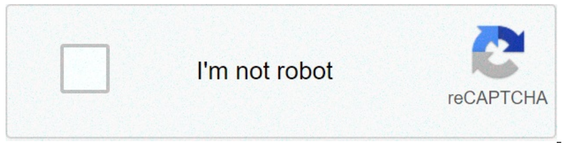

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Four identical machines, performing identical software, pull the information from thousands of sensors take hundreds of milli-seconds decisions, vote on every decision, check between them 250 times per second. A fifth computer, with a different software, is about to take control should the other four malfunctions.at t-minus 6.6 seconds, if the pressures, pumps and temperatures are nominal, computers give the order to illuminate Main shuttle engines Ã ¢ â,¬ "" Each of the three engines by precision 160 milliseconds separately, tons of super cooled liquid fuel pouring into combustion chambers, the ship that rocked on its block, held on the ground only by bolts. Because the main engines arrive at one million push pounds, their drains tighten in blue flame diamonds. So and only then to T-Minus zero seconds, if the computers are satisfied with the fact that the engines are acting, give the order to illuminate solid rocky boosters. In less than a second, they get 6.6 million pounds of thrust. And in the exact moment, the computers give the order for explosive bolts to blow, and 4.5 million pounds of spatial trees raised majestically out of its launch. It is a fantastic demonstration of hardware inadele. But no humus pushes a button to make it happen, no astronaut jockeys a joy to fix the shuttle in orbit. The right stuff is the software. The software gimbal's orders the main engines, performing the dramatic roll of the belly The shuttle fakes soon after the tower. The software takes off the engines to make sure the boat does not accelerate too quickly. He keeps track of where the shuttle is, orders that the solid rocket enhancers fall, bring the secondary corrections of the course, and after about 10 minutes, he directs the shuttle to orbit to more than 100 miles. When the software is satisfied with the position of the shuttle in the space, it orders the main engines to turn off - peperitÃ intake starts and everything starts float.ma how much work does not work the software is what it makes it remarkable. What makes it remarkable is the way the software works. This software never crashes. It never needs to be restarted. This software is no bug. It is perfect, perfect as humans have reached. Consider these statistics: the last three program versions - every 420,000 long lines had only one error. The latest 11 versions of this software had a total of 17 errors. The commercial programs of equivalent complexity would have 5,000 errors. This software is the work of 260 women and men based in an anonymous office building across the street from Johnson Space Center in Clear Lake, Texas, south-east of Houston. Work for Ã ¢ â,¬ Â "On-Board Shuttle Group", a branch of Lockheed Martin Corps Space Mission Systems Division, and theirs It is famous in the world: the Shuttle software group is one of the only four clothes in the world to win the clothes Level 5 Ranking of Federal Governments Software Engineering Institute (six) A measure of sophistication and reliability of the way in which they do the They work. In fact, the six based IT standards in part to watch the border shuttle group do his job. The group writes software software Well, because thatÃ ¢ s how good it is to be. Whenever the shuttle service is generated, their software controls a piece $ 4 billion of equipment, the life of a half dozen astronauts, and the dreams of the nation. Even the smallest mistake in space can have enormous consequences: the orbiting space shuttle travels at 17,500 miles per hour; A bug that causes a timing problem of just two thirds of a second puts the three-mile space shuttle to the off Course.Nasa know how good the software is to be. Before every flight, Ted Keller, the high-level technical director of the shuttle group on board, flours into Florida, where he signs a certification document that the software does not compromise the shuttle. If Keller Cana T go, a formal line of the succession dictates that can sign in her place.bill Pate, Ehi S worked on space flight software over the past 22 years, [/ URL] says the group understands mail In play: Ã, if the ISNA T software perfect, some of the people we go to meetings with die strength. In the history of human technology, nothing has become essential as fast as software.Virtually all that one from the international monetary system and large power plants with mixes and microwave ovens running on the software. In office buildings, elevators, lights, water, air conditioning are all controlled by software. In the cars, the transmission, the ignition timing, the Air Bag, the locks are also controlled by software. In most of the city so are traffic lights. Almost every written communication thatÃ ¢ More complicated than a postcard depends on the software; Every phone conversation and each delivery package during the night requires it.Software is everything. It is also sucks.