# Meeting the Challenge of Distributed Real-Time & Embedded (DRE) Systems

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#### **Evolution in DRE Systems**



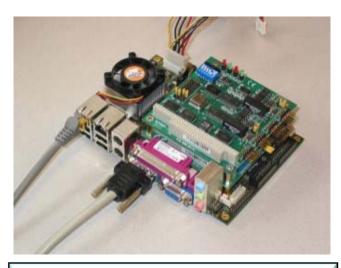
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#### The Past

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- Net-centric systems-of-systems
- Stringent simultaneous QoS demands
  - e.g., dependability, security, scalability, etc.
- More fluid environments & requirements

This talk focuses on technologies & methods for enhancing DRE system QoS, producibility, & quality



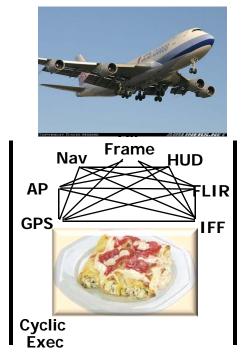
Standalone real-time & embedded systems

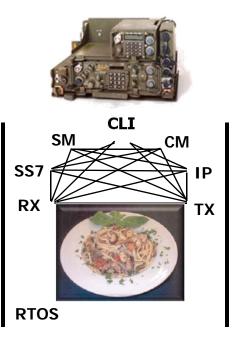
- Stringent quality of service (QoS) demands
  - e.g., latency, jitter, footprint
- Resource constrained



## **Evolution of DRE Systems Development**







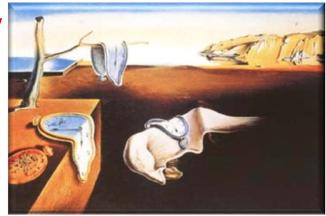
#### **Technology Problems**

- Legacy DRE systems are often:
  - Stovepiped
  - Proprietary
  - Brittle & non-adaptive
  - Expensive
  - Vulnerable

Mission-critical DRE systems have historically been built directly atop hardware, which is

- Tedious
- Error-prone
- Costly over lifecycles

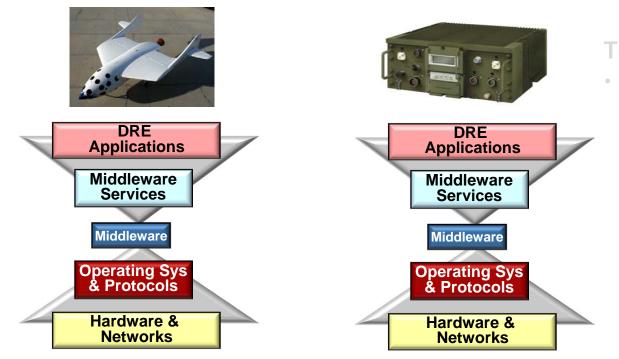
Consequence: Small changes to legacy software often have big (negative) impact on DRE system QoS & producibility





# Evolution of DRE Systems Development





#### **Technology Problems**

- Legacy DRE systems are often:
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Mission-critical DRE systems have historically been built directly atop hardware, which is

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What we need are the means to

- Enhance integrated DRE system capability at lower cost over the lifecycle & across the enterprise
- Reduce cycle time of developing & inserting new technologies into DRE systems

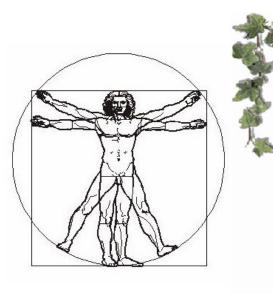




# What's So Hard About DRE Software?



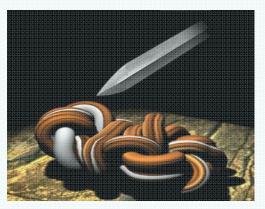
#### Human Nature



Bod grant me the Serenity to accept the things 3 cannot change... Courage to change the things 3 can and Wissdom to know the difference...

- Organizational impediments
- Economic impediments
- Administrative impediments
- Political impediments
- Psychological impediments

#### **Technical Complexities**



#### **Accidental Complexities**

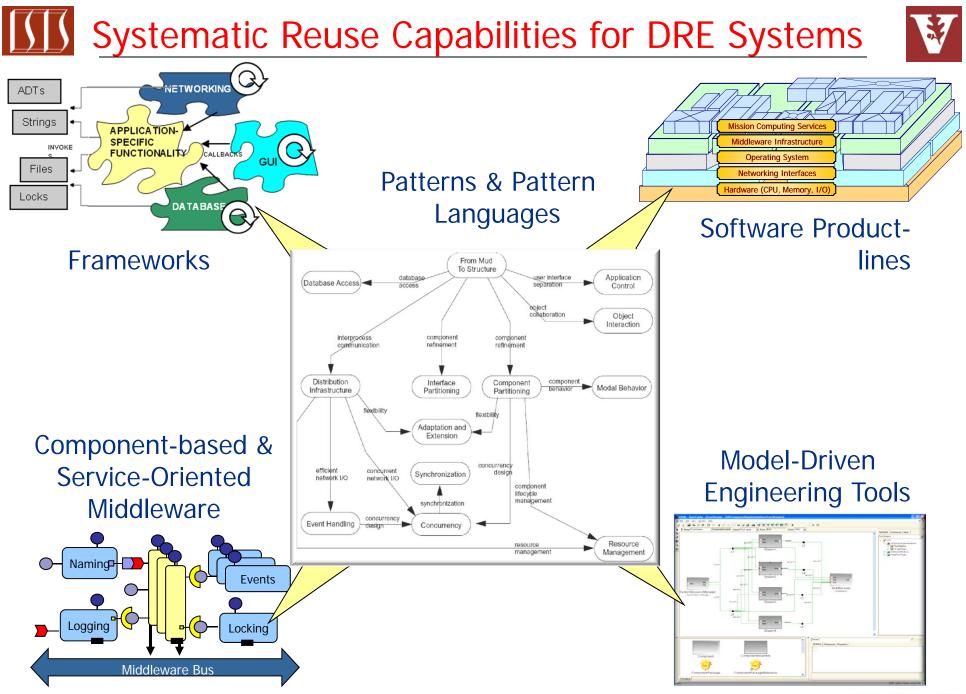
- Low-level APIs & debug tools
- Algorithmic decomposition

#### Inherent Complexities

- Quality attributes
- Causal ordering
- Scheduling & synchronization
- Deadlock avoidance

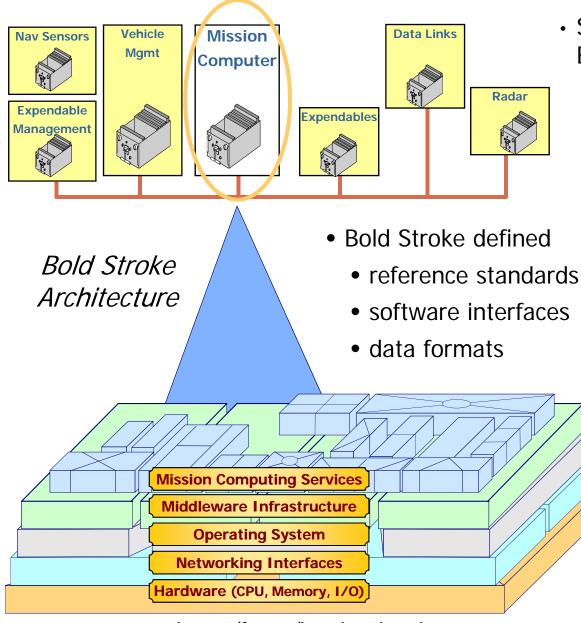
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# DRE System Case Study: Boeing Bold Stroke



 Systematic reuse platform for Boeing avionics mission computing







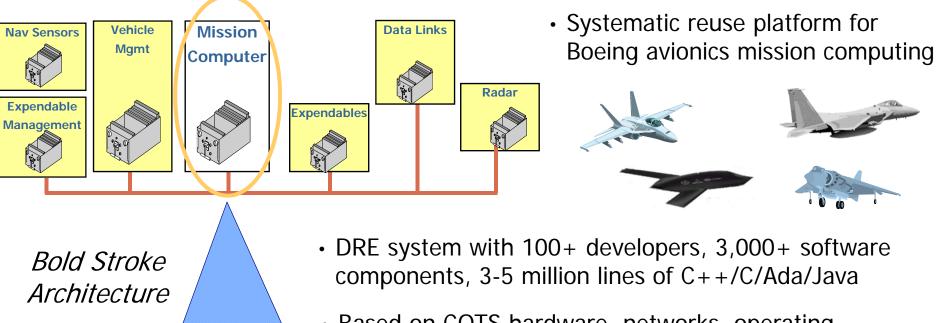


- protocols
- system services &
- reusable components

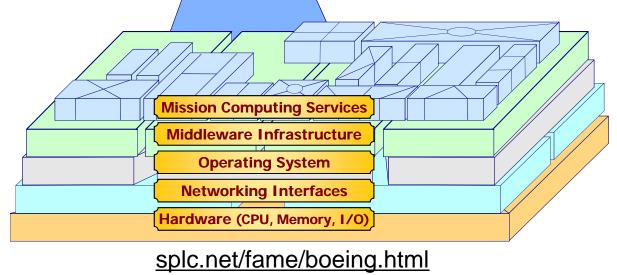
that enabled distributed computing & allowed distributed applications to coordinate, communicate, execute tasks, & respond to events in an integrated & dependable manner



