

SOFTWARE TESTING ANALYSIS & REVIEW

ORLANDO, FLORIDA • MAY 14-18, 2007



STAR
EAST

*The Greatest Software
Testing Conference on Earth*

KEYNOTES BY INTERNATIONAL EXPERTS



Les Hatton
*University
of Kingston*



Randall Rice
*Rice
Consulting*



Steven Splaine
*Nielsen
Media
Research*



Lloyd Roden
*Grove
Consultants*

22 IN-DEPTH TUTORIALS structured in a daylong format to provide practical information about specific testing issues and challenges

6 KEYNOTE SESSIONS on a variety of testing topics given by international industry experts from a range of backgrounds

43 CONCURRENT SESSIONS packed with information covering critical testing issues giving new real-world approaches to solving them for the beginner to advanced testing professional

VISIT TOP INDUSTRY PROVIDERS offering the latest solutions in testing technologies, software, and tools at the EXPO event

OVER 99% of 2006 attendees recommend STAREAST to others in the industry



Geoff Horne
iSQA



Mike Andrews
Foundstone



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EAST**

*The Greatest Software
Testing Conference on Earth*

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WHY YOU SHOULD ATTEND

- Immerse yourself in a world of learning, networking, and career growth opportunities
- Build your own conference from more than 75 sessions to fit your testing role, skill level, and software environment
- Learn about new products, timely issues, and cutting-edge testing solutions
- Network with peers and hear about the challenges faced by others in the industry
- Explore the one-of-a-kind Testing EXPO to find solutions to your testing challenges—meet face-to-face and network with solution providers
- See why more than 99% of 2006 attendees recommend this conference to others in the industry
- Enjoy the perfect balance of business and leisure in Orlando, Florida

WHO'S BEHIND THE CONFERENCE?



Software Quality Engineering assists software professionals and organizations interested in boosting productivity, improving software practices, delivering more customer value, and increasing ROI. Software Quality Engineering hosts three of the industry's most recognized software quality conferences including the STAR conference series and the Better Software Conference & EXPO. From the classroom to the Web, Software Quality Engineering delivers software testing and development courses, and provides consulting services, specialized publications, and research. www.sqe.com



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THE TESTING EXPO

May 16–17, 2007

Visit Top Industry Providers Offering the Latest in Testing Solutions

Looking for answers? Take time to explore this one-of-a-kind EXPO, designed to bring you the latest solutions in testing technologies, software, and tools. To support your software testing efforts, participate in technical presentations and demonstrations conducted throughout the EXPO. Meet one-on-one with representatives from some of today's most progressive and innovative organizations.

EXPO Hours

Wednesday, May 16

11:00 a.m. – 2:00 p.m.

3:30 p.m. – 6:30 p.m.

Reception: 5:30 p.m. – 6:30 p.m.

All attendees are invited to the EXPO reception for complimentary food and beverages.

Thursday, May 17

10:45 a.m. – 3:00 p.m.

For Sponsor/Exhibitor news and updates, visit www.sqe.com/stareast.

See page 6 for a preview of Sponsors and Exhibitors.



NETWORKING WITH COLLEAGUES

You asked for it . . . and we deliver. Experience more ways to network with peers, across all industries, at STAREAST 2007.

- **The Testing EXPO**—Look for answers to your testing needs and meet other attendees with the same challenges
- **EXPO Reception**—Socialize with others and enjoy complimentary food and beverages
- **Meet the Speakers**—Pose your toughest questions to industry experts
- **Speaker Book Signings**—Meet the author of your favorite book
- **StickyMinds.com Testing Challenge**—See how your testing skills rank against others
- **Special SeaWorld® Event**—Share a special night at SeaWorld® with your colleagues
- **Breakfasts, Breaks, Lunches, and More**

THINGS TO DO AND SEE WHILE YOU'RE IN ORLANDO



Courtesy of Orlando/Orange County Convention & Visitor's Bureau, Inc.

- Visit Disney World® and discover the fun where imagination reigns
- Have a drink at the tiki bar in Tchoup Chop, Emeril Lagasse's newest restaurant
- Get up-close with the wild life at SeaWorld® Orlando
- Airboat through the natural grasslands
- Go whale watching at Port Canaveral
- Dine at the world's largest Hard Rock Cafe®
- View the stars from the largest refractor telescope in Florida at the Orlando Science Center
- Feel the G-forces on a roller coaster at Universal's Islands of Adventure®
- Swim with the dolphins at Discovery Cove®
- Play golf on the same courses as Tiger Woods
- Learn to water-ski at the Orlando Watersports Complex or Lake Buena Vista Water Sports
- Learn to Salsa and Merengue at Latin Quarter
- Shoot hoops at NBA City®
- Get a make-over from a Fairy Godmother-in-training at the Bibbidi Bobbidi Boutique at Downtown Disney®

CONFERENCE

Over 99% of 2006 attendees recommend STAREAST to others in the industry.

SUNDAY, MAY 13

8:30	Software Testing Certification—Certified Tester – Foundation Level Training (8:30 a.m. - 12:00 p.m.)
12:00	Lunch
1:00	Software Testing Certification—Certified Tester – Foundation Level Training (1:00 p.m. - 5:00 p.m.)

MONDAY, MAY 14

8:30	Tutorial Sessions (8:30 a.m. - 12:00 p.m.)		
	A. Essential Test Management and Planning <i>Rick Craig, Software Quality Engineering</i> B. Risk-Based Testing NEW <i>Julie Gardiner, Grove Consultants</i> C. Introduction to Systematic Testing <i>Dale Perry, Software Quality Engineering</i> D. Managing Test Outsourcing <i>Martin Pol, POLTEQ IT Services BV</i> E. Becoming an Influential Test Team Leader <i>Randall Rice, Rice Consulting Services, Inc.</i>	F. Exploratory Testing Explained <i>James Bach, Satisfice, Inc.</i> G. Key Test Design Techniques <i>Lee Copeland, Software Quality Engineering</i> H. Microsoft® Visual Studio® 2005 Team System for Testers NEW <i>Chris Menegay, Notion Solutions, Inc.</i> I. Requirements Based Testing <i>Richard Bender, Bender RBT, Inc.</i>	J. Task Oriented Unit Testing WORKSHOP NEW <i>Robert Sabourin, AmiBug.com, Inc.</i> K. Scripting for Testers <i>Dion Johnson, DJohn Innovative Consulting, Inc.</i>
12:00	Lunch		
1:00	Tutorial Sessions Continue (1:00 p.m. - 5:00 p.m.)		
5:30	Certification Information Session (See page 7 for details)		

Software Testing Certification (Continued from Sunday)

TUESDAY, MAY 15

8:30	Tutorial Sessions (8:30 a.m. - 12:00 p.m.)		
	L. Session-Based Exploratory Testing NEW <i>Jon Bach, Quardev, Inc.</i> M. Measurement and Metrics for Test Managers <i>Rick Craig, Software Quality Engineering</i> N. Software Performance Testing—A Reality Check <i>Dale Perry, Software Quality Engineering</i> NEW O. Test Process Improvement <i>Martin Pol, POLTEQ IT Services BV</i> P. Risk-Based Software Security Testing NEW <i>Paco Hope, Cigital</i>	Q. How to Build, Support, and Add Value to Your Test Team <i>Lloyd Roden and Julie Gardiner, Grove Consultants</i> R. Lean-Agile Software Testing: Practices and Challenges WORKSHOP NEW <i>Jean McAuliffe, Net Objectives</i> S. Just-In-Time Testing <i>Robert Sabourin, AmiBug.com, Inc.</i>	T. Establishing a Fully-Integrated Test Automation Architecture <i>Edward Kit, Software Development Technologies</i> U. Behind Closed Doors: Secrets of Great Management <i>Johanna Rothman, Rothman Consulting Group, Inc., and Esther Derby, Esther Derby Associates, Inc.</i> V. The Art and Science of SOA Testing NEW <i>Mamoon Yunus & Rizwan Mallal, Crosscheck Networks</i>
12:00	Lunch		
1:00	Tutorial Sessions Continue (1:00 p.m. - 5:00 p.m.)		

Software Testing Certification (Continued from Monday)

WEDNESDAY, MAY 16

8:30	Opening Remarks — Conference Chair - Lee Copeland, Software Quality Engineering				
8:45	Failure Patterns: A Powerful Tool to Optimize Your Testing — Les Hatton, University of Kingston				
10:00	The Risks of Risk-Based Testing — Randall Rice, Rice Consulting				
11:00	Networking Break • Visit the Testing EXPO, 11:00 a.m. – 2:00 p.m.				
	Test Management	Test Techniques	Test Automation	Metrics	Special Topics
11:30	W 1 Communicating the Value of Testing <i>Theresa Lanowitz, voke, Inc.</i>	W 2 Top Ten Tendencies that Trap Testers <i>Jon Bach, Quardev, Inc.</i>	W 3 Behavior Patterns for Designing Automated Tests <i>Jamie Mitchell, Jamie Mitchell Consulting, Inc.</i>	W 4 Measuring the Effectiveness of Testing Using DDP <i>Dorothy Graham, Grove Consultants</i>	W 5 The NEW IEEE 829 Testing Standard: What You Need to Know <i>Claire Lohr, Lohr Systems</i>
12:30	Lunch • Visit the Testing EXPO				
1:45	W 6 You're the New Test Manager—Now What? <i>Brett Masek, American HealthTech, Inc.</i>	W 7 Modular Test Case Design: The Building Blocks of Reusable Tests <i>Shaun Bradshaw, Questcon Technologies</i>	W 8 Test Automation Centers of Excellence <i>Jennifer Seale, Nationwide Insurance</i>	W 9 Managing by the Numbers <i>John Fodeh, HP - Mercury</i>	W 10 Testing Web Applications for Security Defects <i>Michael Sutton, SPI Dynamics</i>
3:00	W 11 Employ Tomorrow's Customers to Staff Your Testing Team Today <i>Alex Dietz, Vital Images</i>	W 12 Risk-Based Testing: From Theory to Practice <i>Susan Herrick, EDS Global Quality Assurance</i>	W 13 Business Rules-Based Test Automation <i>Harish Krishnankutty, Infosys Technologies, Ltd.</i>	Double-Track Session!	
4:00	Networking Break • Visit the Testing EXPO, 3:30 p.m. - 6:30 p.m.				
4:30	Positioning Your Test Automation Team as a Product Group — Steven Splaine, Nielsen Media Research				
5:30	Reception in the EXPO Hall, 5:30 p.m. – 6:30 p.m.				
6:30	Special Event at SeaWorld® (see page 7 for details)				

A T - A - G L A N C E

THURSDAY, MAY 17

8:30	Test Estimation: A Pain or ... Painless? — Lloyd Roden, Grove Consultants				
	Test Management	Test Techniques	Test Automation	Model-Based Testing	Special Topics
9:45	T 1 Crucial Test Conversations Robert Galen, RCGC, LLC.	T 2 Testing Requirements: Ensuring Quality Before the Coding Begins Joe Marasco, Ravenflow	T 3 Keyword-Driven Test Automation Illuminated Mark Fewster, Grove Consultants	T 4 Build a Model-Based Testing Framework for Dynamic Automation Ben Simo, Standard & Poor's	T 5 Lightning Talks: A Potpourri of 5-Minute Presentations Facilitated by Matt Heusser, Priority Health 
10:45	Networking Break • Visit the Testing EXPO, 10:45 a.m.–3:00 p.m.				
11:15	Double-Track Session!	T 6 Finding Success in System Testing Nathan Petschik, STS Consulting	T 7 Unit Testing Code Coverage: Myths, Mistakes, and Realities Andrew Glover, Stelligent	T 8 Harnessing the Power of Randomized Unit Testing James Andrews, University of Western Ontario	T 9 Automated Software Audits for Assessing Product Readiness Susan Kunz, Solidware Technologies, Inc.
12:15	Lunch • Visit the Testing EXPO • Meet the Speakers				
	Test Management	Test Techniques	Test Automation	Personal Excellence	SOA Testing
1:30	T 10 How to Fake a Test Project James Bach, Satisfice, Inc.	T 11 When There's Too Much to Test: Ask Pareto for Help Claire Caudry, Perceptive Software	T 12 Verification Points for Better Testing Efficiency Dani Almog, Amdocs	T 13 The Nine Forgetting Lee Copeland, Software Quality Engineering	T 14 A Unique Testing Approach for SOA Systems Ed Horst, AmberPoint
2:30	Networking Break • Visit the Testing EXPO				
3:00	T 15 From Start Up to World Class Testing Iris Trout, Bloomberg	T 16 Essential Regression Testing Deakon Provost, State Farm Insurance	T 17 Top Ten Reasons Test Automation Projects Fail Shrini Kulkarni, iGate Global Solutions Limited	T 18 The Great Testers of Our Time and Times Past Clive Bates, Grove Consultants	T 19 Will Your SOA Systems Work in the Real World? Jacques Durand, Fujitsu Software
4:15	Building the Test Management Office — Geoff Horne, iSQA				
5:30	Certification Exam (See page 7 for details)				