Ã ¢ Ã ¢ s as pre-sumerica civilization, says Brad Cox, who wrote Steve Jobs Next computer software and is professor at George Mason University. Ã, the way the software we build is in the Stage-binder hunters.Ã ¢ John Munson, a software engineer and computer science professor at the University of Idaho, is not as generous. A cave art, a says. At Eng s Primitive. We presumably teach computer science. ThereÃÃ ¢ s no science here at all.a software can fuel the post-industrial world, but the creation of software remains a pre-industrial trade. According to the studies Seia S, almost 70% of software organizations are blocked in the first two levels of Seia S scale of sophistication: chaos, and a little better than chaos. The situation is so severe, a few pioneers of software from companies like Microsoft have split to teach the art of software creation (see a drop and code of me twenty! A) Mark Paulk, an elderly member of the six technique, Since the success of the software makes its weaknesses even more dramatic. Ã, WEA VE developed software products that are enormously complex and enormously powerful. We are critically dependent on it, Paulk says. Ã, yet everyone complains how bad software is, with all defects. If you have purchased a machine with 5000 defects, youÃ ¢ D being very upset.Ã ¢ In this quantant software, the shuttle group on board is distinguished as an exception. Ten years ago the Shuttle group was considered world-class. Since then, has reduced its 90% error rate. To be so good, the shuttle group on board must be very different Ã ¢ the antithesis of the up-all night, the pizza-e-roller-hockey programmers of software that captured public imagination. To be so good, the shuttle group on board must be a very ordinary indistinguishable from any concentrated, disciplined, and metudically managed in fact creative enterprise.in, the group offers a series of lessons of textbooks that also applies to programmers, In particular, and manufacturers, in A look at the culture that have built and the process have perfected shows that software-writing must become if the software is to realize its promise, and illustrates what almost all team-based operations can make to improve its performance for Get almost perfect results .Software for Grown-Upsa Hell Shipping shipping today. Grind, grind, grind. We will never have it. I already told this? Why do we always underestimate our shipping programs? I do not understand. At 9:30 am; Out at 11:30 pm Dominos for dinner. And three diet cokes. It is not the shuttle group on board. ItÃ, Â »Souglas Couplall - Ã ¢ â,¬ å" microsolfÃ ¢ â,¬ â "¢ Ã ¢ â,¬" Ã ¢ â,¬ Ã ¢ â,¬ "An imaginary account of life life in the software-lane . And it is the dominant image of the world of software development: Gen-Xers Sporting T-shirts and distracted looks, juice too much heroic code that writes in too little time; Rollerblades and mountain bikes hidden in the corners; Starbucks pickets and cups discarded in conference rooms; Dueling Tunes from Smashing Pumpkins, Alanis Morrisette and Fugees. It is the world famous, romantic, even inevitable from stories outside Sun Microsystems, Microsoft and Netscape. It is not the story of the shuttle group on board. Their accommodations are a studio in the white collar pedestrian. The most surprising thing is how ordinary are. In addition to the occasional bits of the shuttle's members, you may be in the offices of any small company or government agency. Everyone has his little office, and the offices have desks, pcs and personal artifacts scattered. People wear moderately elegant clothes at work, clean but nothing flashy, certainly nothing grungy. It strictly a type of 8 to 5 of the place - there are late nights, but ÃƒÂ¯ Â "¢ king programmers are intense, But at low key. Many of them have put in the years of work for IBM (who possessed the Shuttle group until 1994), or directly on the Shuttle software. They adults, with spouses and children and lives beyond their considerable software program. This is culture: the shuttle group on board produces adult software and the way they do it has grown. You may not be sexy, you may not be a trip to Ego in coding Ã ¢ â,¬ "but it's the future of the software. When you're ready to take the next step - when you have to write perfect software instead of software that's just Quite good Ã ¢ â,¬ "Then it's time to grow. Quite Keller, 48, the old technical manager of the group, looks and sounds like the principal of a small private school. It is the work of Keller, make sure that the software is delivered in time, with all the capacities of him, regardless of Turf battles. It is a compact man, bald, a bit official and persensicant, the qualities of any astronaut would find reassuring. He has a sense of gentle and geeky humor, not so much with strangers, but with him crowd of him. He comes out in a meeting between the members of the Software Group and their NASA counterparts. He is held in