# DRE System Case Study: Boeing Bold Stroke



 Based on COTS hardware, networks, operating systems, languages, & middleware



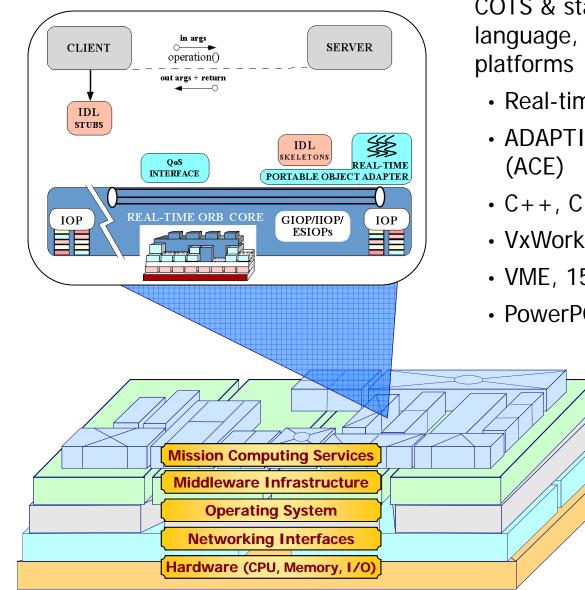
 Used as an Open Experimentation platform (OEP) for DARPA PCES, MoBIES, SEC, NEST, & MICA programs





## Applying COTS to Bold Stroke





COTS & standards-based middleware, language, OS, network, & hardware

- Real-time CORBA (TAO) middleware
- ADAPTIVE Communication Environment
- C++, C, Ada, & Real-time Java
- VxWorks operating system
- VME, 1553, & Link16
- PowerPC

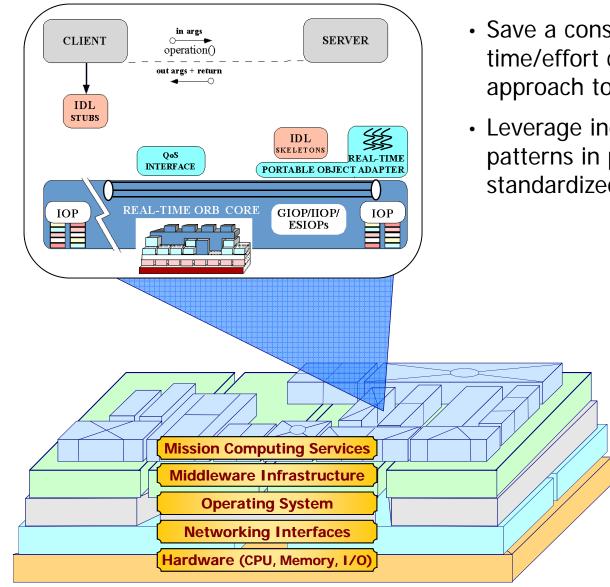
www.dre.vanderbilt.edu/ACE

www.dre.vanderbilt.edu/TAO

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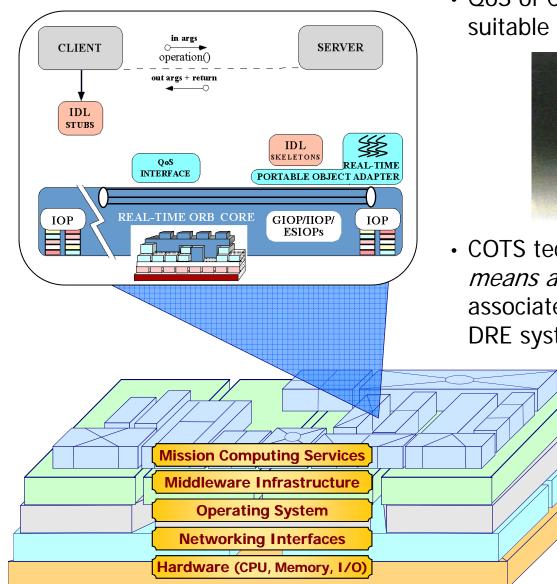
- Save a considerable amount of time/effort compared with traditional approach to handcrafting capabilities
- Leverage industry "best practices" & patterns in pre-packaged (& ideally) standardized form

The use of COTS is essentially "outsourcing," with many of the associated pros & cons









 QoS of COTS components is not always suitable for mission-critical DRE systems



 COTS technologies address some, but by no means all, domain-specific challenges associated with developing mission-critical DRE systems

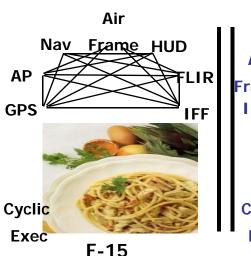
> What was needed was a systematic reuse technology for organizing & automating key roles & responsibilities in an application domain



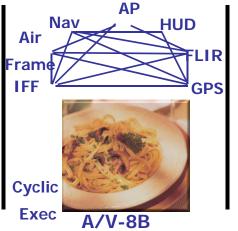






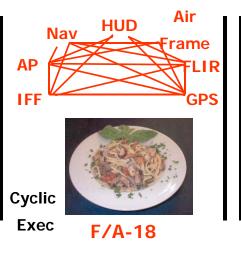


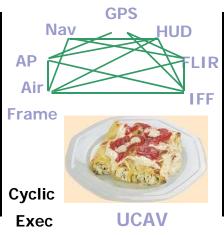












Legacy avionics mission computing systems are:

- Stovepiped
- Proprietary
- Brittle & non-adaptive
- Expensive
- Vulnerable

Consequences:

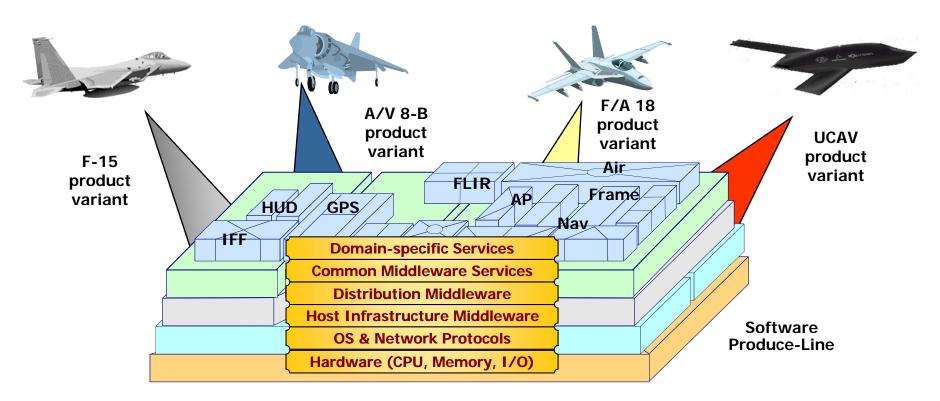
- Small changes to requirements & environments can break nearly anything
- Lack of any resource can break nearly everything





# Motivation for Software Product-lines (SPLs)



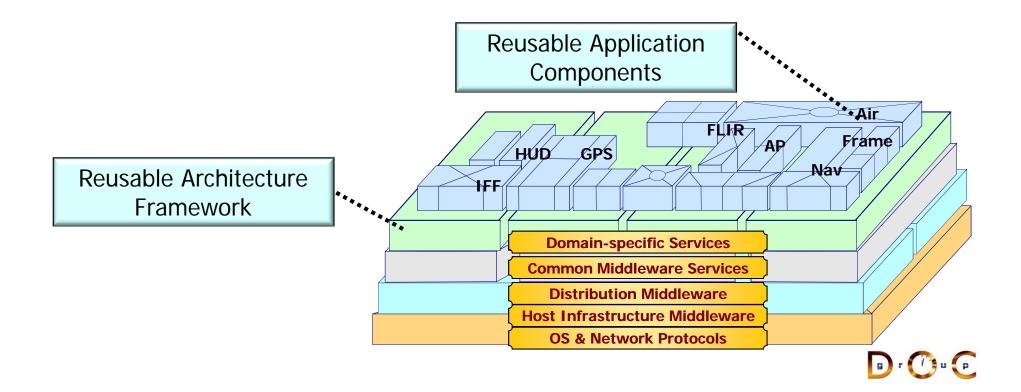


- SPLs factor out general-purpose & domainspecific services from traditional application responsibility in DRE systems
- Manage software variation while reusing large amounts of code that implement common features within a particular domain
- SPLs offer many opportunities to configure product variants
  - e.g., component distribution & deployment, user interfaces & operating systems, algorithms & data structures, etc.





- SPL characteristics are captured via *Scope, Commonalities, & Variabilities (SCV) analysis* 
  - This process can be applied to identify commonalities & variabilities in a domain to guide development of a SPL
- Applying SCV to Bold Stroke
  - Scope defines the domain & context of the SPL
    - e.g., Bold Stroke component architecture, object-oriented application frameworks, & associated components (GPS, Airframe, & Display)







*Commonalities* describe the attributes that are common across all members of the SPL family

- Common object-oriented frameworks & set of component types
  - e.g., GPS, Airframe, Navigation, & Display components
- Common middleware
   infrastructure
- e.g., Real-time CORBA & Lightweight CORBA **Component Model** (CCM) variant called Prism GPS Display Airframe Heads Up Component Component Component Display **Bold Stroke Common Components Domain-specific Services Common Middleware Services Distribution Middleware** Host Infrastructure Middleware **OS & Network Protocols** g)r (<sup>†</sup>)u (p

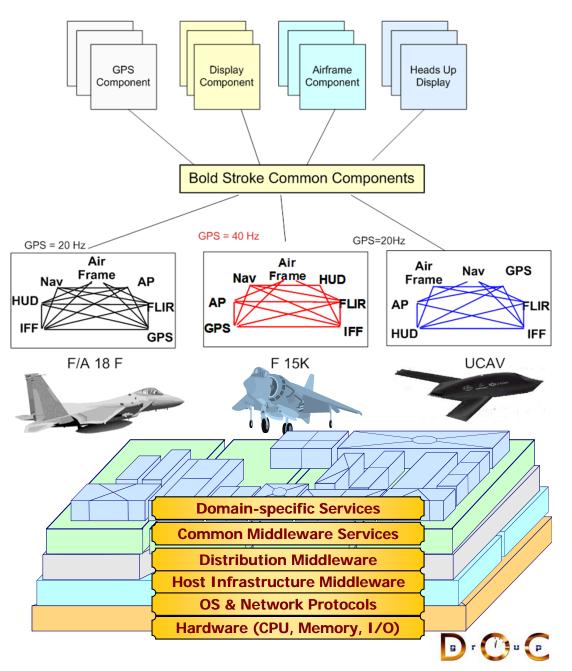




*Variabilities* describe the attributes unique to the different members of the family

