptance test without the assistance of a tester designer.

Despite this, a single team can embrace BDD – even when others don't

Starting

As described above, new code (modules, classes, file) are to preferred above the existing ones. And in general, young "modern" engineers are more likely to accept new ways than experienced "old" developers.

Try to combine that: Shepard fresh engineers to write small, relatively easy, and isolated pieces of new code and *allow* them to use TDD. Facilitate in a pragmatic undertaken – no fancy tools, just a few extra "test functions in the same language" using the same compiler, build files, etc.

In this way, one –almost secretly– make a start. Should it fail, bury it. When it works, keep it. One day, you can claim:

> "TDD? Yeah, we do that for some time"!

The same applies to BDD: Only a single team is needed!

Again, I would vote for a new, (almost) independent module to be developed by a team of fresh, modern engineers.

Sometimes, the tradition of quality (assurance) can assist us to introduce BDD. When (automated) acceptance tests are available, there is a great starting point. We only have to incorporate them in the 'nightly build' (aka the CI/CD pipeline) – sometimes I use the excuse of "a baseline of regression test".

Then, extend that set with new tests. And "grant" the team to run those tests before the developers with the code.

Again, sometimes it fails. But that is part of developing, isn't it? We are used to fixing that. But sometimes, it works. One day everybody is busy, and the next day all tests pass. Then you report:

> Yeah, we are done; we use BDD, and all our tests pass.
>
> Really, we can ship!

Should I start?

The last question of today is more fundamental: *'Should I start'*? Today that is still an option. But will it be in the future? How long do you have the freedom to choose?

Albeit applying B&TDD in Modern Embedded System Software –especially with huge, aged codebases– is not trivial, using Test Driven Development speeds up your team – some claim even 30%. And it results in better code with lower maintenance costs. Likewise, Behavior Driven Development drives your team to focus on the right features, cutting costs by never writing code based on the wrong requirements. And again, the system becomes better: less bugs.

When that is valid, it's also compelling for your rivals. When they become 50% cheaper and 50% better, you don't have many alternatives, then to follow.

IMHO, B&TDD is comparable with, for example, Object Oriented. Once, OO didn't exist. Then, "desktop software" used it, but we, the real-time-embedded community, continued to live in an assembly and C environment for some time.

Nowadays, even for embedded software, assembly writing projects are gone, nobody knows the Ada language anymore, and C is almost history. C++ is the norm in traditional embedded software, and some modern embedded systems are already switching languages, such as Python. Remember, even the Linux kernel is embracing Rust!

Our (modern) embedded software systems are changing the world. Probably it's time that we change too. We have a tradition of high quality, and we have demands to shorten the Time-2-Market.

When B&TDD can provide that, we should leave the famous waterfall behind!

— Albert.Mietus

See also:

This article on LinkedIn: https://www.linkedin.com/pulse/applying-bdd-tdd-legacy-albert-mietus

TIP: Uncle Bob video's on TDD/BDD

Uncle Bob has several video's on TDD & BDD. There are **11** video's on TDD and **3** on BDD.

This list is part of the blog on *Behavior & Test Driven Development*

TDD

Fundamentals

- No 6.1 TDD (part I)
- No 6.2 TDD (part II)

Adv TDD

- No 19.1 Advanced TDD (part I)
- No 19.2 Advanced TDD (part II)
- No 20 Clean Tests
- No 21 Test Design
- No 22 Test Process
- No 23.1 Mocking (part I)
- No 23.2 Mocking (part II)

not advertised

- No 24.1 Transformation Priority Premise (part I)
- No 24.2 Transformation Priority Premise (part II)

BDD

- No 35 Behavior Driven Development (fitness)
- No 36 Behavior Driven Development Design
- No 37 Elaborating the Requirements

More info

- See https://cleancoders.com/series/clean-code for more in this (and other) series.

— Albert

TODO (in Lean Engineering)

This is a landing page for links to future articles (or blog). There is no timeline :-) So maybe once …

The *Exit Strategy* of TTD [ToDo]

The agile concept of *Test Driven Development* is also **Lean** practice, as it clearly defines when a developer is ready: when all test pass. Many developers assume the can use all time as set in the planningsession; but that is wrong!

The Time to Complete (T2C) of a task is an average. So, halve takes (a bit) longer, and halve can be done quicker –see the bell curve.

Todo: Exit strategy (lean summary)

One often overseen goal is the implicit *exit strategy*, which comes for free with (all variants of) TDD. A *blog* on that will be posted later, but let's give a summary already.

Engineers tend to overreach their obligations, especially when there is some planned time left. Then, there are always ways to improve and extend the code. Good programmers always have the ambition to improve on readability, maintainability, etc. This sounds positive (and it is), but has an indirect negative effect on cost.

As (scrum-poker) estimations are based on averages, probably half of the tasks are a bit less work as assumed, and the other fifty percent takes a bit more. However, when the 'left time' is used for improvements, there is no spare to make up the overrun tasks. And oddly enough, they are always at the end.

So, the question become: *"How can we be lean on the first 50%, to use the 'spare time' for the remaining 50%?"*

With TDD, a task is done when the tests pass!

That means a developer got a clear indication (s)he is done. As soon the lights are green, it is time to move on! Probably a few ticks of labor are left: like tidy-up, review, and a pull-request the new feature.

By having an objective signal to expire an assignment, even when there is 'time left', and assuming the (average) estimations are correct, all tasks will be on time (on average). And although this sounds as normal, the experience of many teams differ.

–

1.3.3 HTLD: *HighTech Linux Delivery*

Here you will find some blog-style articles about *HTLD*. However, the service never started, due lack of skilled people and focus.

> **Warning:** This series is discontinued.

De Embedded Linux Expert bestaat niet

> **reading-time** 4 minuten

Regelmatig krijg ik 'Embedded Linux Experts' aangeboden; bijvoorbeeld voor het **HTLD**-team (*HighTech Linux Delivery*). Vaak zijn goede mensen, met Linux ervaring; maar toch niet de mensen die ik zoek. Het blijkt erg lastig voor niet direct betrokken, om de juiste experts te spotten. Daarom een paar hints waarmee je "de" Embedded Linux Expert herkent. Immers, alleen het woordje 'Linux' op een CV is onvoldoende!