FRIDAY, MAY 18

8:30	Social Engineering: Testing the Organization as Well as the Code — Mike Andrews, Foundstone				
9:30	Wrap-Up Session & Networking Break				
	Test Management	Test Techniques	Outsourcing	Static Testing	Performance Testing
10:00	F 1 Recruiting, Hiring, and Retaining Great Testers Krishna Iyer, ZenTEST Labs	F 2 Gain Control over Chaotic Development Projects Dennis Tagliabue, Dell, Inc.	F 3 Mistakes Outsourcing Customers Make Kees Blokland, POLTEQ IT Services BV	F 4 Static Analysis Tools—Use Them Early and Often Aditya Dada, Sun Microsystems	F 5 Performance Testing Web Applications with OpenSTA Dan Downing, Mentora Group
11:15	F 6 The Case of a Failed Project: A Mystery Solved John Scarborough, Aztecsoft	F 7 Bugs on Bugs! Hidden Testing Lessons from the Looney Tunes Gang Robert Sabourin, AmiBug.com, Inc.	F 8 An Outsource Model for Quality Assurance and Automated Testing Jeff Beange, RBC Financial Group	F 9 A Flight Plan for Testing to Keep Us Safe Sid Snook, Software Quality Engineering	F 10 Challenges in Performance Testing of AJAX Applications Rajendra Gokhale, Aztecsoft

See what recent delegates had to say about this must-attend event:

"I thought the conference had tremendous value. I went to learn about the software testing market and was suitably impressed with the level of activity. I thought the material presented was high quality. There was a nice blend of vendors from various sectors of the market. I will highly recommend STAR conferences to others."

— Steve Mackie, Account Manager for Enterprise IT Risk Management
Wyle Laboratories

"I very much enjoyed the conference and was able to take pieces from the different sessions that I attended and immediately apply some of them to my current projects."

— Chris Busby, Sr. QA Analyst
Devon Energy Corp.

"Very well organized event. Tremendous amount of testing information was obtained by attending the pre-conference tutorial sessions and the speakers at each keynote session attended were very professional and were well-versed in subject matter."

— Sue Miller, Computer Specialist
Defense Finance & Accounting Service, Indianapolis
Technology Services Organization

"Great conference! It gave me so many ideas and methods to evaluate and implement that now I can really tackle the problems we face."

— Jeff VanShaar, Quality Assurance Manager
Spillman Technologies, Inc.

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PLUS See these Exhibitors and Sponsors at the EXPO (May 16–17)

ACM Queue Magazine	HP	RTTS
ACULIS	IBM	Seapine Software
ASTQB (American Software Testing Qualifications Board)	IEEE Computer Society	Sirius Software Quality Associates
Better Software Magazine	iTKO LISA	Software Quality Engineering
Checkpoint Technologies, Inc.	McCabe Software, Inc.	Software Test & Performance
Cognizant	Mindreef	SQE Training
Compuware Corporation	OPNET Technologies	SPI Dynamics
Empirix	Original Software, Inc.	StickyMinds.com
Google	Pragmatic Software	TechExcel
	Quardev, Inc.	

MEDIA SPONSORS



STAREAST 2007 sponsors are listed in bold.

For Sponsor/Exhibitor news and updates, visit www.sqe.com/stareast.

SPECIAL EVENTS



Courtesy of Orlando/Orange County Convention & Visitor's Bureau, Inc.

Attend a Special Evening at SeaWorld

STAREAST conference delegates are invited to attend an exciting evening at SeaWorld®, Wednesday, May 16. Enjoy dinner and refreshing cocktails held at an exclusive section of the park reserved just for us. Share in animal encounters, relish in the live music, and round out the evening with a grand finale Shamu Show. Transportation will be provided to and from the park, immediately following the EXPO reception. Additional guest tickets may be purchased. For more information or to RSVP for this event, please contact our Client Support Group at 888-268-8770 or 904-278-0524.



Lightning Talks

Thursday, May 17, 9:45 a.m.

Lightning Talks are nine five-minute talks during a concurrent session timeslot. Lightning Talks represent a much smaller investment of time than track speaking and offer the chance to try out conference speaking without the heavy commitment. Use this as an opportunity to give a talk for the first time—or the first time on a new topic. Are you interested in presenting a Lightning Talk at STAREAST? It's not too late to submit your idea for your talk. Visit www.sqe.com/lightningtalks by March 26. See page 17 for more details.

Certification Exam and Information Session

As an experienced software testing professional and a participant in STAREAST, you have the opportunity to take the ISTQB™ Certified Tester—Foundation Level exam facilitated by the American Software Testing Qualifications Board (ASTQB). To pre-register for the exam or to download the syllabus, visit www.astqb.org. The examination will be held on site Thursday, May 17, at 5:30 p.m. The cost for the exam is \$250. Not sure if you are ready? There will be a free information session to introduce you to the certification program and examination on Monday, May 14, at 5:30 p.m.

Meet the Speakers

Thursday during Lunch

Meet with industry experts for an open discussion in key areas of software testing technology. Pose your toughest questions, address specific project needs, gather details on the latest research and cutting-edge testing practices, or just come by to say hello.

StickyMinds.com Testing Challenge

Take the Challenge in the EXPO on Wednesday and Thursday

StickyMinds.com invites you to try out your testing skills at the Testing Challenge during EXPO hours. How do you rank against fellow testers?

Bookstore and Speaker Book Signings

During EXPO hours, purchase popular industry books—many authored by STAREAST speakers—from BreakPoint Books. Authors are available for questions and book signings during session breaks and EXPO hours.



SOFTWARE TESTING CERTIFICATION TRAINING AT STAREAST

Software Testing Certification Training Certified Tester—Foundation Level

Sunday, May 13 – Tuesday, May 15
8:30 a.m. – 5:00 p.m.



Are you looking for internationally recognized certification in software testing?

Delivered by top experts in the testing industry, Software Testing Certification is an accredited training course, designed to help prepare you for the ISTQB™ Certified Tester—Foundation Level exam. This certification program, accredited by the ISTQB™ through its network of National Boards, is the only internationally accepted certification for software testing. The ISTQB™, a non-proprietary and nonprofit organization, has granted more than 40,000 certifications in more than twenty countries around the world.

Through the Software Testing Certification training course, learn the basics needed to become a software test professional and understand how testing fits into the software development lifecycle. Find out what it takes to be a successful software test engineer and how testing can add significant value to software development. Study all of the basic aspects of software testing, including a comprehensive overview of tasks, methods, and techniques for effectively testing software. In addition, learn the fundamental steps in the testing process: planning, analysis, design, implementation, evaluation, and reporting.

The Software Testing Certification course covers the topics needed to prepare you for the ISTQB™ Certified Tester—Foundation Level exam:

- Fundamentals of software testing - Concepts and context, risk analysis, goals, process, and psychology
- Lifecycle testing - How testing relates to development including models, verification and validation, and types of tests
- Static testing - Reviews, inspections, and static tools
- Test design techniques - Black-box test methods, white-box techniques, error guessing, and exploratory testing
- Test management - Team organization, key roles and responsibilities, test strategy and planning, configuration management, defect classification and management
- Testing tools - Tool selection, benefits, risks, and classifications

The Software Testing Certification training program is appropriate for individuals who recently entered the testing field and those currently seeking certification in testing.

REGISTER EARLY—SPACE IS LIMITED!

At 3:30 p.m., on the third day of the course you will have the opportunity to take the ISTQB™ Certified Tester—Foundation Level exam. The ISTQB™ Certified Tester—Foundation Level certification exam is independently administered by the American Software Testing Qualifications Board. A \$250 fee for the exam is included in your course registration. For more information on ISTQB™ certification or to download the syllabus, please visit www.astqb.org.

You save an additional \$200 by attending both the Certification Training and the Conference!

To register for the Certification Course and the Conference, contact our Client Support Group at 888-268-8770 or 904-278-0524 or sqeinfo@sqe.com.

MONDAY, MAY 14, 8:30-5:00

A Essential Test Management and Planning

Rick Craig, Software Quality Engineering

The key to successful testing is effective and timely planning. Rick Craig introduces proven test planning methods and techniques, including the Master Test Plan and level-specific test plans for acceptance, system, integration, and unit testing. Rick explains how to customize an IEEE-829-style test plan and test summary report to fit your organization's needs. Learn how to manage test activities, estimate test efforts, and achieve buy-in. Discover a practical risk analysis technique to prioritize your testing and help you become more effective with limited resources. Rick offers test measurement and reporting recommendations for monitoring the testing process. Discover new methods and renewed energy for taking test management to the next level in your organization.



A frequent speaker at testing conferences, **Rick Craig** is recognized worldwide as an expert test and evaluation instructor with Software Quality Engineering. He has implemented and managed testing efforts on large-scale, traditional, and embedded systems, and co-authored a study that benchmarked industry-wide processes. Rick is co-author of the reference book *Systematic Software Testing*.

B Risk-Based Testing NEW

Julie Gardiner, Grove Consultants

Risks are endemic in every phase of every project. One key to project success is to identify, understand, and manage these risks effectively. However, risk management is not the sole domain of the project manager, particularly with regard to product quality. It is here that the effective tester can significantly influence the project outcome. Shortened time scales, particularly in the latter stages of projects, are a frustration with which most of us are familiar. Julie Gardiner explains how risk-based testing can shape the quality of the delivered product in spite of such time constraints. Join Julie as she reveals how you can apply product risk management to a variety of organizational, technology, project, and skills challenges. Receive practical advice—gained through interactive exercises—on how to apply risk management techniques throughout the testing lifecycle, from planning through execution and reporting. Take back a practical process and the tools you need to apply risk analysis to testing in your organization.



Recently joining Grove Consultants, **Julie Gardiner** has more than fourteen years of experience in the IT industry including time spent as an analyst programmer, Oracle DBA, and Project Manager. She works on the ISEB examination panel and is a committee member for the BCS SIGIST. Julie is a regular speaker at software testing conferences including STAREAST, STARWEST, EuroSTAR, ICSTest, and the BCS SIGIST.

C Introduction to Systematic Testing

Dale Perry, Software Quality Engineering

Testers are all too often thrown into the quality assurance/testing process without the knowledge and skills essential to perform the required tasks. To be truly effective, you first must understand what testing is supposed to accomplish and then see how it relates to the bigger project management and application development picture. After that, you can ask the right questions: What should be tested? How much testing is enough? How do I know when I'm finished? How much documentation do I need? Dale Perry details a testing lifecycle that parallels software development and focuses on defect prevention and early detection. As Dale shares the basics for implementing a systematic, integrated approach to testing software, learn when, what, and how to test—plus ways to improve the testability of your system.



Dale Perry has more than twenty-five years of experience in information technology. He has been a developer, DBA, project manager, tester, and test manager. Dale's project experience includes large system conversions, distributed systems, online applications, client/server and Web applications. A consultant with Software Quality Engineering for seven years, Dale has specialized in training and consulting on testing, inspections and reviews, and other testing and quality related topics.