a small conference room padded with 22 people and a head projector. Several times, from the back of the room, Keller emits an observation using the speed of code delivery, or the detail of some specifications, and the room lights up with laughter. Azezioni, the long-term meeting is sober and detector, a short window on culture. For one thing, 12 of the 22 people in the room are women, many of them of their managers or senior technical staff. The shuttle group on board, with its stability and professionalism, seems particularly attractive for women's programmers. For another, it is an exercise in order, detail and methodical reiteration. The meeting is a classic performance of NASA Ã ¢ â,¬ "a test for an almost identical meeting at several weeks away. It consists of walking through a huge data package and view the graphs that describe progress and state of the software line by line. With the exception of the occasional of Keller, the tone is similar to a plan, almost formal, the point of view Ã ¢ â,¬ "The graphs that flash the past quickly as they can be read, a blur of acronyms, graphs and graphs. What's going on here the type of dice-e-bolts works that defines Driving for the perfection of the group Ã ¢ â,¬ "A unit that is aggressively intolerant to the Hotshots led by the ego. In the culture of the Shuttle group, there are no superstar programmers. The software development approach is intentionally designed to not rely on any particular person. And culture is equally intolerant to creativity, individual coding flowers and styles that are the signature of the world of software all night. Ã ¢ â,¬ "Ask them, isn't this process suffocated by creativity? You have to do exactly what the manual says, and you have someone who looked over your shoulder Â», says Keller. Ã ¢ â,¬ "The answer is ¨, yes, the process makes the creativity suffocate .â € »And this is precisely the point Ã ¢ â,¬" you can't free up people through the software code that flies a spaceship, and then, with the living peoples Depending on it, try to stop it once in orbit. Ã ¢ â,¬ "Houston, we have a problem, Ã ¢ â,¬" could make a good movie; it's not the way to write software. Ã ¢ Â, ¬ "People have to channel their creativity in changing the process," says Keller, "peeking the software." "The narrow streets of the group's practices can make the siren of the Rock N Roll Software World Mermaid Resist. Quinn Larson, 34, had worked on Shuttle software for seven years when he left last January to go to work for Micron technology in Boise, Idaho, automate the production of Micron.at Micron memory chips, Larson was given The task of automating the saws that cut wafer chips finished at the right size. Screw the program, destroy the precious wafer. "He was about to decide what to do, Ã ¢ â,¬ says Larson. Ã ¢ â,¬ "They were not meetings, there was no recording estate." He had freedom; It was a real football. But in the way of thinking Larson, culture will not concentrate on, well, the right stuff. Ã ¢ â â "exercises the bigger thing, Ã ¢ â â" He says. Ã ¢ â,¬ "Engineers would say, these are our main priorities, and we need to arrive as quickly as possible. But the Larson impression was that engineers have not been too worried about how well the software is actually finished He worked. Ã ¢ â,¬ "Bastically, they wanted quick software - just put out from the door.Ã‚Â» Larson started the Shuttle group in August. Ã ¢ â "People here are just the highest caliber, Ã ¢ â â" He said in his first day of return to Lake Clear. Is the process that the right things write? The answer is, it's the process. The most important creation of the group is not the perfect software they write - it is the process they invented that the perfect software writes. The process that allows them to live normal lives, to set the deadlines actually meet, to stay on the budget, to provide software that does exactly what it promises. It is the process that defines what these coders in the flat plains of the south-east suburban Houston know that everyone else in the software world are still trying. It is the process that offers a model for any creative enterprise that seeks a method to produce consistent - and constantly improve the quality of quality. The process can be reduced to four simple propositions: 1. The product is as good as the product plan. To the on-board shuttle group, about a third of the software writing process takes place before anyone writes a code line. NASA and the Lockheed Martin Group agree in the most minute details that the new code should do - and commit that the understanding of the card, with the type of specification and precision usually found in projects. Nothing in the specifications has changed without agreement and understanding from both sides. And no coder changes a single line of code without specific outlining the change carefully. Take the software update to allow the shuttle to navigate with global positioning satellites, a change that only means 1.5% of the program or 6,366 code lines. The specifications for that change perform 2,500 A volume more often than a book. The specifications for the current program fill 30 volumes and perform 40,000 pages. Ã, â,¬ "Our requirements are almost pseudo-code," says William R. Pruett, who manages the software project for NASA. Ã ¢ â,¬ "I say, you have to do exactly this, this, Exactly this way, given this condition and this circumstance.