

SYSTEMATICALLY IMPLEMENTING LATE ENGINEERING CHANGES ON YOUR PROJECT: DOs AND DON'Ts

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Project management and automation are quickly becoming the most critical elements in the overall design and verification process. The most effective verification management strategy requires that design teams focus on some key features for success.

First and foremost is the need to drive the entire project/design from a good overall specification. This spec needs to be developed with planning and metric-based checkpoints in mind. The mentality of “beginning with the end in mind” allows for optimal resource usage, much higher design quality, and realistic schedule estimates. Despite all the best planning, changes in requirements happen up to the last day.

Today’s design teams typically do not systematically address the problems that cause slips or productivity and quality issues. They tend to focus solely on individual tasks, engine performance, or languages, rather than defining the entire verification challenge, independent of its solution. In fact, most verification plans are merely a set of incomplete discussion notes that atrophy as the project moves forward.

Change management of the design and verification process needs to start with the goals of what needs to be verified. From this, an experienced verification team will have the ability to develop changes to the plan that are complete and inclusive of the intended goals. Let’s take a closer look at an executable verification plan (Figure 1).

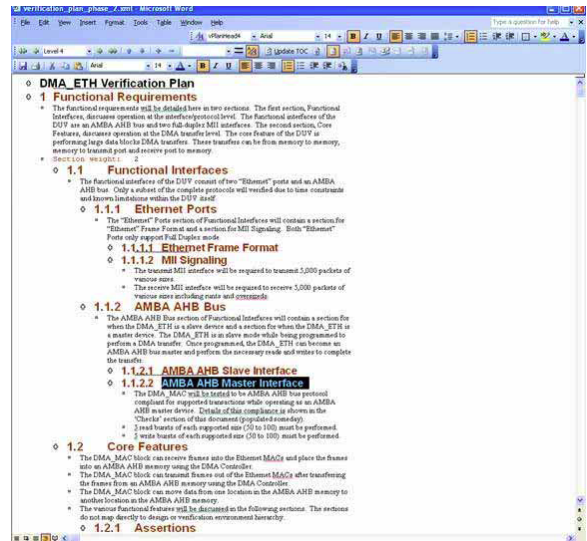


Figure 1: An executable verification plan captures the metrics

Based on the executable verification plan above, here are some of the DOs and DON'Ts your team needs to be aware of to create a much more systematic and successful design process, and to introduce project changes effectively.

DOs

- Have a plan that is always kept up-to-date and is executable. Your total coverage results after regressions will be mapped directly into your plan. This is what your progress and completion will be measured against. An executable plan allows for coverage grades to be mapped to the features in the plan (Figure 2).

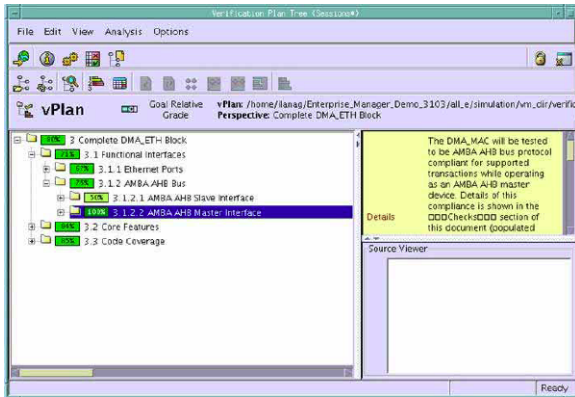


Figure 2: Coverage grades mapped to the features in the plan

- Identify all parts of the system that are impacted by each change and incorporate that into the overall plan before making any changes to the specification.
- Identify an owner of the change process who will be committed to following the process to completion. This person needs to have a good overall view of the project and maintain a high attention to detail.
- Measure the impact of changes by the scope of the change to the verification plan. Especially consider impact on various dependencies outside of your control, such as any third-party cores; designs that may use third-party soft/hard IP; or any dependencies on support from a semiconductor vendor.
- Always review the effectiveness and quality of your process on a regular basis and at the end of each project. Each change forced by errors in the past should be used as a learning experience and categorized for future projects.

DON'Ts

- Don't assume a change is completed until specific system behaviors exhibiting the change have been verified. Especially take care of changes up and down the entire process that reach other areas of specialization.
- Don't assume one person can implement a change to completion. Effectiveness in verification is a lot higher with redundancy and cross-checks.
- Don't assume that a simple change is the best solution. At times, a "simple change" may create a butterfly effect and morph the system being verified from relatively stable to utterly chaotic. Watch out for the

fallacy of simple solutions by reviewing changes with all adjacent groups and the architecture team.

- Don't use shortcuts, like not updating plans and all necessary metrics of quality. Shortcuts may lesson quality, impact predictability, and decrease productivity.
- Don't change multiple parts of the system all at once without first assessing dependencies. In some cases, it may be prudent to verify the design in a few, well-defined iterations.

By following these simple guidelines, good planning based on verification management can be realized. Your organization will benefit as all stakeholders begin to leverage the ability to capture and review the verification plan as you drive your next design to closure.