D Managing Test Outsourcing

Martin Pol, POLTEQ IT Services BV

When outsourcing all or part of your testing efforts to a third-party vendor, you need a special approach to make testing effective and controlled. Martin Pol explains the roadmap to successful outsourcing, how to define the objectives and strategy, and what tasks should be outsourced. He describes how to select your supplier and how to migrate, implement, and cope with people issues. Martin discusses contracts, service level agreements, compensation issues, and monitoring and controlling the outsourced test work. To help you gain a practical perspective of all the steps in the outsourcing process, Martin shares a real-life case study, including a spreadsheet-based monitoring tool. The good news for testers is that outsourcing requires more testing—not less—and that new testing jobs are coming into existence. Testing the outsourcing is becoming a very popular control mechanism for outsourcing in general.



Martin Pol has played a significant role in helping to raise the awareness and improve the performance of testing worldwide. Martin provides international testing consulting services through POLTEQ IT Services BV. He's gained experience by managing testing processes and implementing structured testing in many organizations in different branches.

E Becoming an Influential Test Team Leader

Randall Rice, Rice Consulting Services, Inc.

Have you been thrust into the role of test team leader or are you in a test team leadership role and want to hone your leadership skills? Test team leadership has many unique challenges, and many test team leaders—especially new ones—find themselves ill-equipped to deal with the problems they face daily. The test team leader must be able to motivate and influence people while keeping the testing on track with time and budget constraints. Randall Rice focuses on how to grow as a leader, how to influence your team and those around you, and how to influence those outside your team. Learn how to become a person of influence, how to deal with interpersonal issues, and how to influence your team in building their skills and value. Discover how to communicate your value to management, how to stand firm when asked to compromise principles, and how to learn from your successes and failures. Develop your own action plan to implement the things you plan to do to grow as a leader.



Randall Rice is a leading author, speaker, and consultant in the field of software testing and software quality. A Certified Software Quality Analyst, Certified Software Tester, and Certified Software Test Manager, Randall has worked with organizations worldwide to improve the quality of their information systems and to optimize their testing processes. Randall is co-author of *Surviving the Top Ten Challenges of Software Testing*.

F Exploratory Testing Explained

James Bach, Satisfice, Inc.

Exploratory testing is an approach to testing that emphasizes the freedom and responsibility of the tester to continually optimize the value of his work. It is the process of three mutually supportive activities done in parallel: learning, test design, and test execution. With skill and practice, exploratory testers typically uncover an order of magnitude more problems than the same amount of effort spent on procedurally scripted testing. All testers conduct exploratory testing in one way or another, but few know how to do it systematically to obtain the greatest benefits. Even fewer testers can articulate the process. James Bach looks at specific heuristics and techniques of exploratory testing to help you get the most from this highly productive approach. James focuses on the skills and dynamics of exploratory testing itself, and how it can be combined with scripted approaches. (For insight into how to manage and measure ET, see Jonathan Bach's tutorial on Session-Based Test Management.)



James Bach is founder and principal consultant of Satisfice, Inc., a software testing and quality assurance company. James cut his teeth as a programmer, tester, and SQA manager in Silicon Valley and the world of market-driven software development. In 1999, James designed the General Functionality and Stability Test Procedure for the Microsoft Windows 2000 Application Certification program, which may be the first published example of a formalized intuitive testing process.

G Key Test Design Techniques

Lee Copeland, *Software Quality Engineering*

Go beyond basic test methodology and discover ways to develop the skills needed to create the most effective test cases for your systems. All testers know we can create more test cases than we will ever have time to run. The problem is choosing a small, "smart" subset from the almost infinite number of possibilities. Join Lee Copeland to discover how to design test cases using formal techniques including equivalence class and boundary value testing, decision tables, state-transition diagrams, and all-pairs testing. Learn to use more informal approaches, such as random testing and exploratory testing, to enhance your testing efforts. Choose the right test case documentation format for your organization. Use the test execution results to continually improve your test designs.



Lee Copeland has more than thirty years of experience in the field of software development and testing. He has worked as a programmer, development director, process improvement leader, and consultant. Based on his experience, Lee has developed and taught many training courses focusing on software testing and development issues. Lee is the author of *A Practitioner's Guide to Software Test Design*, the *Managing Technical Editor* for *Better Software Magazine*, and a regular columnist for *StickyMinds.com*.

H Microsoft® Visual Studio® 2005 Team System for Testers **NEW**

Chris Menegay, *Notion Solutions, Inc.*

Microsoft® Visual Studio® 2005 Team System is an entirely new series of productive, integrated lifecycle tools that help test and development teams communicate and collaborate more effectively. Gain a comprehensive knowledge of the testing capabilities available to you with Visual Studio® Team System. Chris Menegay helps you understand the challenges test teams face and how Visual Studio® Team System can help. Learn how to create and execute functions including defect reporting, defect tracking, and manual test execution, as well as Web, load, and unit tests. Chris demonstrates how to use reporting features and create quality reports to analyze the status of projects. Become familiar with Team Foundation version control, where all tests are stored and historical changes are tracked. The testing portions of this course are taught using a shared Team Foundation Server, which allows you to get acquainted with the new collaborative features of Team System.



Chris Menegay, a *Principal Consultant* for *Notion Solutions, Inc.*, has been helping clients develop business applications for more than ten years. Chris works with customers to help with Team System adoption, deployment, customization, and learning. In his role with *Notion Solutions*, Chris wrote the *Team System training* for Microsoft that was used to train customers using the beta versions of Team System. He holds his *MCSD.NET & MCT* certification. Chris is a *Team System MVP*, a *Microsoft Regional Director*, a member of the *Microsoft South Central District Developer Guidance Council*, and a member of the *INETA speaker's bureau*.

I Requirements Based Testing

Richard Bender, *Bender RBT, Inc.*

Testers use requirements as an oracle to verify the success or failure of their tests. Richard Bender presents the principles of the Requirements Based Testing methodology in which the software's specifications drive the testing process. Richard discusses proven techniques to ensure that requirements are accurate, complete, unambiguous, and logically consistent. Requirements based testing provides a process for first testing the integrity of the specifications. It then provides the algorithms for designing an optimized set of tests sufficient to verify the system from a black-box perspective. Find out how to design test cases to validate that the design and code fully implement all functional requirements. Determine which test design strategy—cause-effect graphing, equivalence class testing, orthogonal pairs, and more—to apply to your applications. By employing a requirements based testing approach, you will be able to quantify test completion criteria and measure test status.



Richard Bender has been involved in test and evaluation since 1969. He has authored and coauthored books and courses on quality assurance and test, software development lifecycles, analysis and design, software maintenance, and project management. He has worked with an international clientele in a wide range of industries from financial to academic.

WORKSHOP *Limited seating, register early!*

J Task Oriented Unit Testing **NEW**

Robert Sabourin, *AmiBug.com, Inc.*

With the increasing popularity of agile development methods, testing is starting earlier in the software development cycle. Testers and developers are challenged to develop software at lightning speed, often using new and unstable technologies. Join Robert Sabourin to learn how developers and testers can work together as a team to promote and implement better unit tests as part of the development process. Save your company money and yourself time by finding and fixing bugs long before system testing ever starts. Get the ammunition you need to convince management and the development team of the economic and business benefits of comprehensive unit testing. Robert addresses unit testing issues within the context of different development lifecycle models—including new agile approaches—and the tools and techniques you need to organize for and implement task oriented unit testing.



Robert Sabourin has more than twenty-five years of management experience, leading teams of software development professionals. A well-respected member of the software engineering community, Robert has managed, trained, mentored, and coached hundreds of top professionals in the field. He frequently speaks at conferences and writes on software engineering, SQA, testing, management, and internationalization. The author of *I am a Bug!*, the popular software testing children's book, Robert is an adjunct professor of Software Engineering at McGill University.

K Scripting for Testers

Dion Johnson, *DiJohn Innovative Consulting, Inc.*

Are you a tester who is interested in developing or improving your programming skills? Automated testing means programming, but programming doesn't have to be difficult. Using the Ruby scripting language in this hands-on workshop, learn how to script tests for Web-based software applications. Practice using an open source Ruby tool kit to explore techniques for automating browser-based testing. Learn how to write automated functional tests for Web applications, understand how to define a base state for your functional tests, and discover the pros and cons of different approaches for automating Web application testing. By the end of the day, you will have written automated tests for a sample application. **Participants should have some programming skills in at least one language and understand basic programming concepts such as variables and if-then statements.**

Working in pairs is strongly encouraged—bring a friend and a laptop.



Dion Johnson has eleven years of experience in providing IT services to both government and private industry. With a Bachelor of Science degree in electrical engineering, Dion has spent much of his professional career as a consultant, tasked with handling all aspects of the delivery of onsite customer services, particularly in the areas of quality assurance, quality control, software process improvement, and requirements analysis. As a conference speaker, Dion has delivered award winning and highly acclaimed presentations at many of the most prestigious industry conferences, including STAREAST, STARWEST, and the Better Software Conference & EXPO. He also writes for *Better Software Magazine* and *StickyMinds.com*.

Each tutorial runs a full day and includes lunch.

Register early, sessions fill up quickly, and seating is first-come, first-served.

TUESDAY, MAY 15, 8:30-5:00

L Session-Based Exploratory Testing **NEW**

Jon Bach, Quardev, Inc.

The agile nature of exploration and the ability of testers to rapidly apply their skills and experience make exploratory testing a widely used test approach—especially when time is short. (See James Bach's tutorial on exploratory testing for details.) But exploratory testing is often dismissed by project managers who assume that exploratory testing is not reproducible, measurable, or accountable. If you share these concerns, a solution may lie in a technique called Session-Based Test Management (SBTM), developed by the Bach brothers specifically to address these problems. In SBTM, testers are assigned areas of a product to explore, and testing is time-boxed in "sessions" which have mission statements called "charters" to create a meaningful and countable unit of work. Jon discusses—and you will practice—exploratory note-taking as one of the important skills of SBTM. He demonstrates a freely available, open source tool to help manage your exploratory testing efforts.

A laptop is required for this tutorial.



Jon Bach is Corporate Intellect Manager and Senior Test Consultant for Quardev Laboratories, a Seattle test lab specializing in rapid, exploratory testing. He is well known for being co-inventor, with his brother James, of Session-Based Test Management. In his twelve-year career, Jon has led projects for many corporations, including Microsoft, where he was a test manager on Systems Management Server 2.0 and feature lead on Flight Simulator 2004. He has presented at many national and international conferences and is a President of the 2007 Conference for the Association for Software Testing.

M Measurement and Metrics for Test Managers

Rick Craig, Software Quality Engineering

To be most effective, test managers must develop and use metrics to help direct the testing effort and make informed recommendations about the software's release readiness and associated risks. Because one important testing activity is to "measure" the quality of the software, test managers must measure the results of both the development and testing processes. Collecting, analyzing, and using metrics is complicated because many developers and testers feel that the metrics will be used "against them." Rick Craig addresses common metrics: measures of product quality, defect removal efficiency, defect density, defect arrival rate, and testing status. Learn the benefits and pitfalls of each metric and how you can use these measurements to determine when to stop testing. Rick offers guidelines for developing a test measurement program, rules of thumb for collecting data, and ways to avoid "metrics dysfunction." Various metrics paradigms, including Goal-Question-Metric, are addressed with a discussion of the pros and cons of each. Attendees are urged to bring their metrics problems and issues to use as discussion points.



A frequent speaker at testing conferences, **Rick Craig** is recognized worldwide as an expert test and evaluation instructor with Software Quality Engineering. He has implemented and managed testing efforts on large-scale, traditional, and embedded systems, and co-authored a study that benchmarked industry-wide processes. Rick is co-author of the reference book Systematic Software Testing.

N Software Performance Testing—A Reality Check **NEW**

Dale Perry, Software Quality Engineering

What does it take to properly plan and implement a performance test? What factors need to be considered? What is your performance test tool telling you? Do you really need a performance test? Is it worth the cost? These questions plague all performance testers. In addition, many performance tests do not appear to be worth the time it takes to run them, and the results never seem to resemble—yet alone predict—production system behavior. Performance tests are some of the most difficult tests to create and run, and most organizations don't fully appreciate the time and effort required to properly execute them. Dale Perry discusses the key issues and realities of performance testing—what can and cannot be done with a performance test, what is required to do a performance test, and what the test "really" tells you.