Ã ¢ This careful design process alone is enough to put the shuttle organization in a class a sÃ ©, says John Munson of the University of Idaho. Most organizations launch in even large projects without planning what the software has to do in the similar detail project. Thus, after programmers they have already started writing a program, the customer is greedily changing his design. The result is chaotic, expensive programming in which the code is continuously changed and infected with errors, even while it is designed.Ã ¢ Most people choose to spend their money at the wrong end of the process, a says Munson. Ã, in a modern software environment, 80% of the cost of the software is spent after the software has been written the first time a donÃ ¢ t do it well the first time, so as to spend time flogging it. In the shuttle, they do it well the first time. And Donate T Change the software without changing the project. That ¢ This is why their software is so perfect.Ã ¢ 2. The best teamwork is a healthy rivalry. Within the software group, there are subgroups and subculture. But what could be the office policy that divides into other organizations is actually a fundamental part of the PAUSE Process.The central group in two main teams: programmers to people sitting and the code to write a and verifier Ã ¢ People trying to find defects in the code. The two fittings report to the masters and function separate under opposing march orders. The development group has to be delivered the code completely free of errors, so perfect that the testers do not find defects at all. The test group should take punched the code with flight scenarios and simulations that reveal as many defects as possible. The result is what you call Tom Peterson Ã, Ã, welcoming contradictory relationship.Ã ¢ Ã ¢ theyÃ ¢ competing king for Whoa s going to find errors, says Keller. At times they fight like dogs and cats. The developers want to capture all your mistakes. Arrabbiano verifiers, Ã ¢ Hey, give up! YouÃ ¢ Ri taking away from our time to test the software! 'Ã, developers still started their formal code controls in moderate care sessions, a rigorous reading test that hopefully confusing testers. The verifiers, in turn, claim that they deserve credit for some errors found before even starting the test. It is, from the point of view of the group Gupoe S, to say Pat Mclellan, a senior manager, is, we are the conscious of the fact that if there were no independent verification group, the developers would tend to be more lax. The presence of our group makes them more careful.Ã ¢ The results of this friendly rivaltà: the Shuttle group now finds 85% of its errors before the initial formal tests, and 99.9% before the program is ¨ Delivered to NASA.3. The database is the basic software. There is the software. And then there are the databases under the software, two huge databases, encyclopedic in their comprehensiveness.on is the history of the code itself with each line with annotations, showing each time it was changed, because it was Changed when it was changed, what the purpose of the change was, what the specific documents detail change. Everything that happens to the program is recorded in its host history. The genealogy of each line of code Ã ¢ The reason is the way it is one is immediately available for Everyone.The Other database Ã ¢ Ã ¢ error database arises as a sort of monument to the way in which the On a shuttle group - GOARD goes about its work. Here is registered every single error ever done when writing or working on Daven to almost 20 years. For each of these errors, the database records when the error was discovered; Which set of commands revealed the error; That discovered it; What activity was in progress when a test, training, or escape was discovered. Keeps track as the error has been introduced into the program; How the error has succeeded in slipping over the filters established at every every To capture errors Ã ¢ â,¬ "because it was not captured during design? During development inspections? During verification? Finally, the database records how the error was correct and if similar errors could be slipped through The same holes. The group has so many data accumulated on how it does its job that wrote software programs that model the writing process of the code. Like the computer models that require time, the encoding models include how many errors Group should create a new version of the software in writing. Faithful to form, if the coders and testers find too many mistakes, everyone works the process until the reality and forecasts correspond. "" We never leave anything to go â € " , says Thornton Patti, a senior manager. Ã ¢ â,¬ "We only do the opposite: we let everything annoys us ... 