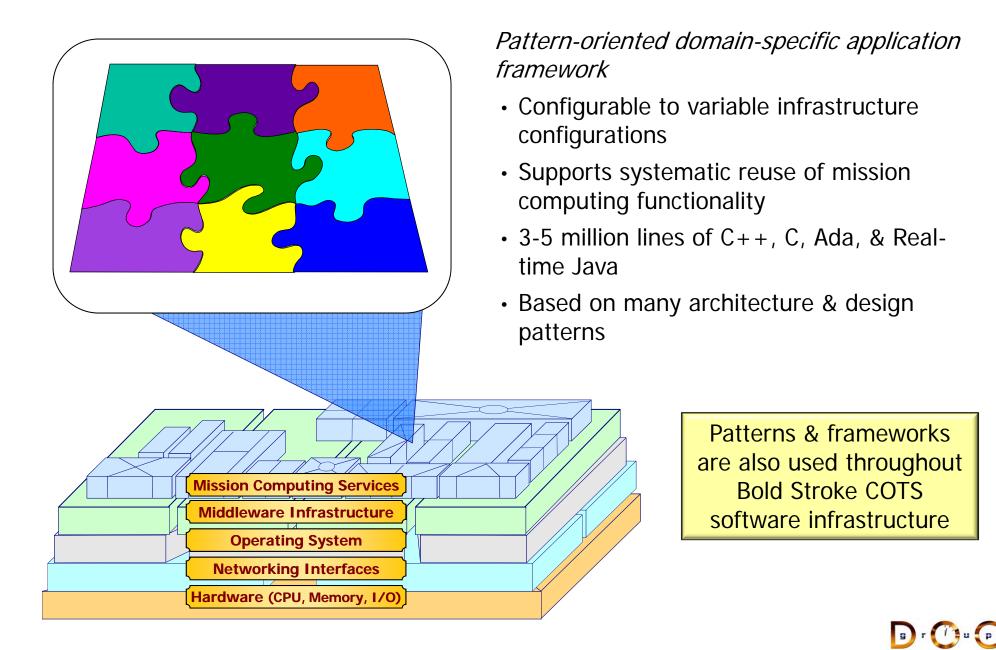
- Product-dependent component implementations (GPS/INS)
- Product-dependent component connections
- Product-dependent component assemblies
  - e.g., different packages for different customers & countries
- Different hardware, OS, & network/bus configurations

Patterns & frameworks are essential for developing reusable SPLs



# Applying Patterns & Frameworks to Bold Stroke





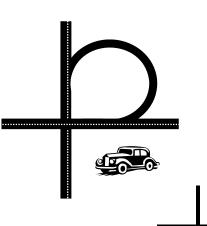


# **Overview of Patterns**



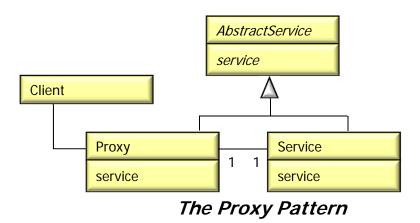
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 Present solutions to common software problems arising within a particular context



- Help resolve key software design forces
- Flexibility
- Extensibility
- Dependability
- Predictability
- Scalability
- Efficiency

 Capture recurring structures & dynamics among software participants to facilitate reuse of successful designs



 Codify expert knowledge of design strategies, constraints, & best practices

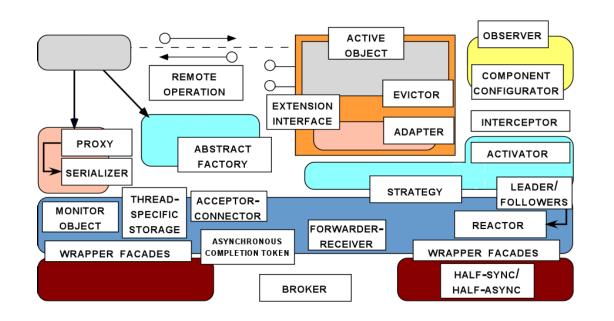






#### Motivation

- Individual patterns & pattern catalogs are insufficient
- Software modeling methods & tools largely just illustrate *what/how* – not *why* – systems are designed



#### **Benefits of Pattern Languages**

- Define a *vocabulary* for talking about software development problems
- Provide a *process* for the orderly resolution of these problems
- Help to generate & reuse software *architectures*









Key system characteristics

- Hard & soft real-time deadlines
  - ~20-40 Hz
- Low latency & jitter between boards
  - ~100 *u*secs
- Periodic & aperiodic processing
- Complex dependencies
- Continuous platform upgrades

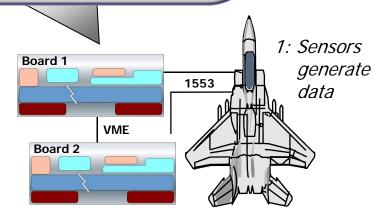
Avionics Mission Computing Functions

- Weapons targeting systems (WTS)
- Airframe & navigation (Nav)
- Sensor control (GPS, IFF, FLIR)
- Heads-up disSPLy (HUD)
- Auto-pilot (AP)

4: Mission functions perform avionics operations

3: Sensor proxies process data & pass to missions functions

2: I/O via interrupts





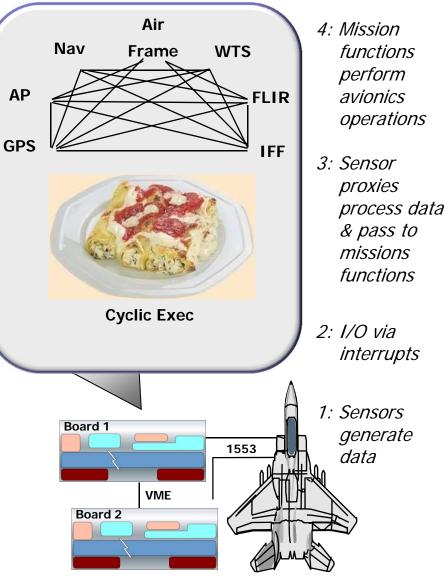


Key system characteristics

- Hard & soft real-time deadlines
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Limitations with legacy avionics architectures

- Stovepiped 
   *Tightly coupled*
- Proprietary · Hard to schedule
- Expensive Brittle & non-adaptive
- Vulnerable







Context	Problems	Solution
<ul> <li>I/O driven DRE application</li> </ul>	<ul> <li>Tightly coupled components</li> </ul>	• Apply the <i>Publisher-Subscriber</i> architectural pattern to distribute
Complex     dependencies	<ul><li>Hard to schedule</li><li>Expensive to evolve</li></ul>	periodic, I/O-driven data from a single point source to a collection
Real-time constraints		consumers
Structure		Dynamics
Publisher produce Event Channe attachPublisher detachPublishe attachSubscribe detachSubscribe	Subscriber consume	blisher       : Event Channel       : Subscriber         attachSubscriber
pushEvent	eceives Filter	pushEvent event event event consume
	filterEvent	detachSubscriber

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# Applying Publisher-Subscriber to Bold Stroke

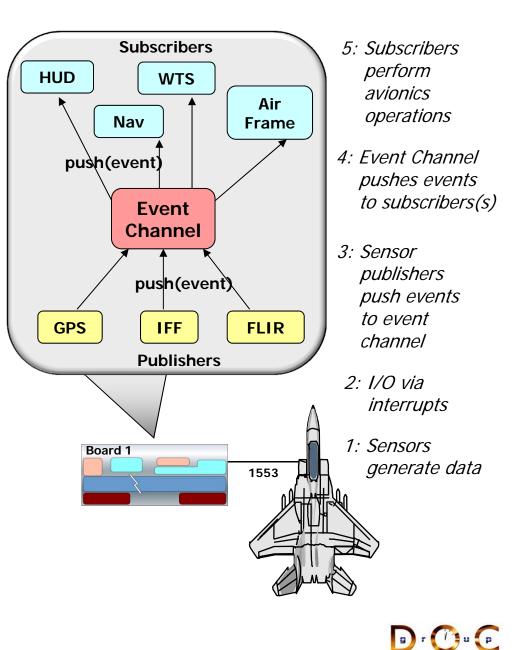


Bold Stroke uses the *Publisher-Subscriber* pattern to decouple sensor processing from mission computing operations

- Anonymous publisher & subscriber relationships
- Group communication
- Asynchrony

Implementing *Publisher-Subscriber* pattern for mission computing:

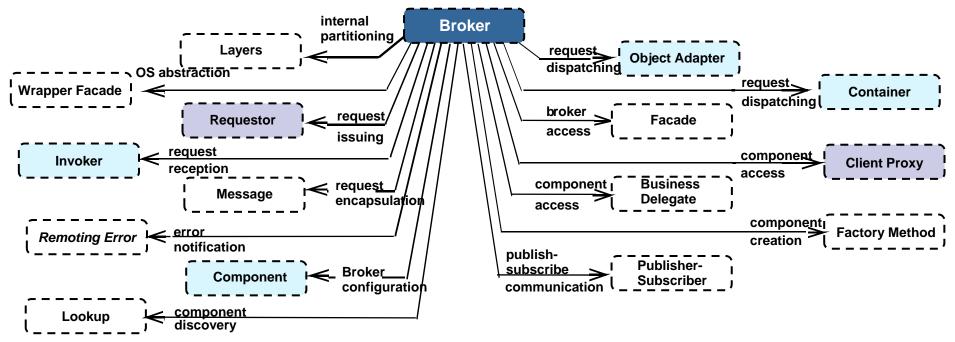
- Event notification model
  - Push control vs. pull data interactions
- Scheduling & synchronization strategies
  - e.g., priority-based dispatching & preemption
- Event dependency management
  - e.g., filtering & correlation mechanisms