Zo'n 15 jaar geleden was ik één van de mensen die "**Embedded Linux**" in Nederland introduceerden. Via diverse presentaties en artikelen resulteerde dat in "moderne" expertise. Ook was er een tool: EQSL; Embedded QuickStart Linux. Immers, voor veel ervaren *realtime/embedded* ontwikkelaars was Linux *toen* heel nieuw, heel groot & complex en vooral *verwarrend*. Met de EQSL-CD konden ze een toch snel een Embedded Linux systeem bouwen. Vanaf boekje lezen, tools en opties selecteren, Linux bouwen, het image installeren tot en met opstarten van een custom embedded

Linux, en dat in minder dan een halve dag! Dat was in 2006 een hele prestatie; er waren immers niet veel *Embedded Linux experts*.

Opnieuw ben ik bezig met een Linux service, en dus aan het (uit)bouwen van team van Embedded Linux Experts. Nu met een ander 4-letter acroniem: **HTLD**; *HighTech Linux Delivery*. Er is veel belangstelling, en ook veel professionals willen graag meedoen.

Wat kan een Linux expert?

Linux wordt nu alom gebruikt en is nog steeds "sexy". Toch is er nog steeds verwarring. Want wanneer ben je expert? Iemand die een standaard distributie kan installeren op een standaard PC, met twee of drie muis-kliks is duidelijk nog geen expert. Maar ga je al meetellen na duizend-uur, of pas na tienduizend? En hoe zit het met iemand met en 10-jaar ervaring, en Linux ervaring?

Er zijn waarschijnlijk meer dan één miljoen experts op gebied van Linux; waarvan duizenden in Nederland. Maar niet al die experts hebben expertise in het hetzelfde stukje Linux! De overgrote meerderheid richt zich op "klassieke IT". Vaak zijn het geen *ontwikkelaars* maar *beheerders*. Erg handig om "high availability" clusters (of tegenwoordig: cloud computers) te configureren; maar wellicht niet bedreven in het ontwikkelen van een Linux-*driver*.

> Een Embedded Linux Expert kan veel meer dan "Linux" gebruiken! Zo moet zij/hij **ook** een ontwikkelaar zijn. En nog veel meer ...

Wat kan een Linux ontwikkelaar?

Er zijn heel veel ontwikkelaars, die verstand van Linux hebben. En opnieuw zijn ze niet gelijk. Globaal zijn er 3 soorten linux-ontwikkelaars; afhankelijk van wat ze ontwikkelen. De vraag is:

1) Maken ze applicaties die (toevallig, ook) op Linux draaien?
2) Gebruiken ze Linux als ontwikkelomgeving?
3) Of, ontwikkelen ze Linux zelf?

   Ik ben vooral geïnteresseerd in het laatste type. Een Embedded Linux expert moet **ook** de source van Linux zelf beheersen.

De Expert die we zoeken heeft dus verstand van Linux, is ontwikkelaar, en heeft ervaring met de source-code van Linux zelf. Typisch hebben ze ook veel passie voor Linux: het is meer dan werk of een hobby; het is bijna een *life-style*. Een beetje Linux-ontwikkelaar compileert regelmatig zijn eigen kernel, direct van de kernel-sources; liefst met een zelf gebouwde *toolchain*[9]. Vaak vooral omdat het kan, niet omdat het moet; het is immers leuk!

Wat kan een Embedded Linux Expert?

Is dat complex en ingewikkeld? Ja behoorlijk, voor de meeste mensen. Zoals gezegd, 15 jaar geleden was het zelfs (te) complex voor de meeste, ervaren embedded ontwikkelaars. Inmiddels zijn er duizenden "betaalde "vrijwilligers" die dit met liefde doen. Achter elke 'distributie'[4] zijn Linux Experts druk bezig met het beter maken van de code, en die te compileren; zodat gebruikers die kunnen installeren op hun PC.

U leest het goed: de "PC". De meeste distributies, en de meeste Linux ontwikkelaars richten zich primair op de PC. Dat kan een laptop zijn, of een server; of desnoods een cloud computer.

> Een Embedded Linux Expert kan veel meer ...

[9] https://en.wikipedia.org/wiki/Toolchain Over de software-tools om software te maken en hun (complexe) relaties.
[4] Er zijn meer dan 500 distributies zoals: Ubuntu, Suse, RedHat, Gentoo, etc! Zie oa https://nl.wikipedia.org/wiki/Linuxdistributie

Zij/hij heeft **ook** verstand van en ervaring met Embedded Software; dus van "drivers"[6], "BSPs"[7] en "bootloaders"[8]. Een Embedded Linux Embedded kan **ook** "Cross Compileren"[5], met "toolchains"[9] zoals "Buildroot"[11] of "Yocto"[10]; maar ook werken met "GnuMake"[12], want (Embedded) Linux kan niet zonder "Makefiles"Page 56, 12.

Daarmee herken je die expert!

Ja, dat zijn veel complexe termen bij elkaar. Behalve voor de expert die we zoeken; zijn/hij immers een expert!

> Als iemand niet weet wat die termen betekenen, dan is het niet de expert die ik zoek!

Ook verwacht ik van een Embedded Linux Expert, dat zij de "kernel-sources"[1] kan vinden, evenals de "busybox"[2], en **ook** de rest van "Linux-code"[3] kent.

Natuurlijk loop ik nu de kans dat iemand nu die *"aangehaalde termen"* in zijn CV gaat zetten. Maar dan heb ik altijd nog strikvragen zoals: *"Heb je ervaring met de meest gebruikte Embedded Linux processor?"* , om het kaf van het koren te scheiden. Dat is overgens de "ARM"[13]-CPU, die in vrijwel elke smartphone zit. En daarmee heeft bijna iedereen ervaring. Toch?

Meer weten?

Zou je expert willen worden bestudeer dan vooral die "aangehaalde termen"; hieronder staan een aantal links naar wikipedia; soms is die kennis alleen in het engels beschikbaar. Ook een paar oude publicaties zijn nog beschikbaar.

Daarnaast levert Googlen op "Embedded Linux" ruim 100M-hits op! Kennis zat dus, maar is het te vinden?