Dale Perry has more than twenty-five years of experience in information technology. He has been a developer, DBA, project manager, tester, and test manager. Dale's project experience includes large system conversions, distributed systems, online applications, client/server and Web applications. A consultant with Software Quality Engineering for seven years, Dale has specialized in training and consulting on testing, inspections and reviews, and other testing and quality related topics.

O Test Process Improvement

Martin Pol, POLTEQ IT Services BV

What is the maturity of your testing process? How do you compare to other organizations and to industry standards? Join Martin Pol for an introduction to the Test Process Improvement (TPI[®]) model, an industry standard for test process maturity assessment. Many organizations want to focus on achieving the highest level of maturity without first creating the foundation required for success. Improving your testing requires understanding twenty key test process areas, your current position in each of these areas, and the next steps to take for improvement. Rather than guessing what to do next, use the TPI[®] model as a guide. Employing real world TPI[®] assessments he has performed in a variety of organizations, Martin describes an assessment approach that is suitable for both smaller, informal organizations and larger, formal companies.

Each attendee will receive a copy of the reference book, *Test Process Improvement*, by Tim Koomen and Martin Pol.

TPI[®] is a registered trademark of Sogeti USA LLC.



Martin Pol has played a significant role in helping to raise the awareness and improve the performance of testing worldwide. Martin provides international testing consulting services through POLTEQ IT Services BV. He's gained experience by managing testing processes and implementing structured testing in many organizations in different branches.

P Risk-Based Software Security Testing **NEW**

Paco Hope, Cigital

Software security testing is a key element in your quality assurance strategy for protecting your applications and critical data. Organizations need applications that not only work correctly under normal use but also continue to work acceptably in the face of a malicious attack. Software security testing, which extends beyond basic functional requirements, is a critical part of a secure software development lifecycle. By teaching you how to use security risk information to improve your test strategy and planning, Paco Hope helps you build confidence that attackers cannot turn security risks into security failures. The goal is to teach you to think like an attacker and add test cases for non-functional—and sometimes implied—security requirements. Explore a white-box approach that looks inside your code to help you design your tests. By employing risk-based security testing, you can achieve the most benefits with less effort and avoid downstream security problems and mitigation costs. Paco offers an eye-opening experience for all QA professionals responsible for test strategies, plans, and designs. It will change the way you think about test development.



A Managing Consultant at Cigital, **Paco Hope** has more than twelve years of experience in software and operating system security. His areas of expertise include software security policy, code analysis, host security, and PKI. Paco has worked extensively with embedded systems in the gaming and mobile communications industries, and has served as a subject matter expert on issues of network security standards in the financial industry. Paco is co-author of *Mastering FreeBSD and OpenBSD Security*. Prior to joining Cigital, he served as director of product development for Tovarix, Inc. and head systems administrator in the Department of Computer Science at the University of Virginia.

Q How to Build, Support, and Add Value to Your Test Team

Lloyd Roden and Julie Gardiner, Grove Consultants

As a new or current test manager, you may have many questions—How do I create a new team? How can I make my current team more efficient and effective? How can I build my organization's confidence in our work? How can I find needed resources? Based on a people-oriented—rather than task-oriented—approach to software testing, Lloyd Roden and Julie Gardiner describe how to build and retain successful test teams. Discover the characteristics of successful testers and test managers. Identify the qualities you should look for to recruit the right people. Learn what you must do for your team and what they should do for themselves. Discuss how to promote the value of testing within the organization while building good working relationships with developers and other organizations. Learn the secrets of becoming a "trusted advisor" to your senior management. Discuss these relevant issues with others facing the same challenges. Lloyd and Julie provide utilities, spreadsheets, and templates to help you become a successful test manager.



With more than twenty-five years in the software industry, **Lloyd Roden** has worked as a developer, managed an independent test group within a software house, and joined Grove Consultants in 1999. Lloyd has been a speaker at STAREAST, STARWEST, EuroSTAR, AsiaSTAR, Software Test Automation, Test Congress, and Unicom conferences as well as Special Interest Groups in software testing in several countries. He was Program Chair for both the tenth and eleventh EuroSTAR conferences.



Recently joining Grove Consultants, **Julie Gardiner** has more than fourteen years of experience in the IT industry including time spent as an analyst programmer, Oracle DBA, and Project Manager. Julie works on the ISEB examination panel and is a committee member for the BCS SIGIST. Julie is a regular speaker at software testing conferences including STAREAST, STARWEST, EuroSTAR, ICSTest, and the BCS SIGIST.

WORKSHOP *Limited seating, register early!*

R **Lean-Agile Software Testing: Practices and Challenges** **NEW** Jean McAuliffe, *Net Objectives*

Lean and agile software development methods promote the rapid delivery of value to the customer. One way they do this is deferring detailed definition and design of system features until the "last responsible moment." This challenges the whole team to stay continuously synchronized within very short iteration cycles. The team must be creative, smart, and efficient with their verification and validation testing activities. Join Jean McAuliffe to learn the agile testing practices needed to achieve the goal of more quickly delivering the highest value features to the customer. Learn about test driven development and unit testing, continuous integration, the test focused not defect-driven approach, exploratory testing, and acceptance testing practices. Jean examines how the lean principles can add value to your organization and how they apply to quality assurance goals and activities. Teams new to or exploring agile practices have discovered moving from traditional "test last" to the lean-agile "test first" can be a big challenge to the team or organization, in particular for test engineers. Learn about the common obstacles facing teams and the solutions that can work for your team.

Please bring a laptop for hands-on exercises during this tutorial.



Jean McAuliffe is an agile coach and trainer for Net Objectives. She was a Senior QA Manager for RequisitePro at Rational Software and has been an Agile Product Manager for the last four years. Jean has more than twenty years of experience in all aspects of software development (defining, developing, testing, training, and support) for software products, bioengineering and aerospace companies. Jean is a Certified Scrum Master (CSM), member of the Agile Alliance, and charter member of the Agile Project Leadership Network. She teaches courses on Lean Quality Assurance, Lean Agile Testing, Implementing Scrum, Agile Life-Cycle Management with VersionOne, and Managing Agile Requirements: The Product Owner.

S **Just-In-Time Testing** Robert Sabourin, *AmiBug.com, Inc.*

Turbulent Web development and other market-driven projects experience almost daily requirements modifications, changes to user interfaces, and the continual integration of new functions, features, and technologies. Robert Sabourin shares proven, practical techniques to keep your testing efforts on track while reacting to fast-paced projects with changing priorities, technologies, and user needs. Robert covers test planning and organization techniques, scheduling and tracking, blending scripted and exploratory testing, identifying key project workflows, and using testing and test management tools. Learn how to create key decision-making workflows for test prioritization and bug triage, adapt testing focus as priorities change, identify technical risks, and respect business importance. Come away with a new perspective on your testing challenges and discover ways to take control of the situation—rather than to be controlled by it.



Robert Sabourin has more than twenty-five years of management experience, leading teams of software development professionals. A well-respected member of the software engineering community, Robert has managed, trained, mentored, and coached hundreds of top professionals in the field. He frequently speaks at conferences and writes on software engineering, SQA, testing, management, and internationalization. The author of I am a Bug!, the popular software testing children's book, Robert is an adjunct professor of Software Engineering at McGill University.

T **Establishing a Fully-Integrated Test Automation Architecture** Edward Kit, *Software Development Technologies*

The third generation of test automation—a keyword driven approach—has proven to be the best answer to the current software quality crisis—a shortage of test resources to validate increasingly complex applications with extremely tight deadlines. Edward Kit describes the steps to design, manage, and maintain an overall testing framework using a roles-based team approach and a state-of-the-practice process. Learn how to integrate test automation into the key phases of testing—planning, design, development, execution, and reporting. As he demonstrates commercial examples of first-, second-, and third-generation test automation tools, Edward Kit provides tips for creating a unified automation architecture to address a wide variety of test environment challenges, including Web, client/server, mainframe, API, telecom, and embedded architectures.



Founder and president of Software Development Technologies, **Edward Kit** is a recognized expert in the area of software testing and automation. His best-selling book, *Software Testing in the Real World: Improving the Process*, has been adopted as a standard by many companies, including Sun Microsystems, Exxon, Pepsico, FedEx, Wellpoint, Southwest Airlines, and Cadence Design Systems.

U **Behind Closed Doors: Secrets of Great Management** Johanna Rothman, *Rothman Consulting Group, Inc.*, and Esther Derby, *Esther Derby Associates, Inc.*

Great management happens one interaction at a time. Many of those interactions happen behind closed doors—in one-on-one meetings. So if great management happens in private, how do people learn how to be great managers? Great managers consistently apply a handful of simple—but not necessarily easy—practices. Management consultants Johanna Rothman and Esther Derby reveal management practices they—and their clients—have found useful and will help you learn how to perform them. Bring your big management issues and get ready to practice the skills you need to solve them. Learn to conduct effective one-on-one meetings, uncover obstacles to your success, learn when and how to coach, and how to provide feedback. In this interactive workshop, Johanna and Esther explore how managers can create an environment for success, keep progress visible, and coach their team to be the best they can be.



Johanna Rothman consults on managing high technology product development. She uses pragmatic techniques for managing people, projects, and risk to create successful teams and projects. She's helped a wide variety of organizations hire technical people, manage projects, and release successful products faster. Johanna is the co-author of the pragmatic *Behind Closed Doors, Secrets of Great Management*, author of the highly acclaimed *Hiring the Best Knowledge Workers, Techies & Nerds: The Secrets & Science of Hiring Technical People*, and is a regular columnist on *StickyMinds.com*.



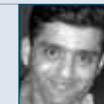
Esther Derby is one of the rare breed of consultants who blend technical and managerial issues with the people-side issues. Project retrospectives and project assessments are two key practices that Esther uses as tools to start a team's transformation. Recognized as one of the world's leaders in retrospective facilitation, Esther often receives requests to work with struggling teams. Esther is one of the founders of the *Amplify Your Effectiveness (AYE) Conference* and is a regular columnist for *StickyMinds.com*.

V **The Art and Science of SOA Testing** **NEW** Mamoon Yunus & Rizwan Mallal, *Crosscheck Networks*

Based on emerging Web services standards, SOA (Service Oriented Architecture) has ushered in a new era of how applications are designed, developed, tested, and deployed. The promise of SOA to increase development productivity and application flexibility poses new challenges for testers: multiple Web services standards and implementations, legacy applications (of questionable quality) now exposed as Web services, weak or non-existent security controls, and services of possibly diverse origins chained together to create applications. Join Mamoon Yunus and Rizwan Mallal as they lead you through an intensive tutorial that includes hands-on lab work. Roll up your sleeves and dive into the process of testing SOA Web services. Beginning with the Four Pillars of SOA testing, you will learn new concepts to master SOA testing challenges through techniques such as WSDL chaining, schema mutation, and automated filtration. Learn how traditional techniques such as black, gray, and white-box testing are applied to SOA testing to maximize test coverage, minimize effort, and release better products.



Mamoon Yunus is an advisor to Crosscheck Networks and an industry-honored CTO and visionary in Web Services-based technologies. As the founder of Forum Systems, Mamoon pioneered Web Services Security Gateways & Firewalls. He has spearheaded Forum's direction and strategy for six generations of award-winning Web Services Security products. Prior to Forum Systems, Mamoon was a Global Systems Engineer for webMethods where he developed XML-based business integration and architecture plans for Global 2000 companies.



Rizwan Mallal is the Director of Technology at Crosscheck Networks. A founding member and Chief Security Architect of Forum Systems, Rizwan is responsible for all security related aspects of Forum's technology. Previously, Rizwan was the Chief Architect at Phobos where he was responsible for developing the industry's first embedded SSL offloader. Before joining Phobos, he was a member of the core engineering group at Raport Systems which pioneered the Firewall/VPN space in the mid 1990s.

Each tutorial runs a full day and includes lunch.
Register early, sessions fill up quickly, and seating is first-come, first-served.



WEDNESDAY, MAY 16, 8:45 a.m.