Context	Problems	Solution
<ul> <li>Mission computing requires remote IPC</li> <li>Stringent DRE requirements</li> </ul>	<ul> <li>Applications need capabilities to:</li> <li>Support remote communication</li> <li>Provide location transparency</li> <li>Handle faults</li> <li>Manage end-to-end QoS</li> <li>Encapsulate low-level system details</li> </ul>	<ul> <li>Apply the <i>Broker</i> architectural pattern to provide platform-neutral communication between mission computing boards</li> </ul>



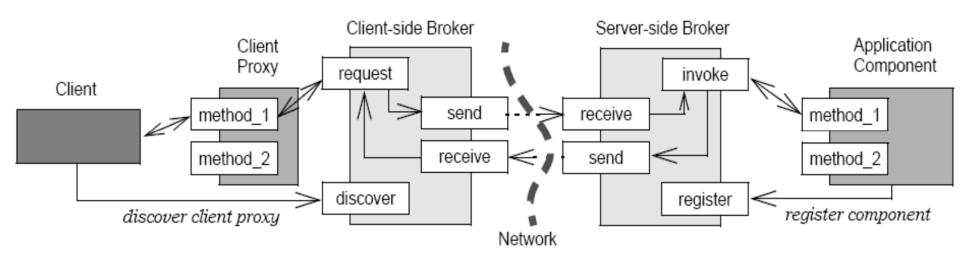
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#### **Structure & Dynamics**





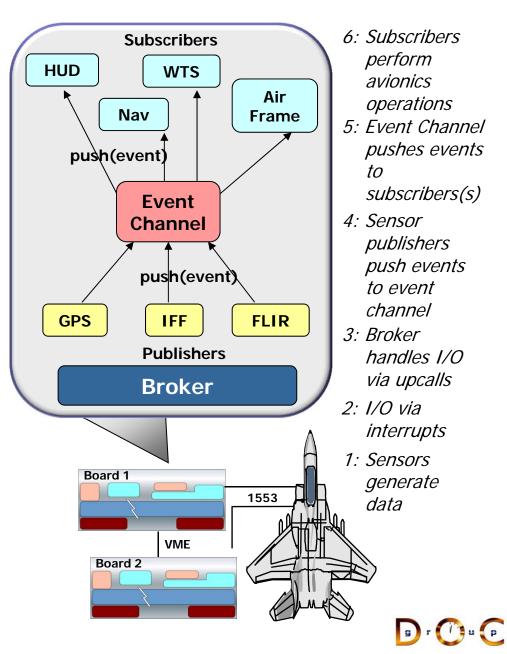


Bold Stroke uses the *Broker* pattern to shield distributed applications from environment heterogeneity, *e.g.*,

- Programming languages
- Operating systems
- Networking protocols
- Hardware

A key consideration for implementing the *Broker* pattern for mission computing applications is *QoS* support

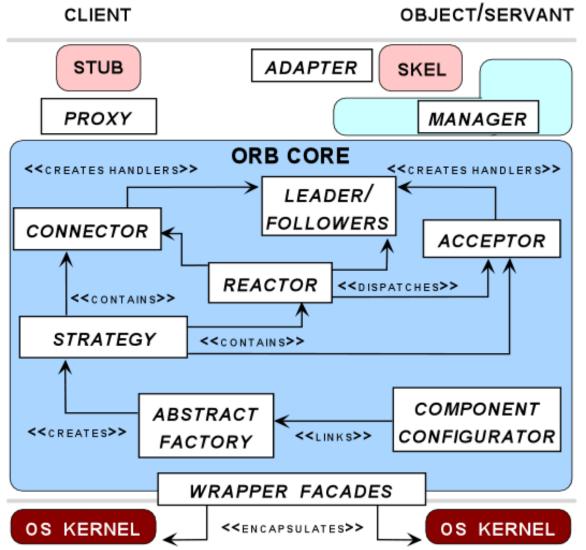
 e.g., latency, jitter, priority preservation, dependability, security, etc.







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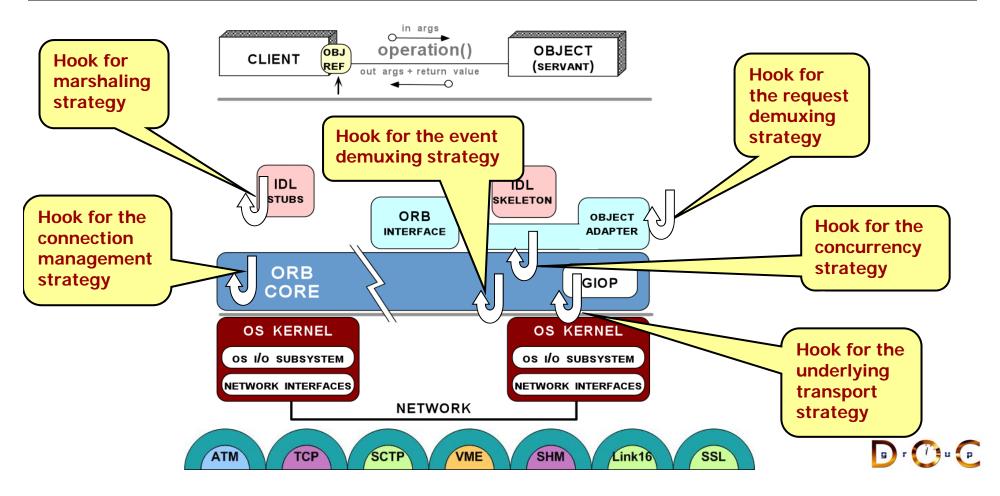
- *Wrapper facades* enhance portability
- Proxies & adapters simplify client & server applications, respectively
- Component Configurator
   dynamically configures Factories
- Factories produce Strategies
- *Strategies* implement interchangeable policies
- Concurrency strategies use
   *Reactor* & *Leader/Followers*
- Acceptor-Connector decouples connection management from request processing
- Managers optimize request demultiplexing

www.dre.vanderbilt.edu/~schmidt/PDF/ORB-patterns.pdf





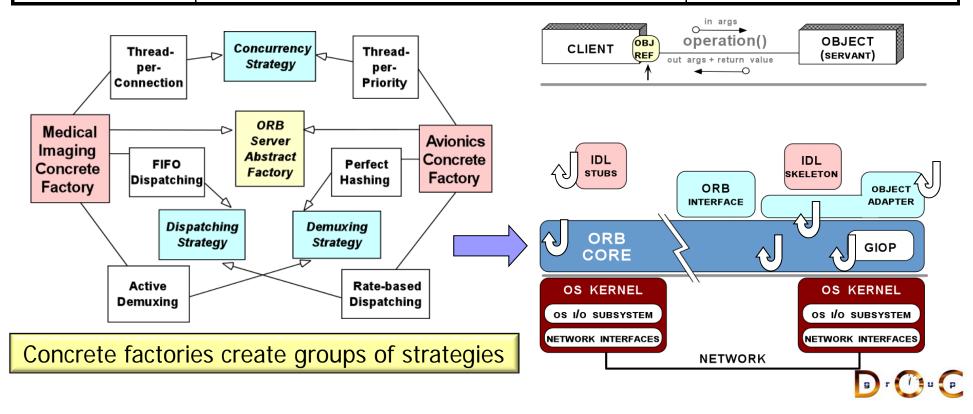
Context	Problem	Solution
<ul> <li>Multi-domain</li></ul>	<ul> <li>Flexible Brokers must support multiple</li></ul>	<ul> <li>Apply the <i>Strategy</i> pattern</li></ul>
reusable	policies for event & request demuxing,	to factory out commonality
middleware	scheduling, (de)marshaling, connection	amongst variable Broker
Broker	mgmt, request transfer, & concurrency	algorithms & policies



# Consolidating Strategies with Abstract Factory

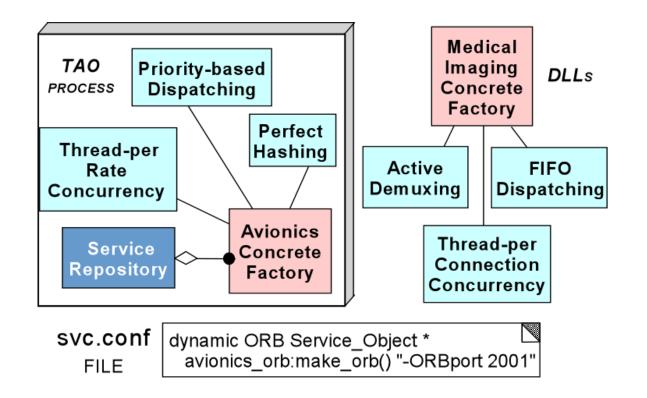


Context	Problem	Solution
<ul> <li>A heavily strategized framework or application</li> </ul>	<ul> <li>Aggressive use of Strategy pattern creates a configuration nightmare</li> <li>Managing many individual strategies is hard</li> <li>It's hard to ensure that groups of semantically compatible strategies are configured</li> </ul>	• Apply the <i>Abstract</i> <i>Factory</i> pattern to consolidate multiple Broker strategies into semantically compatible configurations



# Configuring Factories w/ Component Configurator

Context	Problem	Solution
<ul> <li>Resource constrained systems</li> </ul>	<ul> <li>Prematurely commiting to a Broker configuration is inflexible &amp; inefficient</li> <li>Certain decisions can't be made until runtime</li> <li>Users forced to pay for components they don't use</li> </ul>	<ul> <li>Apply the <i>Component</i></li> <li><i>Configurator</i> pattern to assemble the desired Broker factories &amp; strategies more effectively</li> </ul>