> Ook zal ik komende tijd wat meer blogs publiceren over HTLD; zoals een artikel over waarom Linux-drivers vaak duurder worden dan gedacht. Hou deze plek daarom in de gaten.

Natuurlijk mag je ook altijd contact met me opnemen

— Albert.Mietus

Footnotes & Links

Een paar (15 jaar) oude publicaties over Embedded Linux; ze zijn verouderd, maar soms nog verbazend actueel.

- [13 okt 2005] https://bits-chips.nl/artikel/snelle-linux-overstap-begint-bij-toepassing/
- [11 mei 2006] https://bits-chips.nl/artikel/pts-bouwt-opstapje-naar-embedded-linux
- [reprints '12] http://albert.mietus.nl/read.IT/Proponotheek/index.html (reeks van 4)

[6] https://nl.wikipedia.org/wiki/Stuurprogramma Over (device) drivers, ook wel stuurprogramma genoemd.
[7] https://en.wikipedia.org/wiki/Board_support_package Over die software die nodig is om (Linux) op uw eigen computer-board te laten werken.
[8] https://nl.wikipedia.org/wiki/Bootloader Over software die alle software opstart
[5] https://en.wikipedia.org/wiki/Cross_compiler Over cross-compileren (*"XCC"*) en *Canadian Cross Compilers* (Engels).
[11] https://buildroot.org; Buildroot, is een andere toolchain om Embedded Linux te bouwen
[10] https://www.yoctoproject.org; Yocto, is een toolchain om 'custom' Linux te compileren
[12] Linux gebruikt GnuMake; zie https://nl.wikipedia.org/wiki/Make_(computerprogramma) voor Makefile(s)
[1] De source van de Linux kernel: https://www.kernel.org
[2] Alle bekende Unix-tools in mini-uitvoering; vooral voor embedded systemen: https://www.busybox.net
[3] Veel andere Linux source code: https://www.gnu.org
[13] De ARM CPU zit niet alleen in (vrijwel) alle smartphones; ook veel andere embedded systemen gebruiken deze. Zie https://nl.wikipedia.org/wiki/ARM-architectuur

Een echte Embedded Linux Expert kent deze locaties uit zijn hoofd:

Enkele experts-termen volgens wikipedia:

When you are interested; you can contact me:

— Albert.Mietus (outdated)

— ALbert; +31 (0)6 526 592 60 (private)

1.3.4 A blog on SoftwareCompetence

Why Modern Embedded Software Systems nowadays embrace webserver-technology

reading-time 3m45

Whether it's your office printer, your internet router at home, or your future top-notch embedded system, they all use technologies that, only a decade ago, nobody imagined using in an embedded system! How did this happen?

And why?

Let's start with the printer. Its essential feature is still printing; it learned a few more features, like scanning & copying. And it can print better: in color and with a higher resolution. That needs more embedded software, but that is not changing the game.

What happend?

Or, maybe, the question is : *" What changed?"*

There are two big drivers, aside from the ever-present pressure to increase margin. The user and the available technology. That entangled combination made the change

In the old days, we had a tick, clumsy cable to connect a PC to a printer – there was no other way. Although that is (technical) still possible, it's too expensive and removed as an option. Also, the user doesn't like it. Nowadays, everybody like to print from a mobile phone.

wireless printing

That feature "wireless printing" asks for extra embedded technology, like Bluetooth & WiFI, but also needs a TCP/IP stack. Luckily, that became available and was almost for free: with embedded Linux, for example. It required a bit more hardware, but due to the law of Moore, that class of electronics has become inexpensive – as the Raspberry Pi's in many households show. A printer has a comparable embedded computer, costing only a few euros.

In this line of thought, we got to a printer with the computer power to print wireless, but with a bit increased price. How can we cut down that price and make it more attractive? Rember, we –as a business– prefer more margin.

no buttons

Look at that old printer again, and compare it with a modern (low-cost) one: What changed? The buttons, they are gone! A manufacturer doesn't like buttons, lights, and such; they are expensive: making holes in the casing, and mounting and soldering parts, that all cost money. Besides, keeping those cheap buttons in stock, ensuring there is one for the last printer, is often more expensive than the buttons itself I know: those kinds of costs are usually hidden for an average software engineer. A senior embedded system architect should be able to reason like this, however.

Removing buttons, lights, and other "UI" elements saves money. Still, we should facilitate the users to operate the printer; without adding cost, so without more electromechanical parts! This demands an embedded web server! This embedded web server comes almost for free, as most is already foreseen: the computer power, the TCP/IP stack, and with some luck: embedded Linux. Especially in that case, it's more like "configuring" one of the standard, free servers than writing code. Even without that advantage, writing code (once) is economical; as the cost is spread over millions of devices – the economic key behind most embedded software

The change

Let us compile that: due to user feature as "wireless printing" and a technology push can have a cost-effective raspberry-Pi class computer inside. This enables us to "configure" a web server to operate the system, and so we reduce costs by removing buttons and such. There are only one, or two, extra steps we have to take: convince the user. That part is easy: sell the cost-saving as a feature. Printers are sold and promoted with:

> "Now with embedded web server"

more changes

I expect we see the next step soon. Nowadays the promise is "a web server", and that is all you get. But, when all printers have it, it hardly distinguishes, nor does it persuades the user to buy. So, we can expect a new feature:

> "Now with a modern, **beautiful** embedded web server"!

The printer shouldn't print better, but sell better. By only upgrading the UI-software, and spend time on UI and UX (User Interface & User *Experience*). And use more standard, modern web-technology.

What does it mean for our embedded software community?

Embedded Systems will contain more and more modern software, software that used to be known only in the web world; like Progressive Web, Angular, React, NodeJS, and more.

Quality

But it also demands more: the expected quality of embedded software is high. As there is no helpdesk, no admin to fix a detail, and all embedded software is expected to be flawless. How we do that, is the topic of a next blog

Enjoy –albert

See also:

This article on LinkedIn: https://www.linkedin.com/pulse/why-modern-embedded-software-systems-nowadays-embrace-albert-mietus

The Never-ending Struggle on CodeQuality due to the growth of teams and codebases

reading-time 6m

As your embedded software codebase grows, the risk of introducing errors and bugs increases exponentially. Doubling the number of developers will roughly double the risk of mistakes. We need new *"tricks"* to strive for the ever-demanded high quality.