Failure Patterns: A Powerful Tool to Optimize Your Testing

Les Hatton, University of Kingston

As professionals, we have always known that exhaustive testing is rarely feasible or affordable. Thus, we must find more efficient and effective approaches to testing. Discovering these approaches depends on the availability of data about defects—and this is where testers run into real problems. Few testers create experiments to measure their own testing effectiveness. Even fewer examine their results for statistical significance. Thus starved of sound data, we are forced to use our intuition. However, strong evidence indicates that today's software failure patterns are very similar to past patterns that have been studied. Exploiting past work is highly beneficial to the practice and economics of today's testing, allowing us to concentrate our tests where they are likely to be most fruitful. Join Les Hatton as he presents failure patterns from commercial case studies and recent experiments with sophisticated data mining techniques. Patterns extracted from the Common Vulnerabilities Database and other similar sources help us to be more effective testers.

Les Hatton earned a Ph.D. in computational fluid dynamics and currently holds the Chair in Forensic Software Engineering at the University of Kingston in the UK. A popular speaker at EuroStar and the STAR conferences, Les is the author of *Software Faults and Failure: Avoiding the Avoidable* and *Living with the Rest and Safer C: Developing Software for High-Integrity and Safety-Critical Systems*. A computer scientist by day, Les is a rock and blues guitarist by night, playing with the *Juniper Hills Blues Band* (available for weddings, pubs, company functions, etc.) He is also an athletics coach and still competes a bit. There are no words to describe how bad Les is at plumbing.



WEDNESDAY, MAY 16, 10:00 a.m.

The Risks of Risk-Based Testing

Randall Rice, Rice Consulting

Risk-based testing has become an important part of the tester's strategy in balancing the scope of testing against the time available. Although risk-based methods have always been helpful in prioritizing testing, it is vital to remember that we can be fooled in our risk analysis. Risk, by its very nature, contains a degree of uncertainty. We estimate the probability of a risk, but what is the probability that we are accurate in our estimate? Randall Rice describes twelve ways that risk assessment and risk-based methods may fail. In addition, he draws parallels to risk-based activities in other industries and discusses the important role of contingencies as a safety net when the unexpected occurs. Gain a greater awareness of safer ways to apply risk-based approaches so that you will be less likely to be misled by risk.

Randall Rice is a leading author, speaker, and consultant in the field of software testing and software quality. A Certified Software Quality Analyst, Certified Software Tester, and Certified Software Test Manager, Randall has worked with organizations worldwide to improve the quality of their information systems and to optimize their testing processes. Randall is co-author of *Surviving the Top Ten Challenges of Software Testing*.



WEDNESDAY, MAY 16, 4:30 p.m.

Positioning Your Test Automation Team as a Product Group

Steven Splaine, Nielsen Media Research

Test automation teams are often founded with high expectations from senior management—the proverbial "silver bullet" remedy for a growing testing backlog, perceived schedule problems, or low quality applications. Unfortunately, many test automation teams fail to meet these lofty expectations and subsequently die a slow organizational death—their regression test suites are not adequately maintained and subsequently corrode, software licenses for tools are not renewed, and ultimately test engineers move on to greener pastures. In many cases, the demise of the test automation team can be traced back to unrealistic expectations originally used to justify the business case for test automation. In other words, the team is doomed for failure from the beginning. Steven Splaine describes a creative approach to organizing a test automation effort, an approach that overcomes many of the traditional problems that automation teams face establishing themselves. Steven's solution is not theory—it is a concrete, "proven in battle" approach introduced and adopted in his organization.

Steven Splaine is a chartered software engineer with more than twenty years of experience in developing software systems: Web/Internet, client/server, mainframe, and PCs. He is an experienced project manager, tester, developer, and presenter, who has consulted with more than one hundred companies in North America and Europe. In addition, Steven is a regular speaker at software testing conferences, lead author of *The Web Testing Handbook & Testing Web Security*, and an advisor/consultant to several Web testing tool vendors and investors.



THURSDAY, MAY 17, 8:30 a.m.

Test Estimation: A Pain or . . . Painless?

Lloyd Roden, Grove Consultants

As an experienced test manager, Lloyd Roden believes that test estimation is one of the most challenging and misunderstood aspects of test management. In estimation, we must deal with destabilizing dependencies such as poor quality code received by testers, unavailability of promised resources, and “missing” subject matter experts. Often test managers do not estimate test efforts realistically because they feel pressure—both external from other stakeholders and internal from their own desire to be “team” players—to stay on schedule. Lloyd presents seven powerful ways to improve your test estimation effort and really help the team succeed with honest, data-driven estimating methods. Some are quick and easy but prone to abuse; others are more detailed and complex and perhaps more accurate. Lloyd discusses FIA (Finger in the Air), Formula or Percentage, Historical, Parkinson’s Law vs. Pricing-to-Win estimates, Work Breakdown Structures, Estimation Models, and Assessment Estimation. Come discover how to make the painful experience of test estimation (almost) painless.

With more than twenty-five years in the software industry, **Lloyd Roden** has worked as a developer, managed an independent test group within a software house, and joined Grove Consultants in 1999. Lloyd has been a speaker at STAREAST, STARWEST, EuroSTAR, AsiaSTAR, Software Test Automation, Test Congress, and Unicom conferences as well as Special Interest Groups in Software Testing in several countries. He was Program Chair for both the tenth and eleventh EuroSTAR conferences.



THURSDAY, MAY 17, 4:15 p.m.

Building the Test Management Office

Geoff Horne, iSQA

It’s the life challenge of a test manager—leading testing while keeping the work under control. If it’s not poor code, it’s configuration glitches. If it’s not defect management problems, it’s exploding change requests. When the projects are large, complex, and constrained, it can be almost impossible to keep ahead of the “gotchas” while ensuring testing progress. IT projects have long used the concept of a Project Management Office (PMO), providing administrative services to allow Project Managers to focus on their key responsibilities. In the same way, a Test Management Office (TMO) can help test managers focus on their key testing activities. Join Geoff Horne as he describes the functions encompassed by the TMO; how establishing a TMO can benefit your organization; the management structure and resources needed for success; and how to prevent the TMO from becoming a dumping ground for issues and people no one else wants to handle.

Based in New Zealand, **Geoff Horne** has more than twenty-eight years of experience in IT including software development, sales and marketing, and IT and project management. In the IT industry he has founded and run two testing companies that have brought a full range of testing consultancy services to an international clientele. Recently, in the capacity of a program test manager, Geoff has focused on a few select clients running complex test projects. Geoff has written a variety of white papers on the subject of software testing and has been a regular speaker at the STAR testing conferences.



FRIDAY, MAY 18, 8:30 a.m.

Social Engineering: Testing the Organization as Well as the Code

Mike Andrews, Foundstone

We’re all familiar with network security—protecting the perimeter of your company with firewalls and intrusion detection systems. Similarly, we’re doing something about application security—hardening from attacks the software on which companies rely. However, what about the “soft” assets of a company? (And we’re not talking about the sofas and potted plants dotted around the office.) How prone to attack are the people who work for your company? Mike Andrews departs from the traditional talk of testing software to discuss testing human beings. Will people give up their passwords for a candy bar? How often do people actually check the site to which they are connecting? What tricks are in the arsenal of wily and unethical social engineers as they attempt to obtain information and con their way into the often unsecured inner sanctum of a company’s network and application software? You’ll be amazed, you’ll be surprised, and you’ll be shocked. You’ll be shaking your head at the stupidity of some people—and you may discover it could easily have happened to you. Technology isn’t always to blame—people often are the weakest link.

Mike Andrews is a senior consultant at Foundstone where he specializes in software security, leads Web application security assessments, and teaches Ultimate Web Hacking classes. He brings a wealth of commercial and educational experience from both sides of the Atlantic and is a widely published author and frequent speaker. His book *How to Break Web Software* (co-authored with James Whittaker, Addison Wesley 2006) is currently one of the most popular books on Web-based application security.

W1 TEST MANAGEMENT

Communicating the Value of Testing

Theresa Lanowitz, *voke, Inc.*

Test managers constantly lament that few outside their group understand or care much about the value they provide and consistently deliver. Unfortunately, they are often correct. The lack of visibility and understanding of the test team's contribution can lead to restricted budgets, fewer resources, tighter timelines, and ultimately, lower group productivity. Join Theresa Lanowitz as she highlights ways to move from simply being a tester of software to an advocate for your organization's customers. Learn how to effectively and concisely communicate with key stakeholders in your organization to ensure that they understand the value and role of the testing group. With effective and concise communication, the testing group will be perceived as more strategically important and integral to the success of every project.

- Strategies for communicating complex data
- Ensure your communications give you the visibility you need
- How to create testing evangelists within your organization

W2 TEST TECHNIQUES

Top Ten Tendencies that Trap Testers

Jon Bach, *Quardev, Inc.*

A trap is an unidentified problem that limits or obstructs us in some way. We don't intentionally fall into traps, but our behavioral tendencies aim us toward them. For example, have you ever found a great bug and celebrated only to have one of your fellow testers find a bigger bug just one more keystroke away? A tendency to celebrate too soon can make you nearsighted. Have you ever been confused about a behavior you saw during a test and shrugged it off? The tendency to dismiss your confusion as unimportant or irrelevant may make you farsighted -- limiting your ability to see a bug right in front of you. Jon Bach demonstrates other limiting tendencies like Stakeholder Trust, Compartmental Thinking, Definition Faith, and more. Testers can't find every bug or run every possible test, but identifying these tendencies can help us avoid traps that might compromise our effectiveness and credibility.

- How you might be susceptible to traps
- Ways through (or around) the ten most common traps
- Participate in exercises that test your situational awareness

W3 TEST AUTOMATION

Behavior Patterns for Designing Automated Tests

Jamie Mitchell, *Jamie Mitchell Consulting, Inc.*

Automated GUI tests often fail to find important bugs because testers do not understand or model intricate user behaviors. Real users are not just monkeys banging on keyboards. As they use a system, they may make dozens of instantaneous decisions, all of which result in complex paths through the software code. To create successful automated test cases, testers must learn how to model users' real behaviors. This means test cases cannot be simple, recorded, one-size-fits-all scripts. Jamie Mitchell describes several user behavior patterns that can be adopted to create robust and successful automated tests. One pattern is the 4-step dance, which describes every user GUI interaction: (1) ensure you're at the right place in the screen hierarchy; (2) provide data to the application; (3) trigger the system; and (4) wait for the system to complete its actions. Join Jamie to learn how this pattern and others can guide your implementation of each automated GUI test.

- Why simplistic automated scripts are worse than useless
- Faulty assumptions we make when automating test cases
- Patterns to help your GUI test automation designs

W4 METRICS

Measuring the Effectiveness of Testing Using DDP

Dorothy Graham, *Grove Consultants*

Does your testing provide value to your organization? Are you asked questions like "How good is the testing anyway?" and "Is our testing any better this year?" How can you demonstrate the quality of the testing you perform, both to show when things are getting better and to show the effect of excessive deadline pressure? Defect Detection Percentage (DDP) is a simple measure that organizations have found very useful in answering these questions. It is easy to start—all you need is a record of defects found during testing and defects found afterwards (which you probably already have available). Join Dorothy Graham as she shows you what DDP is, how to calculate it, and how to use it to communicate the effectiveness of your testing. Dorothy addresses the most common stumbling blocks and answers the questions most frequently asked about this very useful metric.

- Calculate defect detection percentage (DDP) for your projects
- How other organizations have used DDP successfully
- Deal with issues, questions, and problems in using this metric

W5 SPECIAL TOPICS

The NEW IEEE 829 Testing Standard: What You Need to Know

Claire Lohr, *Lohr Systems*

You know about it. Maybe you've used it. Maybe you've even loved it. But now, after all these years, the IEEE 829 standard, the only international standard for test documentation, has been radically revised. As a leader on the IEEE committee responsible for this update, Claire Lohr has detailed insight into what the changes mean to you. You'll discover that all of the old documents, with one exception, are still included. But now, the 829 standard describes documentation for each level of testing, adds a three-step process for choosing test documents and their contents, adds additional documents, and follows the ISO 12207 life-cycle standard as its basis. In addition, the new standard can be tailored for agile methods if the stakeholders agree on the modifications.