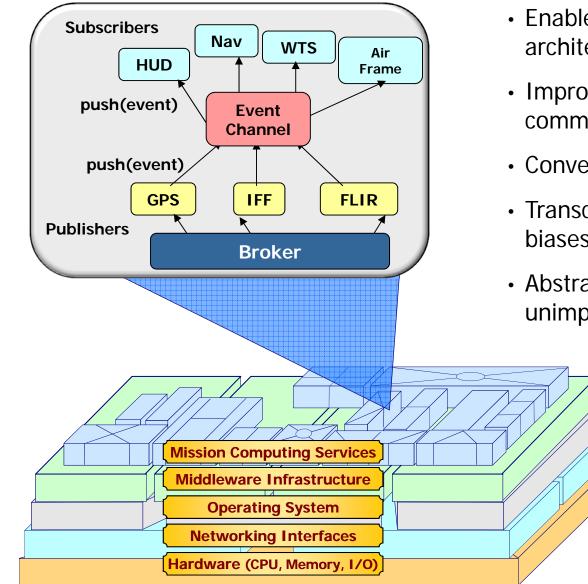
- Broker strategies are decoupled from when the strategy implementations are configured into Broker
- This pattern can reduce the memory footprint of Broker implementations





#### **Benefits of Patterns**





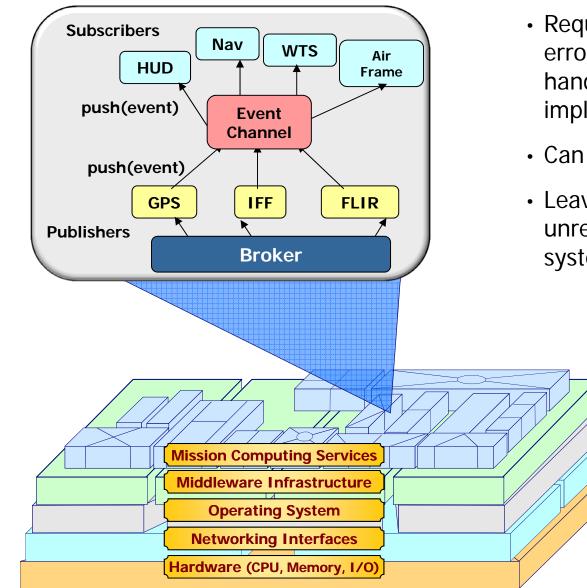
- Enables reuse of software architectures & designs
- Improves development team communication
- Convey "best practices" intuitively
- Transcends language-centric biases/myopia
- Abstracts away from many unimportant details

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- Require significant tedious & error-prone human effort to handcraft pattern implementations
- Can be deceptively simple
- Leaves many important details unresolved, particularly for DRE systems

We therefore need more than just patterns to achieve effective systematic reuse

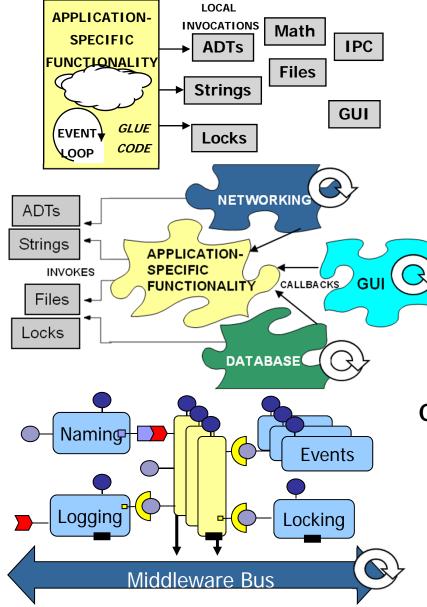
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#### **Class Library Architecture**

- A *class* is a unit of abstraction & implementation in an OO programming language, i.e., a reusable *type* that often implements *patterns*
- Classes are typically *passive*

#### Framework Architecture

- A *framework* is an integrated set of classes that collaborate to produce a reusable architecture for a family of applications
- Frameworks implement *pattern languages*

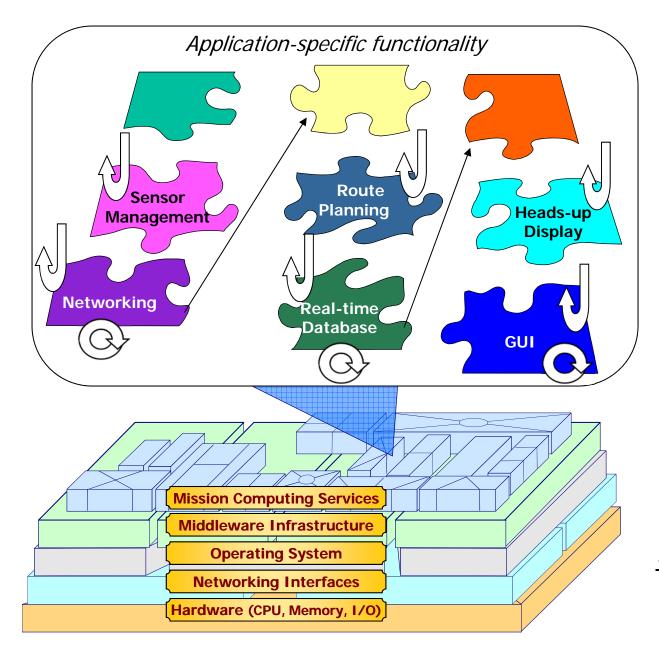
#### **Component/Service-Oriented Architecture**

- A *component/service* is an encapsulation unit with one or more interfaces that provide clients with access to its services
- Components/services can be deployed & configured via assemblies



### Applying Frameworks to Bold Stroke





# Framework characteristics

- Frameworks exhibit "inversion of control" at runtime via callbacks
- Frameworks provide integrated domainspecific structures & functionality
- Frameworks are "semicomplete" applications

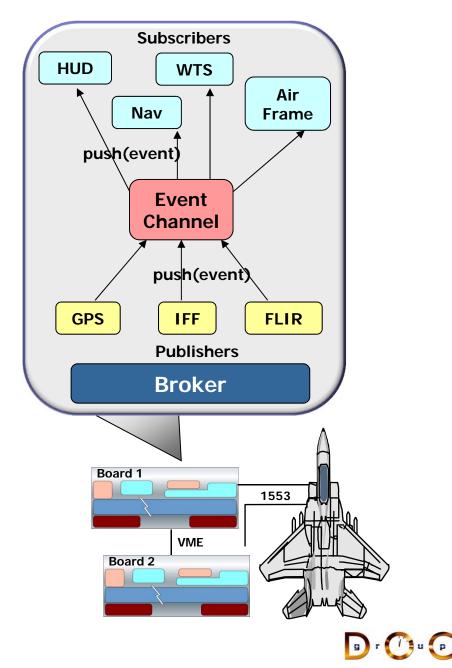
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- Design reuse
  - e.g., by implementing patterns that guide application developers through the steps necessary to ensure successful creation & deployment of avionics software







- Design reuse
  - e.g., by implementing patterns that guide application developers through the steps necessary to ensure successful creation & deployment of avionics software
- Implementation reuse
  - e.g., by amortizing software lifecycle costs & leveraging previous development & optimization efforts

#### package org.apache.tomcat.session;

```
import org.apache.tomcat.core.*;
import org.apache.tomcat.util.StringManager;
import java.io.*;
import java.net.*;
import java.util.*;
import java.servlet.*;
import javax.servlet.http.*;
```

#### /\*\*

```
* Core implementation of a server session
```

- \* @author James Duncan Davidson [duncan@eng.sun.com]
- \* @author James Todd [gonzo@eng.sun.com]
- \*/

public class ServerSession {

```
private StringManager sm =
    StringManager.getManager("org.apache.tomcat.session");
private Hashtable values = new Hashtable();
private Hashtable appSessions = new Hashtable();
private String id;
private long creationTime = System.currentTimeMillis();;
private long thisAccessTime = creationTime;
private int inactiveInterval = -1;
```

```
ServerSession(String id) { this.id = id; }
```

```
public String getId() { return id; }
```

```
public long getCreationTime() { return creationTime; }
```

```
ApplicationSession appSession =
    (ApplicationSession)appSessions.get(context);
```

if (appSession == null && create) {

```
// XXX
// sync to ensure valid?
```

appSession = new ApplicationSession(id, this, context); appSessions.put(context, appSession);

```
// XXX
// make sure that we haven't gone over the end of our
// inactive interval -- if so, invalidate & create
// a new appSession
```

```
return appSession;
```

}

}

```
void removeApplicationSession(Context context) {
    appSessions.remove(context);
}
```





- Design reuse
  - e.g., by implementing patterns that guide application developers through the steps necessary to ensure successful creation & deployment of avionics software
- Implementation reuse
  - e.g., by amortizing software lifecycle costs & leveraging previous development & optimization efforts
- Validation reuse
  - e.g., by amortizing the efforts of validating application- & platformindependent portions of software, thereby enhancing software reliability & scalability

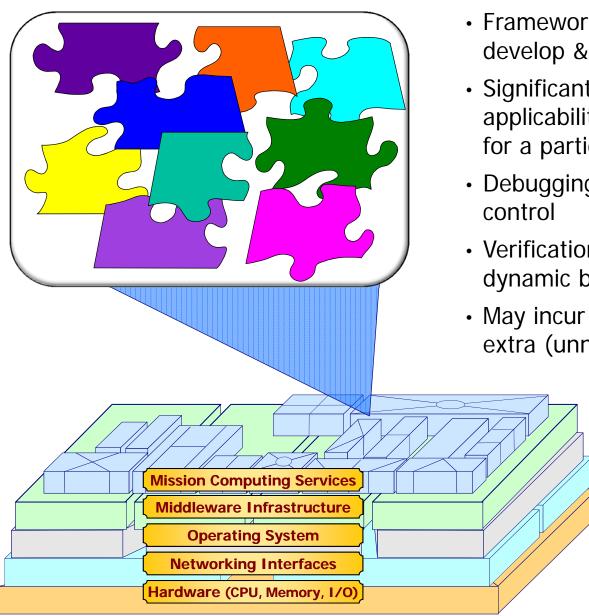
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www.dre.vanderbilt.edu/ scoreboard