This is a constant battle. As embracing tools, processes, or disciplines helps only once.

Partly this is due to the mathematical relationship between the number of developers, the lines of code, and the likelihood of introducing errors. Some even estimate the risk of mistakes grows even faster; for simplicity, we use a factor of two and ignore the overhead in communication and added complexity, as we will lower that.

Also, the ever-increasing demand for non-primary features and new technology make (modern) embedded systems a lot more complex than some time ago. See (e.g.) *Why Modern Embedded Software Systems nowadays embrace webserver-technology*. Also, that "external" code increases the risk of errors.

Lowering the risks

There is no single, ultimate solution. No *trick* –as I like to call them– will remove all errors. We need to think in terms of *"risks of mistakes"* and constantly lower that risk. When we can decrease the risk of errors by 60% (or at least 50%) by introducing a new "trick" it will compensate for the hike due to doubling.

There is no single solution to this challenge. Instead, teams must constantly adapt and employ new techniques to ensure that quality is stable (improve) when teams or code size doubles.

Remember: code quality is related to functional quality, but not the same – high-quality code can contain (functional) bugs, and we can have unreadable, bug-free code. However, unreadable code will probably lead to bugs in the next release.

Therefore, a professional SW-Engineer should also lower the risk of mistakes in upcoming versions.

classical approaches

Over the years, various techniques have been developed to help manage software quality and reduce the risk of introducing errors. Some of these tricks have been around for a long, such as the Fagan inspection, code reviews, and testing. A drawback of many of them is that they do not scale when the code base grows.

For example: When I adopted *Fagan*, we planned for 100 hours for just a few hundred lines. That works for a small codebase, but a Fagan inspection of the Linux kernel or the FreeBSD code (15-40Mloc) would take forever!

The agile manifesto in 2001 led to some new tricks and enforced others. For example, Agile implies short cycles, which results in frequent execution of (the same) test(s). And so, automated tests became the norm. But as new features are added every sprint, the code is updated almost daily.

For many people, that is a motivation to write clean code –as it is called nowadays.

new techniques

Slowly, some of those tricks are replaced by other more time-efficient and/or better ones.

For example, static code-analysis tools replaced *Fagan*, and to some extent (code) reviews. Often the older *tricks* are still used, now focusing on other aspects – like readability, where we like the human touch.

Other technologies facilitate clean, readable & testable code also. For example, OO brought the option to replace local variables in huge functions – which didn't allow us to split those functions– with instance variables in a local (sub) class. And split those functions into nice, short ones.

discipline

Present-day tricks often focus on discipline. Test & Behavior Driven Development are examples of discipline-based improvements.

Therefore, it is not easy to start with them. Using the tools is easy; adding process is a bit harder. But mastering the art, gaining speed, and getting clean code is hard –as old habits should be removed too.

A constant battle

Older and recent innovations, such as TDD and BDD, have proven effective. But they are not foolproof. As long as teams and code bases grow, each team must constantly explore new approaches to meet the demands for a (very) low bug rate and a high code quality.

Looking ahead, we can expect to see continued growth in contemporary practices. But we need fundamental new tricks also.

Beter tricks

Some old tricks constantly come back with new names. Is *CI/CD* really different from the old *nightly build*?

Even though they are conceptually the same, IMHO, they come with innovations too. Flexible pipelines, more computer power, and new technology enable this. A big screen with "the *build*" status is a great trick. Especially when it shows all revisions in priority order. It constantly reminds the team of what is important; a red tile on a dev branch can be ignored for a while. An orange one on an integration branch needs attention.

Any not-green tile on the top line should result in immediate action – drop everything. Even when that is just the line-count script! When we agreed that functions should be shorter as -let's say– 7 lines without an explicit waiver, we should stick to it.

Here, the *trick* is not to change those seven lines. No, a perfect clean-coders team should wonder how that mistake did propagate to the top-priority pipeline. It should have been found long before; apparently, there is a breach in the WoW. That one should be fixed now!

Will we ever have such a highly disciplined team? Probably not, but it is nice to have ambition and some room to improve…

Upcoming tricks

Some technology innovations are already lurking to be incorporated. They are available but hardly used. And can help to lower the risk of errors.

For example, are you already using mutation testing? Discovered in 1971 already, and the first tool became available in the 80j. The idea is simple: test the coverage of your test set by making small changes to the code. Then, at least one test should fail; or you need more, better tests.

This really works but needs a lot of computer time. As we run all tests a zillion times. Slowly, this becomes feasible.

Another drawback: it doesn't add anything when you don't practice UnitTesting (or better: TDD) already.

This applies to many more tricks: there is a kind of natural order!

How to Maintain Quality?

This blog shows a few tricks to lower the risk of undetected mistakes. And argue that you constantly need more *"tricks"* as your team and/or codebase will grow.

Others, like Uncle Bob, already showed that this is happing in the general IT world. My experience is that it also applies to Modern Embedded Software Systems. I hope to write an article on that soon.

Ask for it!

Lastly, let me reveal the most simple "trick" to win this struggle – one that lasts. Just ask for it:

> What do you bring to help to raise code quality constantly?

When I build a team, I need clever engineers. People that can solve problems. I regularly ask the above question when mature designers apply. I'm not that interested in the answer; the line of thought gives me more info – like, is (s)he driven by code quality.

Most programmers love a puzzle: tell them the problem, and they deal with it.

More important: When the teams grow, it has more people. More people to find new tricks. I consider that *meta-trick* better and more effective than finding the answer yourself.

Try it. It is fun!–albert

See also:

This article on LinkedIn: https://www.linkedin.com/pulse/never-ending-struggle-codequality-due-growth-teams-codebases-mietus

To build a Lean-Agile team

> **reading-time** XXX

Once in a while, I get questions about crafting a (scrum) team. Questions like "*Who is responsible for that?*" And above all: "*How does this help to make the team more lean; more efficient?*"

I try to share my experience (and vision) on this expertise. Don't expect simple answers, however, as they don't exist. Building a team is hard work! And, every time the project grows or shrinks, you have to rethink building the team.

Building a team isn't software specific, however. So we can borrow some inspiration from other domains, like a sports team.