- The one-size-fits-all IEEE 829 standard of the past is gone
- How to tailor the new documents to match your needs
- Consider whether your organization should adopt the revised standard

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“Great conference, well worth the time and the cost. STAR is the best one-stop shop for testing information.”

— Robert Robinson,
Manager, Software Quality Assurance
Newspaper Software Solutions

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W6 TEST MANAGEMENT

You're the New Test Manager—Now What?

Brett Masek, American HealthTech, Inc.

You've wanted this promotion to QA/Test manager for so long and now, finally, it's yours. But, you have a terrible sinking feeling . . . "What have I gotten myself into?" "How will I do this?" You have read about Six Sigma and developer to tester ratio—but what does this mean to you? Should you use black-box or white-box testing? Is there a gray box testing? Your manager is mumbling about offshore outsourcing. Join Brett Masek as he explains what you need to know to become the best possible test manager. Brett discusses the seven key areas—test process definition, test planning, defect management, choosing test case approaches, detailed test case design, efficient test automation, and effective reporting—you need to understand to lead your test team. Learn the basics for creating a test department and how to achieve continuous improvement. And, learn how to avoid the biggest mistake most new test managers make—failing to say "No," even when it is necessary.

- What is important to establish in your testing process
- Test planning essentials
- Types of metrics that show your team's value

W7 TEST TECHNIQUES

Modular Test Case Design: The Building Blocks of Reusable Tests

Shaun Bradshaw, Questcon Technologies

The use of modular design in programming has been a common technique in software development for years. However, the same principles that make modular designs useful for programming—increased reusability and reduced maintenance time—are equally applicable to test case development. Shaun Bradshaw describes the key differences between procedural and modular test case development and explains the benefits of the modular approach. He demonstrates how to analyze requirements, designs, and the application under test to generate modular and reusable test cases. Join Shaun as he constructs and executes test scenarios using skeleton scripts that invoke the modular tests. Learn how you can design and create a few self-contained scripts (building blocks) that then can be assembled to create many different test scenarios. Ensure adequate coverage of an application's functionality without having to write the same test scenarios over and over.

- Differences between procedural and modular test cases
- Develop modular test cases and construct test scenarios
- Design and create reusable automated tests

W8 TEST AUTOMATION

Test Automation Centers of Excellence

Jennifer Seale, Nationwide Insurance

Many organizations want to automate their testing efforts, but they aren't sure how to begin. Successful test automation requires dedicated resources and automation tool expertise—two things that overworked test teams do not have. Nationwide Insurance's solution was to create a Test Automation Center of Excellence, a group of experts in automation solution design. Members of this team partner with various project test teams to determine what to automate, develop a cost-benefit analysis, and architect a solution. Their automation experts stay with the test team throughout the automation project, assisting, mentoring, and cheering. Join Jennifer Seale to learn what it takes to put together a Test Automation Center of Excellence and examine test automation from a project management point of view. Jennifer describes the processes and artifacts her centralized test automation team develops to ensure a consistent, high-quality test automation partnership. Take back a template for planning a test automation project and scoping the effort required for success.

- A process that ensures good test automation planning
- Produce an accurate cost-benefit analysis
- How a centralized automation team can help your entire organization

Double-Track Session

W9 METRICS

Managing by the Numbers

John Fodeh, HP-Mercury

Metrics can play a vital role in software development and testing. We use metrics to track progress, assess situations, predict events, and more. However, measuring often creates "people issues," which, when ignored, become obstacles to success or may even result in the death of a metrics program. People often feel threatened by the metrics gathered. Distortion factors may be added by the people performing and communicating the measurements. When being measured, people can react with creative, sophisticated, and unexpected behaviors. Thus our well-intentioned efforts may have a counter-productive effect on individuals and the organization as a whole. John Fodeh addresses some of the typical people issues and shows how cognitive science and social psychology can play important roles in the proper use of metrics. John demonstrates different presentation and communication techniques and raises an important question: By recognizing that metrics can influence people to alter their behavior, is it possible—and ethical—to use "motivational" metrics to improve team behavior?

- Sociological and psychological factors that emerge when using metrics
- Coping with "people issues" when implementing a metrics program
- Communicate your metrics to avoid "metrics malpractice"

W10 SPECIAL TOPICS

Testing Web Applications for Security Defects

Michael Sutton, SPI Dynamics

Approximately three-fourths of today's successful system security breaches are perpetrated not through network or operating system security flaws but through customer-facing Web applications. How can you ensure that your organization is protected from holes that let hackers invade your systems? Only by thoroughly testing your Web applications for security defects and vulnerabilities. Michael Sutton describes the three basic security testing approaches available to testers—source code analysis, manual penetration testing, and automated penetration testing. Michael explains the key differences in these methods, the types of defects and vulnerabilities that each detects, and the advantages and disadvantages of each method. Learn how to get started in security testing and how to choose the best strategy for your organization.

- Basic security vulnerabilities in Web applications
- Skills needed in security testing
- Who should be performing security assessments

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"The conference is great. So much to learn. This conference opened my mind to a different "world of testing." It was well worth the trip!"

— Ryan Lupa, Software QA Specialist
 Focus Corporation

WEDNESDAY, MAY 16, 3:00 p.m.

W11 TEST MANAGEMENT

Employ Tomorrow's Customers to Staff Your Testing Team Today

Alex Dietz, Vital Images

Regression testing of the Vital Images' medical imaging software was a continual challenge. Poor product testability, challenging automation implementation, tester shortages, and low process discipline contributed to an environment in which regression testing was often completed after the Beta site release. Even then, testing was incomplete and failed to cover the growing product feature scope. Alex Dietz describes how, through a stroke of inspiration, he created a new team just for regression testing. Rather than turning to outsourcing, he hired future users of his product. Alex describes the unique labor pool he used to staff the team, the costs incurred, personnel levels, metrics, and the management approach he adopted while still meeting FDA requirements for class II medical devices. Although the model Alex describes was applied to medical imaging software, it is not specific to his industry—and could be used successfully in yours.

- Benefits of employing users for regression testing
- A comparison of costs for traditional outsourcing vs. user testing
- Measurements and metrics to evaluate customers as testers

W12 TEST TECHNIQUES

Risk-Based Testing: From Theory to Practice

Susan Herrick, EDS Global Quality Assurance

With mounting pressure to deliver high-quality applications at breakneck speed, the need for risk-based testing has increased dramatically. In fact, now practically everyone involved in testing claims to be doing risk-based testing. But are you really? Drawing on real-life examples, Susan Herrick guides you through a six-step, risk-based testing approach: ambiguity analysis to reduce the risk of misunderstood requirements; risk analysis to determine testing scope and develop the "right" testing strategy; systematic test design to support development and execution of the "right" tests; requirements traceability to measure and manage test coverage; test metrics collection and reporting to provide information that supports corrective action; and testing closedown to communicate any remaining quality risks and support effective decision-making regarding application readiness. Susan also describes where the risk-based testing process fits into the project life cycle, regardless of the development methodology selected for the project.

- A definition of risk-based testing
- A proven six-step process for risk-based testing
- How to introduce this risk-based testing approach into your organization

W13 TEST AUTOMATION

Business Rules-Based Test Automation

Harish Krishnankutty, Infosys Technologies, Ltd.

All business applications implement business rules. Unfortunately, the rules can be very dynamic due to changes in requirements by external organizations and internal forces. Wise application designers and developers do not imbed the implementation of specific business rules within applications but define, store, and maintain them as data outside the applications that use them. Likewise, wise testers now use a similar approach called business rules-based test automation in which automated test scripts are written against the business rules rather than against the application. This process incorporates technical components such as a robust testing keyword library, a business-friendly user interface, and automated script generators to accelerate the test automation work and cover more business scenarios than with the conventional approach. Harish Krishnankutty guides you through the underlying concepts of business rules-based test automation, describes a roadmap for implementing it, and discusses the benefits of the adoption of this unique approach.

- Identify business rules used within your organization
- How to provide better test coverage at lower cost
- Increase confidence in the reliability of your systems

W14 SPECIAL TOPICS

Testing the Heathrow Terminal 5 Baggage Handling System (Before It Is Built)

Roger Derksen, Transfer Solutions BV

London Heathrow Terminal 5 will open in March 2008. This new terminal will handle 30 million passengers a year, and all of these passengers will expect their baggage to accompany them on their flights. To achieve this end, a new baggage handling system is being built that will handle more than 100,000 bags a day. The challenge of testing the integrated software is related not only to its size and complexity but also to the limited time that will be available to test the software in its actual environment. Roger Derksen explains the vital role of factory integration testing using models that emulate the full system. Roger discusses the limitations of these techniques and explains what can—and cannot—be done in the factory environment and what issues still must be addressed on site.

- A testing strategy for use on very large, complex systems
- How to use models for testing when physical systems are unavailable
- Advantages and disadvantages of these testing techniques

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If you are a current subscriber, your subscription will be extended an additional twelve issues.

T1 TEST MANAGEMENT

Double-Track Session

Crucial Test Conversations

Robert Galen, RGCG, LLC.

Many test managers feel that Development or Management or The Business does not understand or support the contributions of their test teams. You know what? They're probably right! However, once we accept that fact, we should ask: Why? Bob Galen believes that it is our inability and ineffectiveness at 360° communications, in other words, "selling" ourselves, our abilities and our contribution. We believe that our work should speak for itself or that everyone should inherently understand our worth. Wrong! We need to work hard to create crucial conversations in which we communicate our impact on the product and the organization. Bob shares with you specific techniques for improving the communication skills of test managers and testers so that others in your organization will better understand your role and contributions. He also focuses on improving your cross-team communication and feedback skills—a key to creating highly effective teams. Come prepared to engage and communicate.

- High impact "conversations" to effectively communicate your test team's worth
- How to craft better status reports to tell your story
- Effective feedback conversations to improve individual performance

T2 TEST TECHNIQUES

Testing Requirements: Ensuring Quality Before the Coding Begins

Joe Marasco, Ravenflow

Software that performs well is useless if it ultimately fails to meet user needs and requirements. Requirements errors are the number one cause of software project failures, yet many organizations continue to create requirements specifications that are unclear, ambiguous, and incomplete. What's the problem? All too often, requirements quality gets lost in translation between business people who think in words and software architects and engineers who prefer visual models. Joe Marasco discusses practical approaches for testing requirements to verify that they are as complete, accurate, and precise as possible—a process that requires new, collaborative approaches to requirements definition, communication, and validation. Additionally, Joe explores the challenges of developing "requirements-in-the-large," by involving a broad range of stakeholders—analysts, developers, business executives, and subject matter experts—in a process complicated by continual change.

- Why many common requirements specification techniques fail
- Bridging the gap between requirements written in prose and visual models
- Measures of requirements quality

T3 TEST AUTOMATION

Keyword-Driven Test Automation Illuminated

Mark Fewster, Grove Consultants

Test Automation has come a long way in the last twenty years. During that time many of today's most popular test execution automation tools have come into use, and a variety of implementation methods have been tried and tested. Many successful organizations began their automation effort with a data-driven approach and enhanced their efforts into what is now called keyword-driven test automation. Many versions of the keyword-driven test execution concept have been implemented. Some are difficult to distinguish from their data-driven predecessors. So what is keyword-driven test automation? Mark Fewster provides an objective analysis of keyword-driven test automation by examining the various implementations, the advantages and disadvantages of each, and the benefits and pitfalls of this automation concept. Find out if keyword-driven test automation is what you are looking for or if it is an empty promise for your test organization.

- Differences between data-driven and keyword-driven test automation
- Benefits and drawbacks of keyword-driven testing
- Alternative keyword-driven automation implementations

T4 MODEL-BASED TESTING

Build a Model-Based Testing Framework for Dynamic Automation

Ben Simo, Standard & Poor's

The promises of faster, better, and cheaper testing through automation are rarely realized. Most test automation scripts simply repeat the same test steps every time. Join Ben Simo as he shares his answers to some thought-provoking questions: What if your automated tests were easier to create and maintain? What if your test automation could go where no manual tester had gone before? What if your test automation could actually create new tests? Ben says model-based testing can. With model-based testing, testers describe the behavior of the application under test and let computers generate and execute the tests. Instead of writing test cases, the tester can focus more on the application's behavior. A simple test generator then creates and executes tests based on the application's modeled behavior. When an application changes, the behavioral model is updated rather than manually changing all the test cases impacted by the change.