4. Do not adjust the errors Ã ¢ â,¬" solve everything that allowed the error in First place. The Process is so pervasive, gets the fault for any error Ã ¢ â,¬ "if there is a defect in the software, there must be something wrong with the way it is written, something that can be corrected. Any error not found in the planning phase has slipped for at least some controls. Why? Is there anything wrong with the inspection process? Is it necessary to add a question to a checklist? It is important to emphasize that the group avoids blaming people by mistakes. The process presupposes the fault - and is the process that is analyzed to find out why and how a mistake it started. At the same time, responsibility is a team concept: no person is always responsible for writing or inspection of the code. Ã ¢ â,¬ "Don't keep punished to make mistakes," says Marjorie Seiter, an elderly member of the technical staff. Ã ¢ â,¬ "If I make a mistake, and others have examined my job, then they are not alone. I haven't been blamed for this.ã, Â» Ted Keller offers an example of the approach payoff, which involves the shuttles Remote manipulator. Ã ¢ â,¬ "We have delivered software training software," says Keller, Ã ¢ â,¬ Â "that allows astronauts to manipulate the arm and manage the payload. When the arm is Arrived at some point, he simply stopped moving. Â »The software was confused due to a programming error. Because the wrist of the remote arm approached a complete 360-degree rotation, imperfect calculations They caused the fact that the software thought the arm had passed beyond a complete rotation - that the software knew was wrong. The problem has to do with rounding of the response to a normal mathematics problem, but revealed a waterfall of Other problems. "Although this was not Fon Dameline, "says Keller, Ã ¢ â,¬" We returned and asked what other code lines could have exactly the same kind of problem. "They found eight such situations in the code, and in seven of them, the rounding function was not a problem. Ã ¢ â,¬" One of them involved the routine pointing of the high gain antenna, "says Keller. Ã ¢ â,¬ "This is the main antenna. If he had developed this problem, he may have interrupted communications with the ground at a critical moment. This is much more serious. Â »The way the process works, not only finds errors in the software. The process finds errors in the process.just a software problem The B-2 bomber would not fly on his flight from girl "but it was just a software problem. The new Denver airport was months of late opening and millions of dollars on the budget because © its luggage management system did not work on the right - but it was just a software problem. This spring, the European Space Agency, the New Ariane 5 Rocket has brought its girlfriend exploding due to a small software problem. The main ones of the federal government "from the IRS to the national meteorological service - are assigned to projects that are years of end and hundreds of millions of dollars on the budget, often due to simple software problems. The software is becoming increasingly common and more and more important, but It doesn't seem to be more reliable. For the rest of the world fight with the bases, the borders of the shuttle group on board more and more nearby Software. Certainly they have a lot of advantages in the rest of the software world. They have a single product: a spaceship program. They understand their software intimately, and have more familiar with it all the time. The group has a client, an intelligent one. And the money is not the critical constraint: groups $ 35 million a year budget is a trivial slice of the NASA cake, but on a dollar-by-line basis, it makes the group among the most expensive software organizations of the nation. And this is the point: the shuttle process is so extreme, the disk for perfection is so focused, which reveals what is required to get an incessant execution. The most important things of the Shuttle group "Carefully planning the software in advance, writing any code up to the completion of the project, not making changes without supporting projects, maintaining a completely accurate record of the code - are not expensive. The process is not. Not even the rocket science. Its standard practice in almost all engineering disciplines except engineering of the .plasted software on a wall of the conference room, an informal slogan of the shuttle group captures the essence of maintenance focused on the process: Ã ¢ â,¬ Â "before you fall, more now that you will have to recover. Â» Charles Fishman (fish@nando.net) is a writer based in Raleigh, North Carolina. Carolina.

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