The key is to think in teams: what should the team do? Next, you should select team members that collectively can fulfil all those tasks and take authority over what they are responsible for. It is hardly about how skilled a person is; when it doesn't add to the team, it does not complete the team.

I often compare it to soccer: A soccer team plays with eleven players. Albeit, eleven players are not automatically one team. Multiple 'kinds' of players are needed: some attackers and defenders and a goalie; everybody will agree. You will never win a game when you pick only the top-11 goalies!

For a software team, you need developers and testers. That is a minimum.

A fruitful team

There is more you should consider. Aside from the essential roles, you will need an able mix of personalities. Don't hope your crew work together. No, build a team that loves to assist others, where everybody has a backup. And where everybody can & will substitute all others.

When a player goes down in a (great) sports team, the other members *automatically* reshuffle to fill the hole and continue as a team –even when it is the goalie. And, when an athlete is replaced by a spare, you still should have one team.

The coach doesn't instruct the team on how to act during a game. The team should be trained to behave "automatically" when it happens. The coach's role is to prepare the team for all (un)foreseen situations.

—

To make it more complicated, a soccer team needs also spare-players. Sometimes they are part of the team, like during the trainings. Though not during the match: more as eleven players means disqualification. Moreover: when the coach replaces one player, it should still be one team!

The coach has to think both in terms of team-of-11 and team-of-all.

Building a software team differs from a establishing a soccer team. There is no hard limit of "eleven" –a scrum team is typically *around 8*; there are no goalies – although we can compare attackers with developers and testers with the defenders. And, there are no "spare player" in a SW-team; albeit we have flex-employees.

Hint: For pragmatic reasons, I usually use *"scrum team"* to denote a smallest team, of about 8 engineers And *"project team"* for collective of multiple (scrum) teams.

Software teams

The key, however, is to think in teams. That can be one scrum team of (about) 8 people or a project team of 50FTE.

But they should become one!

To build a team, you need to consider how to value the team: For me, that typically involves words as 'lean' (aka: fast, high velocity), 'agile' (or flexibile, nimble) and 'mature' –in which league are you playing?

All teams should be able to deliver working software –including all documentation (on all levels of the 'V')– in a predicable piece. For bigger projects, you need multiple scrum teams, and the (project) team should be able to grow (or shrink) in the anticipated scope-expectation. In a perfect world, your teams should be able to yield all kind of requirements, even when unexpected, or in other languages.

Each (scrum) team should be autonomous. And at the same time, all members should act together as one independent team.

All (scrum) teams should contain sufficient knowledge for the job at hand. For a software engineering project, each team should include at least programmers and testers. But functional and domain knowledge is essential as well! In technical & embedded software that can imply you need mechanical, electrical, or other technical experts too.

Without those minimum demands it's highly questionable whether the objectives are ever reached. Therefore, I prefer a full-scrum team over a *'halve team'* of (e.g.) 4 FTE: the more people, the easier it becomes to select candidates that en masse have all the needed expertise and skills.

Albeit the questions are valid in general, the answers strongly depend on the project and the environment. Setting up a new project of 8 FTE differs from adapting an existing team of, let's say, 50 people. And in contrast to what many expect, building an effective team of 4 costs more effort than a full-size team of 8!

Maturity & Soft Skills In addition to those 'cognitive' knowledge, experience, and 'seniority' are also needed, as well as a good mix of soft skills. A team with only gray mice is often ineffective, but neither is a team in which everyone fights for the most attention. While a mix of boring, 'ant-fucking', detailers and the well-known spring-in-the-field, unguided 'geniuses' can work just fine. Especially if there are also a few 'ordinary' colleagues between those extremes.

It's about the mix. Not every group of people is a team. So don't look for perfection in people, but for people who work well together and strive for perfection. For example, a good ScrumMaster is also a leader who listens to his team members and builds a team out of them.

Considerations

The craftsmanship of the ScrumMaster Building a good team is the responsibility of the ScrumMaster. He has to steer that in the right direction, although the rest of the team has a lot of influence. And as in any team or project, it is above all craftsmanship that determines whether it is done properly. While craftsmanship and experience are important, there are several general considerations.

One rule is implicit and most important: Make sure the return is in line with the investment! Doubling a project team in size without the conviction that the velocity will also be (approximately) twice as large is often not wise. Of course, there are circumstances where it cannot be otherwise. But make sure the reasons are discussed beforehand.

Priorities Many things are important; the question is, which ones are even more important than others? In the style of the Agile manifesto, several priorities can be identified:

Motivation is much more important than knowledge (of Agile).

Improving is much more important than perfection.

An improved future is much more important than any mistake in the past.

Rules of thumb Together with a few rules of thumb, the right balance must be sought. Often it is not about applying the process or the rules but about the (intended) effect.

Keep people and knowledge!

Row with the oars you do have!

Improve per sprint!

Look at the whole One of the most important principles is: a team is independent. So sufficient knowledge must be available. In a software engineering project, each team should include both programmers and testers. Functional and domain knowledge is also important. as well as knowledge about test automation. These are minimum requirements; without meeting these, it is highly questionable whether the objectives will be achieved. See also the well-known pitfalls in Black & White, without Grey!

In addition to this 'cognitive' knowledge, experience, and 'seniority' are also needed, as well as a good mix of soft skills. A team with only gray mice is often ineffective, but neither is a team in which everyone fights for the most

attention. While a mix of boring, 'ant-fucking', detailers and the well-known spring-in-the-field, unguided 'geniuses' can work just fine. Especially if there are also a few 'ordinary' colleagues between those extremes.

It's about the mix. Not every group of people is a team. So don't look for perfection in people, but for people who work well together and strive for perfection. For example, a good ScrumMaster is also a leader who listens to his team members and builds a team out of them.

See also:

- *Behavior & Test Driven Development*

1.4 PyMESS: MESS with python

1.4.1 Training snippets

dPID: A Python 'homework' exercise

practice-time 1 hour

This is an optional exercise for the python-3 workshops: program a **d**iscrete **PID**-controller.

A basic `class definition` is given; which has to be tested and implemented. By starting with the *test-part*, which is advisable anyhow (the TDD approach), the exercise starts simple.