- Definition and benefits of model-based testing
- How to create a framework to support your model-based testing
- Model behavior rather than write static tests

T5 SPECIAL TOPICS

Lightning Talks: A Potpourri of 5-Minute Presentations

Facilitated by Matt Heusser, Priority Health

Lightning Talks

Lightning Talks are nine five-minute talks in a fifty-minute time period. Lightning Talks represent a much smaller investment of time than track speaking and offer the chance to try conference speaking without the heavy commitment. Lightning Talks are an opportunity to present your single, biggest bang-for-the-buck idea quickly. Use this as an opportunity to give a first time talk or to present a new topic for the first time. Maybe you just want to ask a question, invite people to help you with your project, boast about something you did, or tell a short cautionary story. These things are all interesting and worth talking about, but there might not be enough to say about them to fill up a full track presentation. For more information on how to submit a Lightning Talk, visit www.sqe.com/lightningtalks. Hurry! The deadline for submissions is March 26, 2007.

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"I really enjoyed the conference. I gained a lot of industry knowledge and look forward to coming back."

— Mike Persi, IT-SQA Supervisor
Mercury Insurance Group

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THURSDAY, MAY 17, 11:15 a.m.

T6 TEST TECHNIQUES

Finding Success in System Testing

Nathan Petschenik, STS Consulting

To achieve success in system testing—efficiently preventing important defects from reaching users—technical excellence is certainly necessary but it is not sufficient. Even more important are the skills to influence the project and team behavior to prevent defects from ever reaching the system test. Nathan Petschenik shares his insights into the technical skills you need for a successful system test. In addition, he explains how system test leaders can and must change project attitudes and influence behavior to significantly impact the quality of the software that reaches the system test team. Among other recommendations, Nathan explains how getting developers to fulfill their testing role is one way system test team leaders can influence quality on projects. By nurturing front-loaded quality—quality designed in and built in, not tested later—within the project, system testers can multiply their efforts and ensure a successful system test.

- Technical skills for system testing
- Importance of front-loaded quality to system testing
- Identifying and eliminating obstacles to front-loaded quality

T7 TEST AUTOMATION

Unit Testing Code Coverage: Myths, Mistakes, and Realities

Andrew Glover, Stelligent

You've committed to an agile process that encourages test driven development. That decision has fostered a concerted effort to actively unit test your code. But, you may be wondering about the effectiveness of those tests. Experience shows that while the collective confidence of the development team is increased, defects still manage to raise their ugly heads. Are your tests really covering the code adequately or are big chunks remaining untested? And, are those areas that report coverage really covered with robust tests? Andrew Glover explains what code coverage represents, how to effectively apply it, and how to avoid its pitfalls. Code coverage metrics can give you an unprecedented understanding of how your unit tests may or may not be protecting you from sneaky defects. In addition, Andrew describes the differences between code-based coverage and specification-based coverage, and examines open-source and commercial tools available to gather these metrics.

- The meaning of code coverage for unit testing
- Benefits and pitfalls of code coverage
- Code coverage tools available for Java and .NET

T8 MODEL-BASED TESTING

Harnessing the Power of Randomized Unit Testing

James Andrews, University of Western Ontario

It is a problem all testers have had. We write tests believing we know how the system should behave, what inputs will precede others, and which calls will be made first and which will be made last. Unfortunately, the system may not operate that way, and as a result our tests are inadequate. However, there is a solution to this problem: Randomized unit testing helps you find bugs in places you wouldn't even think to look by selecting call sequences and parameter values randomly. James Andrews explains the power and potential of randomized testing with demonstrations and case studies of real-world software defects found. He presents RUTE-J, a free Java package modeled after JUnit, which can help you develop code for testing Java units in a randomized way. James explains how assertion style, parameter range selection, and method weight selection can make randomized testing more effective and thorough.

- Why randomized unit tests find defects in unexpected places
- Adding power to your testing with randomization
- Open source tool RUTE-J for randomized unit testing

T9 SPECIAL TOPICS

Automated Software Audits for Assessing Product Readiness

Susan Kunz, Solidware Technologies, Inc.

Rather than continually adding more testing, whether manual or automated, how can you assess the readiness of a software product or application for release? By extracting and analyzing the wealth of information available from existing data sources—software metrics, measures of code volatility, and historical data—you can significantly improve release decisions and overall software quality. Susan Kunz shares her experiences using these measures to decide when and when not, to release software. Susan describes how to derive quality index measures for risk, maintainability, and architectural integrity through the use of automated static and dynamic code analyses. Find out how to direct limited testing resources to error-prone code and code that really matters in a system under test. Take back new tools to make your test efforts more efficient.

- How to apply adaptive analysis to evaluate software quality
- Effective use of quality indices and indicators
- Application of finite element analysis to software testing



See what a STAR experience can do for you and your team!



T10 TEST MANAGEMENT

How to Fake a Test Project

James Bach, Satisfice, Inc.

It has never been easier to fool your manager into thinking that you're doing a great job testing! James Bach covers all of today's most respected test fakery. These techniques include: misleading test case metrics, vapid but impressive looking test documentation, repeatedly running old tests "just in case they find something," carefully maintaining obsolete tests, methodology doublespeak, endless tinkering with expensive test automation tools, and taking credit for a great product that would have been great even if no one had tested it. James covers best practices for blame deflection. By the time you're through, your executive management will not know whether to fire the programmers or the customers. But, you know it will not be you. (Disclaimer: It could be you if an outsourcing company fakes it more cheaply than you do.)

- Cautionary true stories of test fakery, both purposeful and accidental
- Why surprisingly common practices often go surprisingly wrong
- Signs that your testing may be fake

T11 TEST TECHNIQUES

When There's Too Much to Test: Ask Pareto for Help

Claire Caudry, Perceptive Software

Preventing defects has been our goal for years, but the changing technology landscape—architectures, languages, operating systems, data bases, Web standards, software releases, service packs, and patches—makes perfection impossible to reach. The Pareto Principle, which states that for many phenomena 80% of the consequences stem from 20% of the causes, often applies to defects in software. Employing this principle, Claire Caudry describes ways to collect and analyze potential risks and causes of defects through technology analysis, customer surveys, T-Matrix charting, Web trends reports, and more. Then, Claire discusses ways to provide adequate testing without a huge financial investment—use of virtual machines, hardware evaluation programs, vendor labs, and pre-release beta programs. Finally she discusses approaches to minimize customer risk by proactive communication of known technology and third-party issues without getting into a "blame game" with your vendor partners.

- Applying the 80/20 rule to testing priorities
- Methods to collect and analyze changing technology and customer platform requirements
- Testing options without additional automation and hardware purchases

T12 TEST AUTOMATION

Verification Points for Better Testing Efficiency

Dani Almog, Amdocs

More than one-third of all testing time is spent verifying test results—determining if the actual result matches the expected result within some pre-determined tolerance. Sometimes actual test results are simple—a value displayed on a screen. Other results are more complex—a database that has been properly updated, a state change within the application, or an electrical signal sent to an external device. Dani Almog suggests a different approach to results verification: separating the design of verification from the design of the tests. His test cases include "verification points," with each point associated with one or more verification methods, which can later be used on different test cases and occasions. Some of the verification methods are very simple numerical or textual comparison; others are complex, such as photo comparison. Dani describes a large test automation project in which he used verification points and reports his success in terms of reduced cost and time—and increased accuracy.

- The benefits of verification points to test efficiency and accuracy
- Techniques for designing verification points
- Evaluate the use of verification points within your testing

T13 PERSONAL EXCELLENCE

The Nine Forgettingings

Lee Copeland, Software Quality Engineering

People forget things. Simple things like keys and passwords and the names of friends long ago. People forget more important things like passports and anniversaries and backing up data. But Lee Copeland is concerned with things that the testing community is forgetting—forgetting our beginnings, the grandfathers of formal testing and the contributions they made; forgetting organizational context, the reason we exist and where we fit in our company; forgetting to grow, to learn and practice the latest testing techniques; and forgetting process context, the reason that a process was first created but which may no longer exist. Join Lee for an explanation of the nine forgettingings, the negative effects of each, and how we can use them to improve our testing, our organization, and ourselves.

- Why we must constantly rediscover what we already know
- How each forgetting limits our personal and organizational ability
- The power we have to grow and to improve

T14 SOA TESTING

A Unique Testing Approach for SOA Systems

Ed Horst, AmberPoint

Service Oriented Architecture (SOA) systems most often use services that are shared across different applications. Some services may even be supplied by third-parties, outside the direct control of a project, system, or organization. As these services evolve, organizations face the issue of ensuring the continuing proper functionality and performance of their ever-changing SOA systems. The implication of even a minor change to a service is often not fully understood until the systems dependent on that service operate in production and then fail. Creating an environment in which all SOA systems dependent on a particular service can be tested is virtually impossible. However, Ed Horst presents a unique approach to testing services that does not require a detailed knowledge of the systems that use that service. Ed shares real-world examples of organizations that have successfully managed service changes.

- Pitfalls of changing an SOA system without adequate testing
- A cost-effective way to test an entire set of dependent applications
- Plan for change in a world of interconnecting service oriented architectures

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"This was a great experience for me and I really enjoyed the opportunity to discuss these topics with so many QA experts."

— Ionel Sararu, Software Quality Assurance Analyst
WestJet Calgary, Canada

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THURSDAY, MAY 17, 3:00 p.m.

T15 TEST MANAGEMENT

From Start Up to World Class Testing

Iris Trout, Bloomberg

So you have been asked to start or improve a testing group within your organization. Where do you start? What services should you provide? Who are the right people for the job? Iris Trout presents a framework of best practices needed to implement or rapidly improve your testing organization. Hear how Bloomberg LP, a large financial reporting institution, tackled the issue of implementing a new testing organization. Iris describes how she built a strong testing process in minimal time and achieved exceptional results. She shares her interviewing techniques, automation how to's, and many other ways to implement quick successes. Learn to create Service Level Agreements. Discuss the value of peer reviews and how to evaluate their results. Iris shares handouts full of user-friendly ideas to help you get started.

- The essential components of a strong testing organization
- What makes up a good Service Level Agreement
- Examples of strong quality metrics that help drive your goals

T16 TEST TECHNIQUES

Essential Regression Testing

Deakon Provost, State Farm Insurance

You are responsible for testing application releases, and the demand for quality is high. You must ensure that new functionality is adequately tested and that existing functionality is not negatively impacted when applications are modified. If you plan to conduct formal regression testing, you must answer a multitude of questions: What exactly is regression testing? What resources do I need? How can I justify the cost of regression testing? How can I quantify the benefits? Learn the "who, what, when, where, why, and how" of regression testing as Deakon Provost describes how to organize a regression test team, how to obtain funding for that team and their work, what methods you can use to save the organization money while regression testing, and how to quantify the value that regression testing provides.

- How to implement regression testing in your organization
- The skills and tools needed for a successful regression testing effort
- Win management's approval for a regression test strategy

T17 TEST AUTOMATION

Top Ten Reasons Test Automation Projects Fail

Shrini Kulkarni, iGate Global Solutions Limited

Test automation is the perennial "hot topic" for many test managers. The promises of automation are many; however, many test automation initiatives fail to achieve those promises. Shrini Kulkarni explores ten classic reasons why test automation fails. Starting with Number Ten . . . having no clear objectives. Often people set off down different, uncoordinated paths. With no objectives, there is no defined direction. At Number Nine . . . expecting immediate payback. Test automation requires a substantial investment of resources which is not recovered immediately. At Number Eight . . . having no criteria to evaluate the success. Without defined success criteria, no one can really say whether the efforts were successful. At Number Seven . . . Join Shrini for the entire Top Ten list and discover how you can avoid these problems.