- Frameworks are powerful, but hard to develop & use effectively
- Significant time required to evaluate applicability & quality of a framework for a particular domain
- Debugging is tricky due to inversion of control
- Verification & validation is tricky due to dynamic binding
- May incur performance overhead due to extra (unnecessary) levels of indirection

We thus need something simpler than frameworks to achieve systematic reuse for DRE systems

www.dre.vanderbilt.edu/~schmidt/PDF/Queue-04.pdf







### **DRE** Applications

Domain-Specific Services

Common Middleware Services

> Distribution Middleware

Host Infrastructure Middleware

Operating Systems & Protocols

Hardware

Historically, mission-critical DRE apps were built directly atop hardware & OS

• Tedious, error-prone, & costly over lifecycles

There are layers of middleware, just like there are layers of networking protocols

Standards-based COTS DRE middleware helps:

- Control end-to-end resources & QoS
- Leverage hardware & software technology advances
- Evolve to new environments & requirements
- Provide a wide array of reusable, off-theshelf developer-oriented services



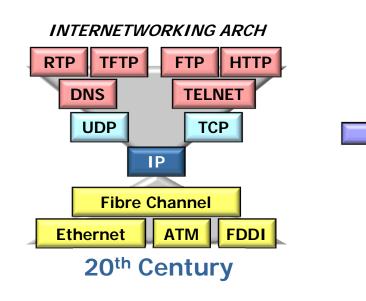
Middleware is pervasive in enterprise domain & is becoming pervasive in DRE domain

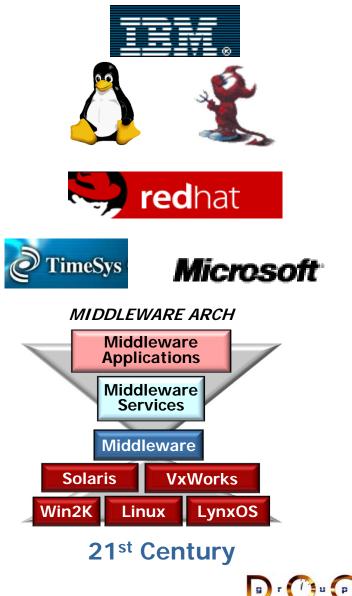






- Operating systems & protocols provide mechanisms to manage endsystem resources, e.g.,
  - CPU scheduling & dispatching
  - Virtual memory management
  - Secondary storage, persistence, & file systems
  - Local & remote interprocess communication (IPC)
- OS examples
  - UNIX/Linux, Windows, VxWorks, QNX, etc.
- Protocol examples
  - TCP, UDP, IP, SCTP, RTP, etc.







## Host Infrastructure Middleware



**Domain-Specific** 

Services

Common

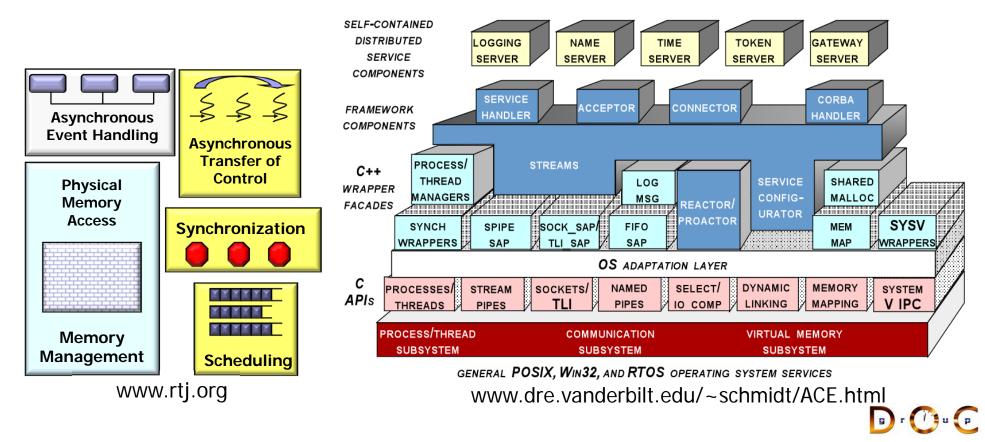
**Middleware Services** 

Distribution Middleware

Host Infrastructure

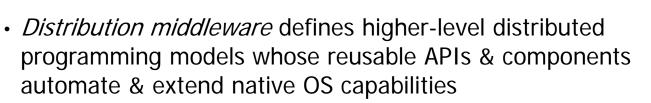
Middleware

- Host infrastructure middleware encapsulates & enhances native OS mechanisms to create reusable network programming objects
  - These components abstract away many tedious & error-prone aspects of low-level OS APIs
- Examples
  - Java Virtual Machine (JVM), Common Language Runtime (CLR), ADAPTIVE Communication Environment (ACE)

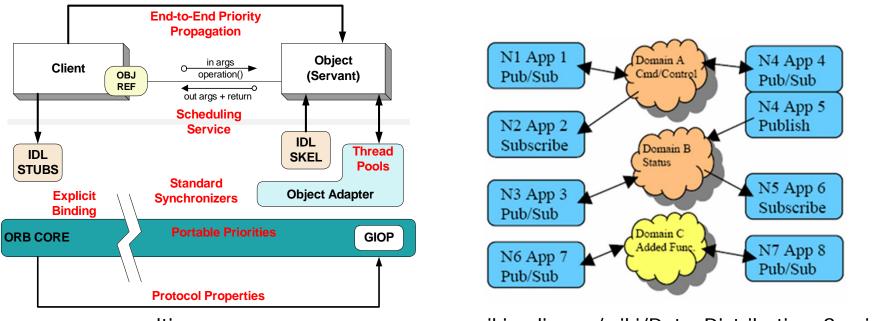




## **Distribution Middleware**



- Examples
  - OMG Real-time CORBA & DDS, Sun RMI, Microsoft DCOM, W3C SOAP



realtime.omg.org

en.wikipedia.org/wiki/Data\_Distribution\_Service

Distribution middleware avoids hard-coding client & server application dependencies on object location, language, OS, protocols, & hardware



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## **Common Middleware Services**



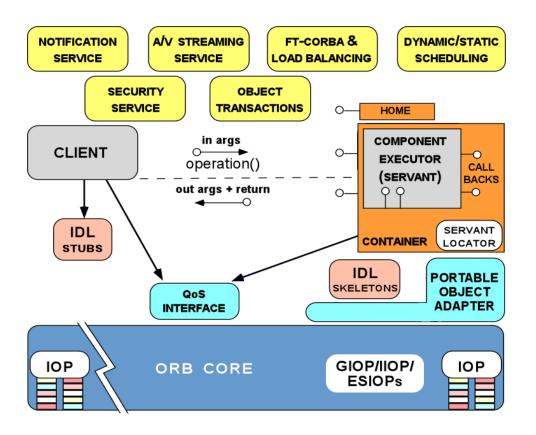
Common **Middleware Services** 

> Distribution **Middleware**

Host Infrastructure

Middleware

- Common middleware services augment distribution middleware by defining higher-level domain-independent services that focus on programming "business logic"
- Examples
  - W3C Web Services, CORBA Component Model & Object Services, Sun's J2EE, Microsoft's .NET, etc.



- Common middleware services support many recurring distributed system capabilities, e.g.,
  - Transactional behavior
  - Authentication & authorization,
  - Database connection pooling & concurrency control
  - Active replication
  - Dynamic resource management









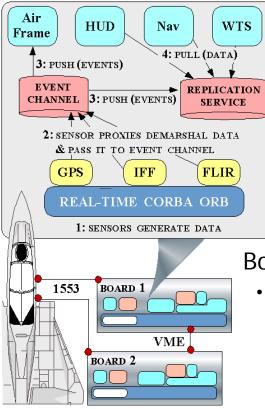
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**Domain-Specific** 

Services

Common

- Domain-specific middleware services are tailored to the requirements of particular domains, such as telecom, e-commerce, health care, process automation, or aerospace
- Examples

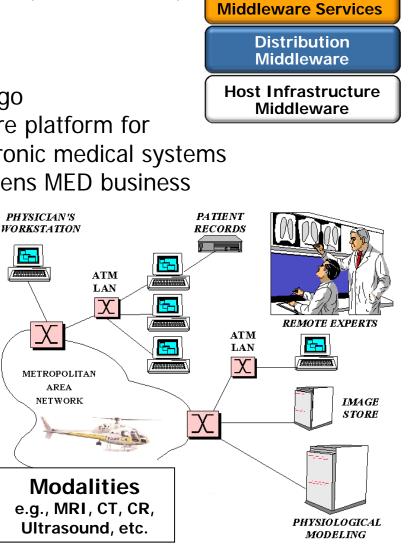


Siemens MED Syngo

- Common software platform for distributed electronic medical systems
- Used by all Siemens MED business units worldwide PHYSICIAN'S