A few *test-examples* are also given. This file can be used as *'template'* to write your own tests.

dPID articles

dPID: The dPID class

status RC-1.0

This article shows the `dpid.PID` documentation, as specified in *the python file*.

It specifies the *interface* to a discrete-PID-controller. Study it to understand how the class should be used. Then start writing python code to test it.

Attention: Its' a **python-coding** exercise

When part of this controller is 100% clear, just assume it is working correctly. And fill in the details as needed. Use that as base for your test-code.

- At least, eventually, the class and the code are consistent. So, future changes will not invalidate current (assumed) behaviour; without notice.
- During normal development, such details should be incorporated into the doc-string; possible after discussion and/or approval
- For the 'homework-goal' the exact working isn't that relevant. Fill in details as needed; **focus on writing python-code**!

`class` dpid.**dPID**(*P*, *I*, *D*, *min_result=None*, *max_result=None*)

A simple discrete-PID controller, as an exercise.

This PID-controller can be initialised with constantes for `P`, `I` and `D`; which can't be changed afterwards. Optional, a minimum and maximum output value can be given; both during initialisation, and later.

The controller has two **inputs**: *`setpoint()`* and *`measured()`*, and one **output**: *`result()`*. Those inputs can be set/updated independently. Similarly, the *`result()`* can be read at any-moment. As the controller will *remember* the timestamp a values changes (and knows when the result is read), it will always give the correct output. Thus, that output value does depend on the timestamp it is requested!

The *`setpoint()`* is considered as a step-function: between two changes, it will remain the last value. The *`measured()`* value however should be considered as a continuously linear-changing value. So, between two updates of this value, the dPID-controller will interpolate linearly.

When a *`result()`* is read during such a period; the PID-controller can't predict the next-measured-value, however. Therefor, it will (for that single read) assume the measured-value is the same as last-time.

When a maximum and/or minimum value is set, the *`result()`* will be clipped to that value when needed. Without a min/max, the *`result()`* is unlimited.

Hint: As this class is part of an exercise; no implementation is given.

During the training one should update this file to implement the class **without** changing the interface.

All (numeric) input & output values are either integers or floats.

`setpoint`(*sp*)

Set the setpoint: a numeric value.

`measured`(*value*)

Give the controller an update on the actual *measured* (or simulated) process-value.

The controller will assume a linear progression between the last update and the current one

`result`()

Return the actual result value

`set_min_max`(*min_result=None*, *max_result=None*)

Change the minimum and/or maximal result value. Used to clip the *`result()`*

dPID: Exercise

status pre-alpha

TDD-approach

Test first

First, write some test-files with test-functions that verify the correct working of the *`dpid.dPID`* class as specified. Depending on your knowledge of PID-controllers these test may (functionally) vary. The primary goal here is not to program (including testing) a great PID-controller; but to practice your python-skills.

Hint: time-dependent

The *`dpid.dPID`* class is discrete; it only calculates the *`dpid.dPID.result()`* when requested. This implies the (return) value of *`dpid.dPID.result()`* will depend on when it is called (relative to the other methods).

- So, timing may be relavant in your (test)-code. One can use `time.sleep` to controll that. Usa a floating-point parameter for sub-second resolution. Typically, the function is accurate in the milli-seconds range.
- Compare using a small *MARGIN*, to allow derivations due e.g. timing. See the *examples*.

See also:

Convenient python functions

- https://docs.python.org/3.5/library/time.html?highlight=sleep#time.sleep
- https://docs.python.org/3.5/library/functions.html?highlight=abs#abs

---

Instructions

- Use the pytest framework, to shorten test-code.
  - *Pytest introduction* is a summary with everything you need for this exercise.
  - You can use *Some (py)test examples* as *template* for your own files.
- Start by running `pytest` as shown.
  - Reproduce the shown output first, before adding your own files.
  - Remember; the output text will differ slightly; for paths, dates etc.
- Add a (one) new file: `test_<something>.py`.
  - Copy the start of the file (above the first function); update the copyright.
  - Write a single test-function:
    - Create a *`dpid.dPID`* instance with known, **simple** `P`, `I` and `D` settings.
    - Give it a *`setpoint()`* and *`measured()`* value.
    - Request a *`result()`*.
    - Assert the returned value is (almost) equal to the pre-computed number.
- Run `pytest` again.
  - It should run both the existing example, and the new test-file.
  - The test should fail! As the *empty* class always returns `0`, that is easy.
  - Watch for *syntax* and other errors! All, but AssertionError, should be resolved in your code
- Repeat, either by adding a test-function to that file, or adding more test-files.
  - When needed, you can add auxiliary functions; just don't use the *test*-phrase in its name.
  - Or continue first with the implementation part. And add more test later (for other functions).
  - Each test should be a little more complicated as the existing onces.
  - Or better: start with the trivial once. Then the almost-trivial, etc.
    - Start testing a "*P-only*" PID-controller
    - Then an "*I-only*", then a "*D-only*". After which you test a simple combination
    - etc.

Code second

When a part of the functionality is tested (or at least: there is test-code for), you can start implementing the *dPID* class. Keep is simple. The only objective is to **make one failing test pass**.

And improve (refactor)

dPID: The code

status RC-1.0

The code of the test-examples and the (empty) *dpid.dPID* class are shown here. They are exactly as the python-files; but for the highlighting.

Some (py)test examples

```
# Copyright (C) 2017: ALbert Mietus, SoftwareBeterMaken
# Part of my MESS project
# Dropjes licencie: Beloon me met dropjes naar nuttigheid

import pytest

from logging import getLogger
logger = getLogger(__name__)

from dpid import dPID

def test_P():
    MARGIN  = 0.5

    c = dPID(1,0,0)

    c.setpoint(10.0)
    c.measured(10.0)
    out = c.result()

    assert (-1*MARGIN) < out < MARGIN, "result (%s) should be close to zero (MARGIN=%s)"
↪% (out, MARGIN)

def test_clip():
    c = dPID(1,2,3)

    c.set_min_max(min_result=10)
    c.set_min_max(max_result=10)

    for sp in range(-100,100,10):
        c.setpoint(sp)
        c.measured(0)

        got = c.result()
        assert got == 10, "Both min and max are clipped to 10; so result should be 10!␣
↪But it is: %s" % c.result()
```