- Why so many automation efforts fail
- A readiness assessment to begin test automation
- Learn from the mistakes other organizations have made

T18 PERSONAL EXCELLENCE

The Great Testers of Our Time and Times Past

Clive Bates, Grove Consultants

What can today's software testers learn from present and past testing masters, many of whom have put their own lives on the line to make amazing contributions to the world in which we live? Clive Bates is thinking about testers such as Chuck Yeager, Yuri Gagarin, Andy Green, Leonardo da Vinci, and Isambard Kingdom Brunel. Isambard who? Isambard Kingdom Brunel was one of the greatest engineers in British history. A designer of bridges, tunnels, viaducts, docks, and ships, Brunel constantly battled resistance from established authorities, lack of adequate funding, changes in requirements, and project delays (sound familiar?). In researching the achievements of past testing masters, Clive has identified important traits and characteristics that made them successful. If we acknowledge and adopt these traits in our lives, we may become more successful in our work.

- The testing secrets of masters in other disciplines
- How to adopt their practices to your work
- Embrace their enthusiasm and courage to promote innovation

T19 SOA TESTING

Will Your SOA Systems Work in the Real World?

Jacques Durand, Fujitsu Software

The fundamental promise of Service Oriented Architectures (SOA) and Web services demands consistent and reliable interoperability. Despite this promise, existing Web services standards and emerging specifications present an array of challenges for developers and testers alike. Because these standards and specifications often permit multiple acceptable implementation alternatives or usage options, interoperability issues often result. The Web Services Interoperability Organization (WS-I) has focused on providing guidance, tools, and other resources to developers and testers to help ensure consistent and reliable Web services. Jacques Durand focuses on the WS-I testing tools that are used to determine whether the messages exchanged with a Web service conform to WS-I guidelines. These tools monitor the messages and analyze the resulting log to identify any known issues, thus improving interoperability between applications and across platforms.

- WS-I interoperability conformance guidelines and policies
- How to use each of the WS-I testing tools
- Ways to use the results of the conformance tool tests

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“The tutorial was incredible! The organization of the conference was amazing—every detail was covered. Thank You!”

— Jennifer Wood, QA Manager
Capital One Auto Finance

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F1 TEST MANAGEMENT

Recruiting, Hiring, and Retaining Great Testers

Krishna Iyer, ZenTEST Labs

Hiring great testers is the single biggest challenge that test managers face. Unfortunately the number of experienced testers is dwindling while the number of testers with weak skill sets is proliferating. Drawing on his experience of building an independent testing company, Krishna Iyer shares unconventional—yet quite effective—methods to find, hire, and retain great testers. He looks for testers outside the software world and has had success, for example, with auditors—they have the same inquisitiveness that makes testers great. Krishna describes good interviewing techniques such as “vague questioning” that probe the candidates’ thinking skills rather than their ability to recall facts. Krishna concludes with suggestions on how to retain great testers, including supporting social responsibility projects and balancing testers’ personal needs with the demands of work.

- New pools of talent for recruiting testers
- Improve your selection skills
- Methods of employee retention that help both the individual and the organization

F2 TEST TECHNIQUES

Gain Control over Chaotic Development Projects

Dennis Tagliabue, Dell, Inc.

Testers are frequently assigned to projects in which applications are undergoing major modifications, yet documentation may be incomplete, wrong, or non-existent. With limited time, testers must rely on developers, business partners, and others to tell them what to test. The result is often an incomplete grasp of the application resulting in inadequate testing. Dennis Tagliabue shares a real-world approach that allows you to gain control over chaotic application development environment. By employing a simplified use case and scenario-based testing approach, you can develop a high-level view of the application and drive this view down to low-level reusable test cases. The emerging picture of the application reduces the future learning curve, improves communication among stakeholders, and provides a basis for test planning and estimating. All this can be accomplished without sacrificing short-term testing objectives.

- How to employ simplified use cases to understand what to test
- Improve overall testing coverage with scenario-based testing
- The differences between vague mental models and formalized models

F3 OUTSOURCING

Mistakes Outsourcing Customers Make

Kees Blokland, POLTEQ IT Services BV

Ten years of experience with test outsourcing at Polteq Lucent Technologies has shown that it can be successful. However, on the way to success, many—and sometimes painful—lessons were learned. Kees Blokland shares the most common test outsourcing mistakes others have made with the hope that you will not repeat them. One key mistake is the expectation of large and rapid cost savings—many that have been seduced by this temptation have not been successful. Another mistake is to believe that the outsourcing vendor actually knows how to test your applications—just because they are far away doesn’t mean they know your business. Kees presents a full list of outsourcing mistakes and discusses how you can prevent them from happening—or repair the damage if mistakes have already occurred. If you’re planning to outsource testing or are in the middle of an outsourced project, you will find Kees’ insight very useful.

- The top ten mistakes made by outsourcing customers
- Valuable techniques to prevent trouble—both yours and your organization’s
- Shared test outsourcing experiences and knowledge

F4 STATIC TESTING

Static Analysis Tools—Use Them Early and Often

Aditya Dada, Sun Microsystems

Unit, functional, and system testing are the cornerstones of any quality process. But, these types of tests provide feedback very late in the development process. Wouldn’t it be better to find critical defects earlier? Static analysis tools can do just that. Aditya Dada describes an open source static analysis tool, FindBugs™, that Sun has used to significantly improve the quality of their applications server. FindBugs™ examines Java code for infinite loops, null pointer dereferences, bad casts, improperly coded comparisons, hard-coded pathnames, ignored exceptions, and a host of other coding problems. To make using this tool easier, Sun has integrated it into the nightly build process so it runs automatically. To date, this approach has discovered more than 2,000 problems that have been researched and repaired, resulting in a more stable product and a better user experience.

- Distinguish between static and dynamic testing
- How static testing tools can enhance your efforts and improve software quality
- Integrate the use of static testing tools into your organization

F5 PERFORMANCE TESTING

Performance Testing Web Applications with OpenSTA

Dan Downing, Mentora Group

OpenSTA is a solid open-source testing tool that, when used effectively, fulfills the basic needs of performance testing of Web applications. Dan Downing introduces you to the basics of OpenSTA including downloading and installing the tool, using the Script Modeler to record and customize performance test scripts, defining load scenarios, running tests using Commander, capturing the results using Collector, interpreting the results, and exporting captured performance data into Excel for analysis and reporting. As with many open source tools, self-training is the rule. Support is provided not by a big vendor staff but by fellow practitioners via email. Learn how to find critical documentation that is often hidden in FAQs and discussion forum threads. If you are up to the support challenge, OpenSTA is an excellent alternative to other tools.

- The capabilities and limitations of OpenSTA
- How to analyze and report performance data
- Ways to detect performance bottlenecks with OpenSTA

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“Overall, I think I was able to learn a great deal here. The exposure to new schools of thought from fellow professionals in the field sparked off a lot of ideas that I can apply personally and use to enhance our department’s quality assurance efforts.”

— Jamie Nichols, QA Analyst
CBCInnovis

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F6 TEST MANAGEMENT

The Case of a Failed Project: A Mystery Solved

John Scarborough, Aztecsoft

John Scarborough recounts the aftermath of a test project failure that stunned engineers and managers alike. The project was highly strategic yet very challenging. Team members were proud to be assigned to it. Early warning signs did not go unheeded. However, after the customer rejected a release of code, confidence plummeted, and the controls that the team had put in place were no longer sufficient to keep deliveries on track. The harder they worked, the more their deficiencies became apparent. Fortunately, all was not lost. Through a defined retrospective process with open and sometimes painful self-assessment, the team was able to deliver a positive study that led to overhauling and improving the company's processes for quality management. Take back an approach that can lead you from failure and disappointment to progress and success.

- How to establish an atmosphere of openness and candor
- Transform meaningless labels such as "failure" and "success" into explicit improvement actions
- Ways to accept uncertainty rather than striving for perfection that will never come

F7 TEST TECHNIQUES

Bugs on Bugs! Hidden Testing Lessons from the Looney Tunes Gang

Robert Sabourin, AmiBug.com, Inc.

Robert Sabourin finds that characters from the Looney Tunes Gang—Bugs Bunny, Road Runner, Foghorn Leghorn, Porky Pig, Daffy Duck, Michigan J. Frog, and others—provide wonderful metaphors for the challenges of testing. From Bugs we learn about personas and the risks of taking the wrong turn in Albuquerque. Michigan J. Frog teaches valuable lessons about bug isolation and how ambiguous pronouns can dramatically change the meaning of our requirements. The Tasmanian Devil not only teaches us about the risks of following standard procedures but also shows us practical approaches to stress and robustness testing. And, of course, we learn about boundary conditions and challenging physics from Yosemite Sam. Bugs teaches lessons for the young at heart—novice and experienced alike. Robert shares some powerful heuristic models that you can apply right away.

- The value of modeling personas for test design
- How metaphors can help us understand and communicate
- Heuristic models are not only useful—they're fun

F8 OUTSOURCING

An Outsource Model for Quality Assurance and Automated Testing

Jeff Beange, RBC Financial Group

Efficiency and effectiveness are the cornerstones of successful quality assurance and test automation effort. Jeff Beange describes how RBC Financial Group successfully implemented a quality assurance and automation outsourcing engagement, using a blended onshore/offshore approach. He describes the details of the engagement model and outlines the risks they encountered. Jeff describes their mitigation strategy, governance structure, and the metrics used to evaluate their implementation. Learn a communication strategy and automation framework you can use to implement automation using an outsourcing partnership. Find out what setup is required before any outsourcing model can be successful: detailed requirements, a complete set of test data, and a test lab that is accessible to all. Jeff describes the common pitfalls of offshore engagements and the three categories of outsourcing problems—people, process, and governance.

- How to implement a successful blended onshore/offshore model
- The criteria that should be evaluated before implementing this model
- Ways to measure the costs and value of outsourcing

F9 STATIC TESTING

A Flight Plan for Testing to Keep Us Safe

Sid Snook, Software Quality Engineering

Just as an airplane pilot always uses a checklist when preparing for a flight, a test engineer should use a checklist when preparing for testing. Join Sid Snook, a licensed pilot, as he provides comprehensive, high-level testing guidelines, checklists, attack methods, and documentation templates. Sid presents a menu of potential testing items for you to select from based on the unique context of your testing project. Although the complete set of tools is not intended to be applicable on any given project, Sid recommends that all items should be considered for applicability and only be rejected for sound, technically defensible reasons. Note: Project risk may increase in some proportion to the items you do not select—and you may get lost somewhere along the way on your testing trip.

- The benefits and limitations that come from the use of checklists
- How the basic axioms of flying and software testing are similar
- Specific project testing checklists and templates

F10 PERFORMANCE TESTING

Challenges in Performance Testing of AJAX Applications

Rajendra Gokhale, Aztecsoft

The AJAX model for Web applications has been rapidly gaining in popularity because of its ability to bring the richness and responsiveness of desktop applications to the Web. Because one of the key drivers for the rapid adoption of AJAX is its promise of superior performance, it is surprising that there has been very little discussion of AJAX-specific performance testing. In fact, AJAX has a significant impact on aspects of the performance testing lifecycle including definition of goals, user modeling, and test scripting. Rajendra Gokhale discusses issues to consider: AJAX engine simulation and optimization, cross-client performance of AJAX applications, and design choices related to test scripting. Using Google's "Google Suggest" service as a case study, Rajendra examines the unique challenges of carrying out performance testing of AJAX-based applications and offers suggestions for overcoming them.

- How AJAX applications differ from standard Web applications
- Modeling user interactions with AJAX applications
- The need for complex test scripts to test AJAX-based applications

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— Mike Enloe, Client Side Infrastructure Tech Manager
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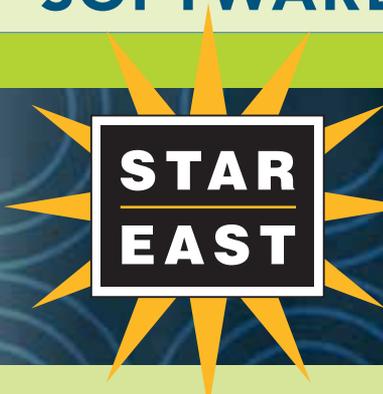
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