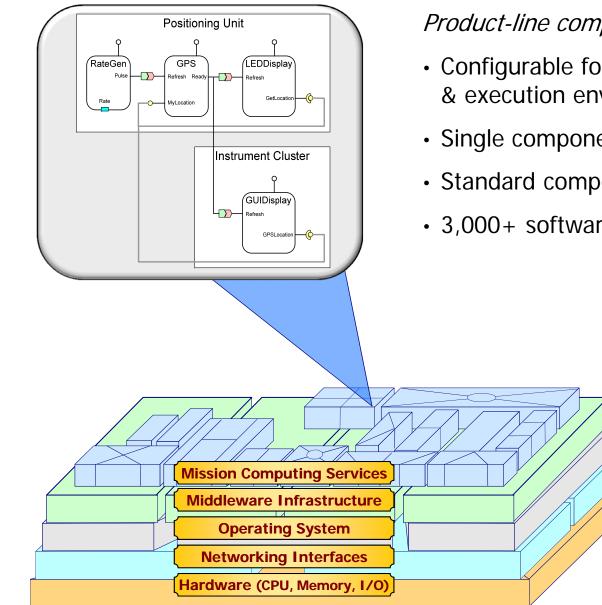
**Boeing Bold Stroke** 

 Common software platform for Boeing avionics mission computing systems



# Applying Component Middleware to Bold Stroke





#### Product-line component model

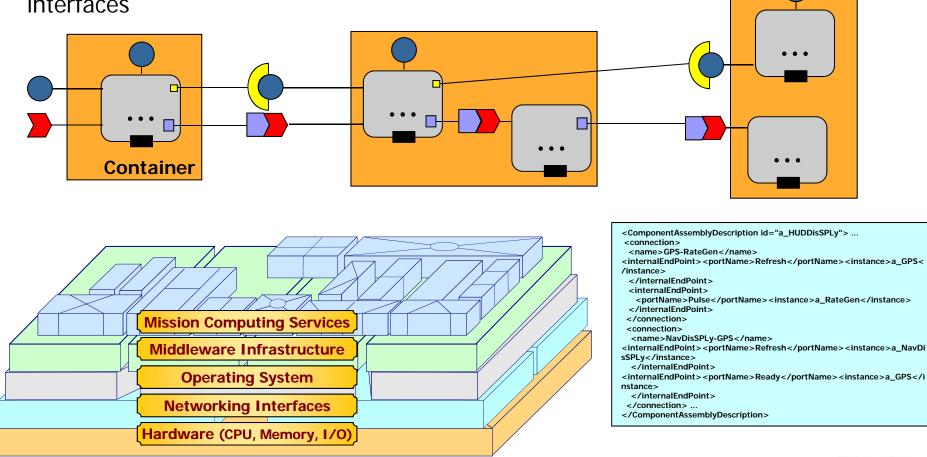
- Configurable for product-specific functionality & execution environment
- Single component development policies
- Standard component packaging mechanisms
- 3,000+ software components





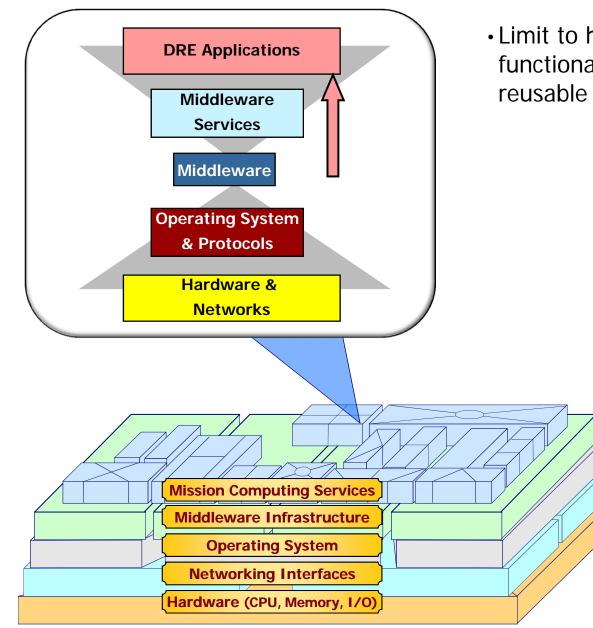


- Creates a standard "virtual boundary" around application component implementations that interact only via well-defined interfaces
- Define standard container mechanisms needed to execute components in generic component servers
- Specify the infrastructure needed to configure & deploy components thruout a distributed system







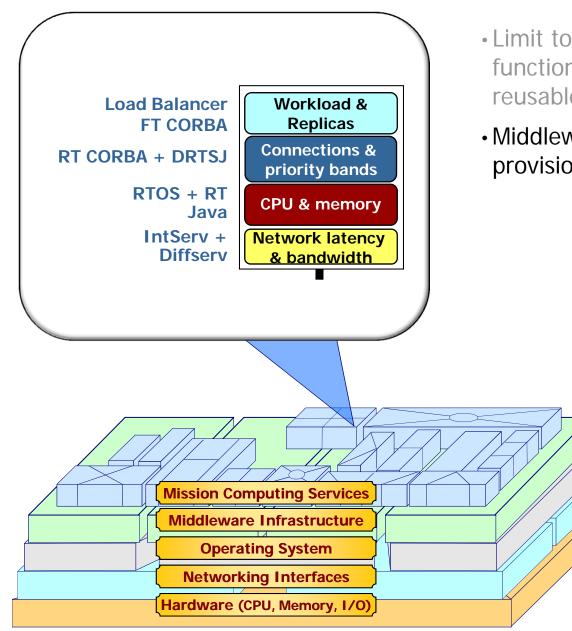


• Limit to how much application functionality can be refactored into reusable COTS component middleware







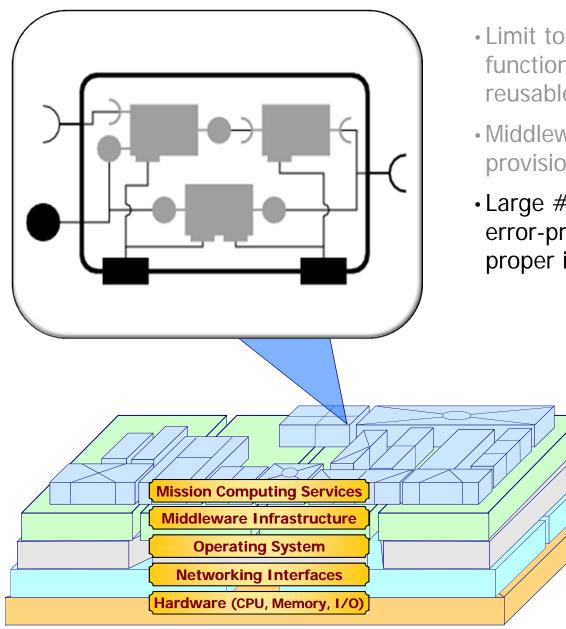


- Limit to how much application functionality can be refactored into reusable COTS component middleware
- Middleware itself has become hard to provision/use







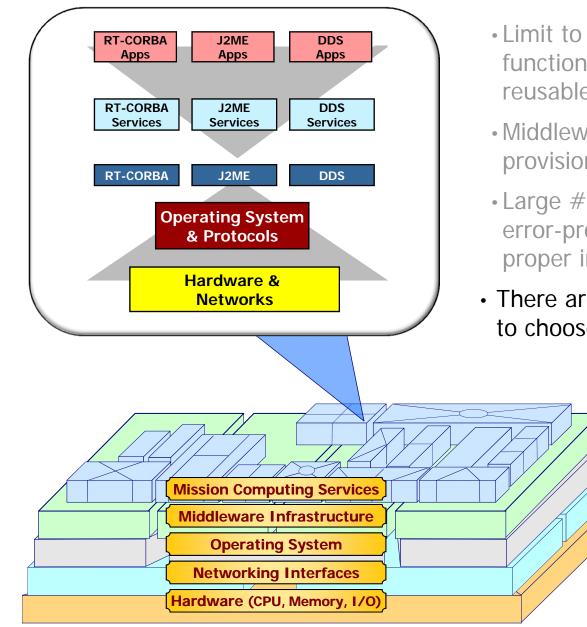


- Limit to how much application functionality can be refactored into reusable COTS component middleware
- Middleware itself has become hard to provision/use
- Large # of components can be tedious & error-prone to configure & deploy without proper integration tool support







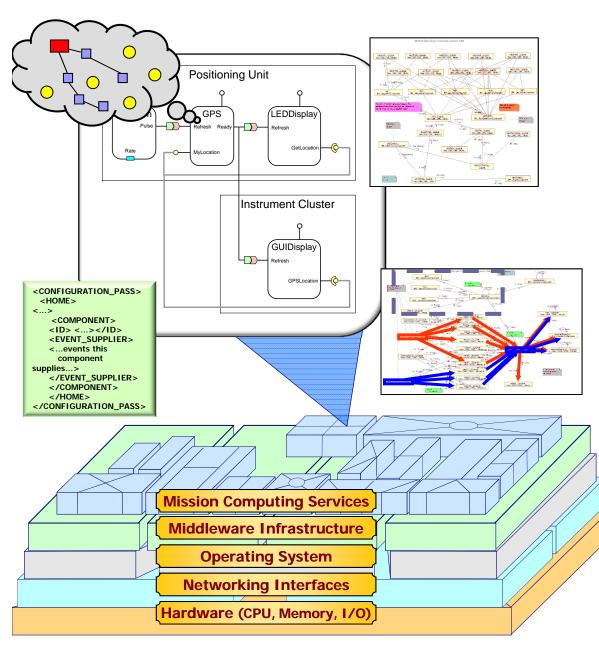


- Limit to how much application functionality can be refactored into reusable COTS component middleware
- Middleware itself has become hard to provision/use
- Large # of components can be tedious & error-prone to configure & deploy without proper integration tool support
- There are many middleware technologies to choose from





## Applying MDE to Bold Stroke



#### *Model-driven engineering (MDE)*

- Apply MDE tools to
  - Model
  - Analyze
  - Synthesize
  - Provision

middleware & application components

- Configure product variantspecific component assembly & deployment environments
- Model-based component integration policies