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The class (empty)

```
# Copyright (C) 2017: ALbert Mietus, SoftwareBeterMaken
# Part of my MESS project
# Dropjes licencie: Beloon me met dropjes naar nuttigheid


from logging import getLogger
logger = getLogger(__name__)

class dPID:
    """A simple discrete-PID controller, as an exercise.

    This PID-controller can be initialised with constantes for ``P``, ``I`` and ``D``;
    which can't be changed afterwards.  Optional, a minimum and maximum
    output value can be given; both during initialisation, and later.

    The controller has two **inputs**: :meth:`.setpoint` and
    :meth:`.measured`, and one **output**: :meth:`.result`. Those inputs can
    be set/updated independently. Similarly, the :meth:`.result` can be read
    at any-moment. As the controller will *remember* the timestamp a values
    changes (and knows when the result is read), it will always give the
    correct output. Thus, that output value does depend on the timestamp it
    is requested!

    The :meth:`.setpoint` is considered as a step-function: between two
    changes, it will remain the last value. The :meth:`.measured` value
    however should be considered as a continuously linear-changing value. So,
    between two updates of this value, the dPID-controller will interpolate
    linearly.

    When a :meth:`.result` is read during such a period; the PID-controller can't
    predict the next-measured-value, however. Therefor, it will (for that
    single read) assume the measured-value is the same as last-time.

    When a maximum and/or minimum value is set, the :meth:`.result` will be
    clipped to that value when needed. Without a min/max, the :meth:`.result` is
    unlimited.


    .. hint:: As this class is part of an exercise; no implementation is given.

       During the training one should update this file to implement the class
       **without** changing the interface.

       All (numeric) input & output values are either integers or floats.

    """

```

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```
48
49
50      def __init__(self, P,I,D, min_result=None, max_result=None): pass
51
52      def setpoint(self, sp):
53          """Set the setpoint: a numeric value."""
54
55      def measured(self, value):
56          """Give the controller an update on the actual *measured* (or simulated) process-
    ↪value.
57
58          The controller will assume a linear progression between the last update and the␣
    ↪current one
59          """
60
61      def result(self):
62          """Return the actual result value"""
63          return 0.0 # XXX
64
65      def set_min_max(self, min_result=None, max_result=None):
66          """Change the minimum and/or maximal result value. Used to clip the :meth:`.
    ↪result`"""
```

Downloads

You can download these files directly from bitbucket

- https://bitbucket.org/ALbert_Mietus/mess/raw/default/pyMESS/training/dPID/test_examples.py
- https://bitbucket.org/ALbert_Mietus/mess/raw/default/pyMESS/training/dPID/dpid.py

Pytest introduction

status Beta

By using pytest, it becomes simple to run one, several or all test-functions. It has many advanced features, which are not needed for this exercise; but feel free to visit the website.

Pytest uses *autodiscovery* to find all tests. This makes all test-scripts a lot shorter (and easier to maintain), as the *"main-trick"* isn't needed in all those files.

Without pytest all test-files should have a section like:

```
if __name__ == "__main__":
   test_P()
   test_clip()
   ...
   # list ALL your test here!
```

Effectively, pytest will automatically discover all test-functions; and execute them as-if that section is added, with all test-function listed (in file-order).

Example

- Installation of pytest is trivial; use:

```
[Albert@pyMESS:] % pip install pytest
```

- Running all tests (in 1 directory) is trivial too:

```
[Albert@pyMESS:../dPID] % pytest
============================================================ test session starts␣
↪============================================================
platform darwin -- Python 3.4.1, pytest-3.0.4, py-1.4.31, pluggy-0.4.0
rootdir: /Users/albert/work/MESS,hg/pyMESS/training/dPID/dPID, inifile:
collected 2 items

test_examples.py .F

================================================================= FAILURES␣
↪=================================================================
_____________________________________________________________ test_clip ____________
↪_____________________________________________________

    def test_clip():
        c = dPID(1,2,3)

        c.set_min_max(min_result=10)
        c.set_min_max(max_result=10)

        for sp in range(-100,100,10):
            c.setpoint(sp)
            c.measured(0)

            got = c.result()
>           assert got == 10, "Both min and max are clipped to 10; so result should␣
↪be 10!. But it is: %s" % c.result()
E           AssertionError: Both min and max are clipped to 10; so result should be␣
↪10!. But it is: 0.0
E           assert 0.0 == 10