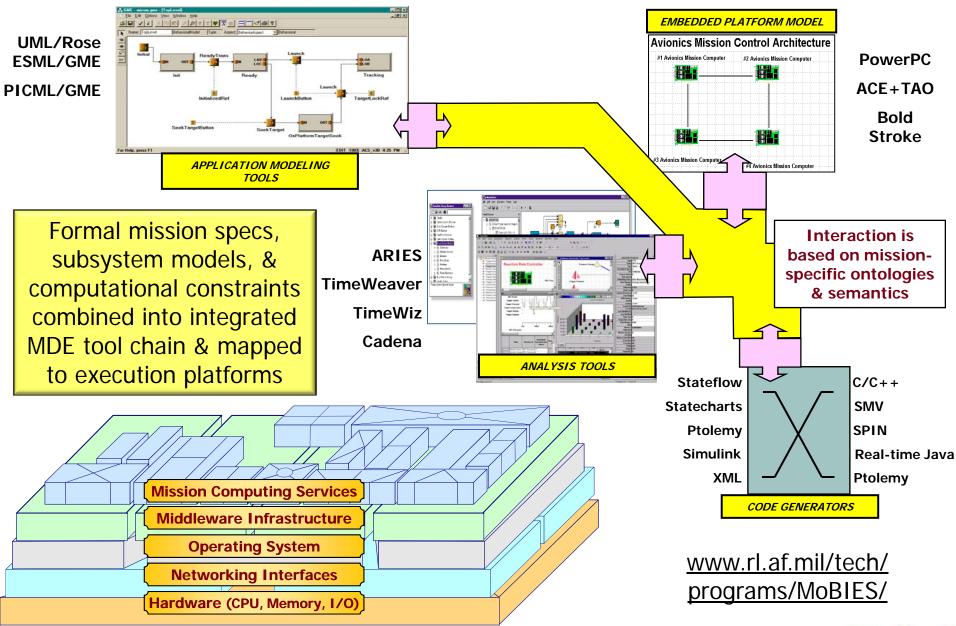
<u>www.isis.vanderbilt.edu/</u> projects/mobies







## Applying MDE to Bold Stroke



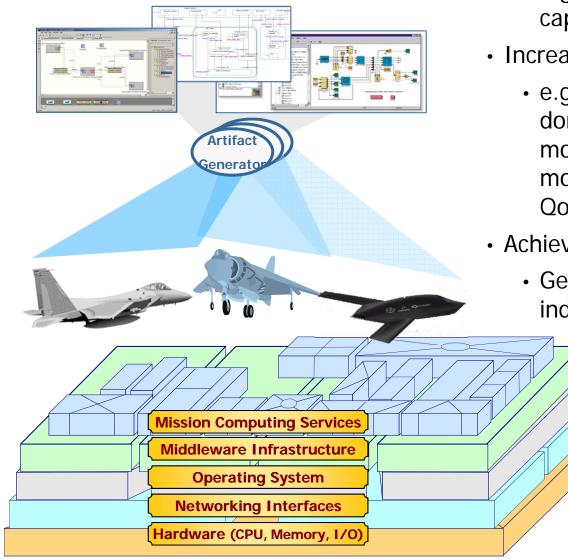
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## Benefits of MDE



#### Avionics Mission Computing Modeling Languages



- Increase expressivity
  - e.g., linguistic support to better capture design intent
- Increase precision
  - e.g., mathematical tools for crossdomain modeling, synchronizing models, change propagation across models, modeling security & other QoS aspects
- Achieve reuse of domain semantics
  - Generate code that's more "platformindependent" (or not)!
    - Support DRE system
       development & evolution









Model & Component Library



- Modeling technologies are still maturing & evolving
  - i.e., non-standard tools
- Magic (& magicians) are still necessary for success



# Ingredients for Success with Systematic Reuse

COMPONENT

CORBA



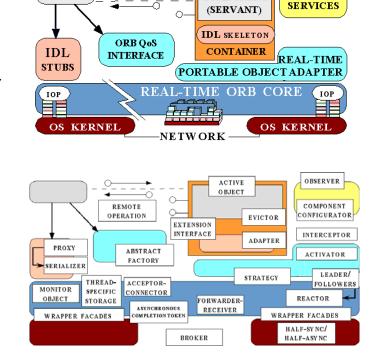
### **Key Technologies**

Standard Middleware, Frameworks, & Components

Patterns &

Pattern

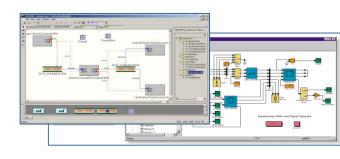
Languages



operation()

CLIENT

*Model-driven Software Development* 



### **Experienced Senior Architects**

 Responsible for communicating completeness, correctness, & consistency of all parts of the software architecture to the stakeholders

## Solid Key Developers

 Design responsibility (maintenance, evolution) for a specific architectural topic

### **Enlightened Managers**

 Must be willing to defend the sacrifice of some short-term investment for long-term payoff

### Accepted Business Drivers

 i.e., need a "succeed or die" mentality

It's crucial to have an effective process for growing architects & key developers

# Traits of Dysfunctional Software Organizations



**Process Traits** 

- Death through quality
  - "Process bureaucracy"
- Analysis paralysis
  - "Zero-lines of code seduction"
- Infrastructure churn
  - e. g., programming to low-level APIs

## Organizational Traits

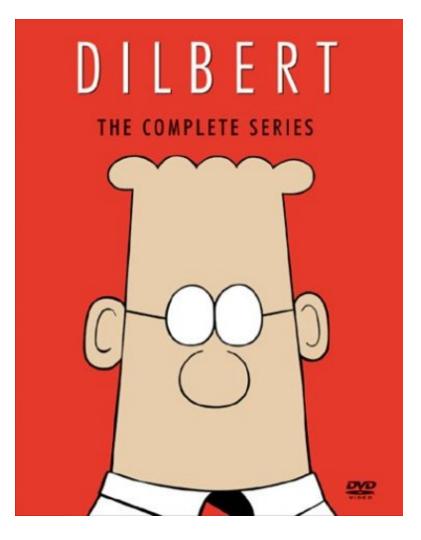
- Disrespect for quality developers
  - "Coders vs. developers"
- Top-heavy bureaucracy

Sociological Traits

- The "Not Invented Here" syndrome
- Modern method madness

www.dre.vanderbilt.edu/~schmidt/editorials.html





# Traits of Highly Successful Software Organizations

Strong leadership in business & technology

- e.g., understand the role of software technology
- Don't wait for "silver bullets"

Clear architectural vision

- ${\ensuremath{\cdot}}\xspace$  e.g., know when to buy vs. build
- Avoid worship of specific tools & technologies

Effective use of prototypes & demos

• e.g., reduce risk & get user feedback

Commitment to/from skilled developers

 e.g., know how to motivate software developers & recognize the value of thoughtware







#### **Applications**

### **Domain-Specific Services**

autodetected IRQ (11) to improve cust (PC/TCP Class 1 packet driver - DIX Eth free packets of length 160, 5 free packets of length e kernel is using asynchronous send Resident Module occupies 0 bytes of conventional m



Hardware

Not all trends bode well for long-term competitiveness of traditional leaders



- - Ultimately, competitiveness depends on success of long-term R&D on complex distributed realtime & embedded (DRE) systems

- More emphasis on integration rather than programming
- Increased technology convergence & standardization
- Mass market economies of scale for technology & personnel
- More disruptive technologies & global competition
- Lower priced—but often lower quality hardware & software components
- The decline of internally funded R&D
- Potential for complexity cap in next-generation complex systems



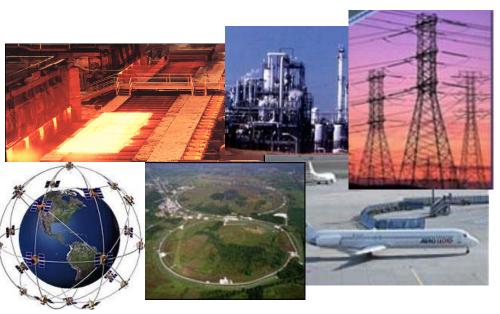
# **Concluding Remarks**



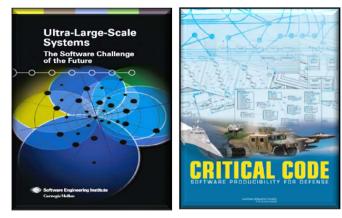
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- The growing size & complexity of DRE systems requires significant innovations & advances in processes, methods, platforms, & tools
- Not all technologies provide precision of legacy real-time & embedded systems
- Advances in Model-Driven Engineering & component/SOA-based DRE system middleware are needed to address future challenges
- Significant groundwork laid in DARPA & NSF programs





 Much more R&D needed to assure key quality attributes of DRE systems



See blog.sei.cmu.edu for coverage of SEI R&D activities

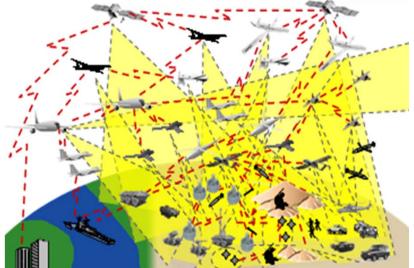


## **Further Reading**

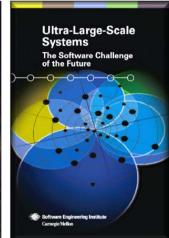


ULS systems are socio-technical ecosystems comprised of software-reliant systems, people, policies, cultures, & economics that have unprecedented scale in the following dimensions:

- # of lines of software code & hardware elements
- # of connections & interdependencies
- # of computational elements
- # of purposes & user perception of purposes
- # of routine processes & "emergent behaviors"
- # of (overlapping) policy domains & enforceable mechanisms
- # of people involved in some way
- Amount of data stored, accessed, & manipulated







### www.sei.cmu.edu/uls

• ... etc ...

See blog.sei.cmu.edu for discussions of software R&D activities







NRC Report *Critical Code: Software Producibility for Defense* (2010)

Focus of the report is on ensuring the DoD has the technical capacity & workforce to design, produce, assure, & evolve innovative software-reliant systems in a predictable manner, while effectively managing risk, cost, schedule, & complexity

Sponsored by Office of the Secretary of Defense (OSD) with assistance from the National Science Foundation (NSF), & Office of Naval Research (ONR), www.nap.edu/openbook.php?record\_id=12979&page=R1

See blog.sei.cmu.edu for discussions of software R&D activities