test_examples.py:33: AssertionError
================================================== 1 failed, 1 passed in 0.09␣
↪seconds ==================================================
```

Note: expect *AssertionError*s (**ONLY**)

- As the class isn't implemented, one should expect *Asserts* during those (initial) runs.
- Make sure you find *AssertionError*s only; no syntax-errors etc! They denote mistakes in your code!

- The used test-file (test_examples.py) can be found *here*

Conventions

To make this (*autodiscovery*) possible, one has to fullfil a few conventions:

1. All (python) files containing test-functions, should start with `test_`
   - Alternative: end with `_test.py`
   - Typically, *I* use the prefix for black-box and glass-box tests. And the suffix for white-box tests.
2. All test-functions should have a name starting with `test_`
   - No other function should *not* use that prefix!
3. Test-functions are called without arguments
   - We don't use/need fixtures here; which look like function-parameters. So, define all test-functions without parameters!

OK or NOK: Assert on failure

Every test should result in a single-bit of information: OK nor Not-OK. Sometimes it may be useful to log (print) intermediate results; that can't replace the OK/NOK bit however.

With pytest this is easy: use the `assert` *statement*!

Typically a test ends with an assert. However, it's perfectly normal to have many asserts in one test-function; each one acts as a kind of sub-test. When a test succeeds hardly any output is generated; preventing cluttering of the test-reports.

When the first assert-expression results in `False` the test Fails. Then that AssertionError is show with some context. Giving the programmer feedback on which test fails and why.

> **Warning:** Assert is NOT a function
>
> In python `assert` is a keyword with one or two expressions.
>
> Don't use it as a function; which is a common (starters) mistake. Then, it is read as a single expression: a tuple with two elements. Which is always `True`. So the `assert` never fails!
>
> Typically, the second expression is a string explaining what is expected. And so, documents that part of the test.

See also:

Links

- https://pytest.readthedocs.io/
- https://en.wikipedia.org/wiki/PID_controller
- https://en.wikipedia.org/wiki/Test-driven_development

1.5 BLOG indexes

Posts

- *To build a Lean-Agile team* (2023/06)
- *Agile System Architecting* (2023/05)
- *Applying BDD & TDD in legacy* (2023/05)
- *Introducing BDD & TDD* (2023/04)
- *The Never-ending Struggle on CodeQuality due to the growth of teams and codebases* (2023/04)
- *Why Modern Embedded Software Systems nowadays embrace webserver-technology* (2023/04)
- *Pub/Sub* (2020/03)
- *ThreadPoolExecutor* (2020/03)
- *Requirements Traceability* (2020/02)
- *De Embedded Linux Expert bestaat niet* (2019/03)
- *dPID: A Python 'homework' exercise* (2017/10)

Also see the Draft ones (when available)

1.5.1 Major categories

Opinion

- *De Embedded Linux Expert bestaat niet* (2019/03)
- *Why Modern Embedded Software Systems nowadays embrace webserver-technology* (2023/04)
- *The Never-ending Struggle on CodeQuality due to the growth of teams and codebases* (2023/04)
- *Introducing BDD & TDD* (2023/04)
- *Applying BDD & TDD in legacy* (2023/05)
- *Agile System Architecting* (2023/05)
- *To build a Lean-Agile team* (2023/06)

Lecture

- *Requirements Traceability* (2020/02)

Practice

- *Pub/Sub* (2020/03)
- *ThreadPoolExecutor* (2020/03)
- *dPID: A Python 'homework' exercise* (2017/10)

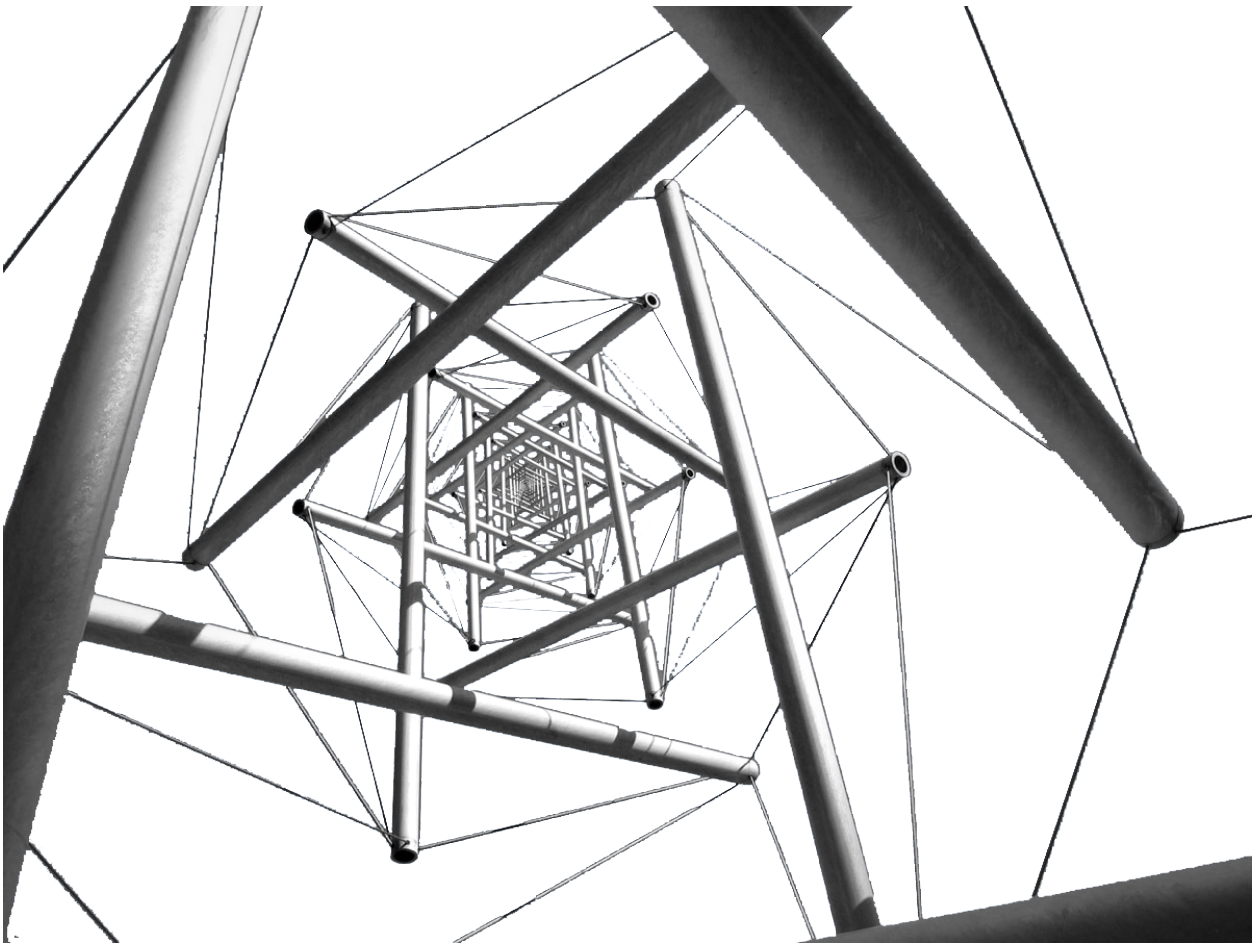
1.5.2 More indexes

- *Categories*
- *Tags*
- *Authors*
- *Languages*
- *Locations*
- (Yearly) *Archives*
- *Drafts*

CHAPTER

TWO

TENSEGRITY, AS INSPIRATION



Tensegrity is a synthesis of the names ‘tensional’ and ‘integrity’. It is based on *“teamwork”* of tension and compression forces. Although the image may look confusing, these structures are very simple. All you need are some poles, some cable, and good engineering. This results in a beautiful ‘tensegrity-tower’ where the poles almost float in the air; as shown above

It is also a well-known architectural principle for skyscrapers!

For me, it is also an inspiration for Software-Engineering: It should be based on teamwork: a synthesis of creative and verifying people. Together with a methodical way-of-working the amplify each other. Then, the sky becomes a limit, which is easy!

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