使用 paracol 宏包
实现中英文对照双栏排版

知乎：繁星间漫步

2023 年 12 月 21 日

前言

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Key flags that a project is not really agile:

- Nobody on the software development team is talking with and observing the users of the software in action; we mean the actual users of the actual code.[1] (The PEO does not count as an actual user, nor does the commanding officer, unless she uses the code.)

- Continuous feedback from users to the development team (bug reports, users assessments) is not available. Talking once at the beginning of a program to verify requirements doesn't count!

- Meeting requirements is treated as more important than getting something useful into the field as quickly as possible.

- Stakeholders (dev, test, ops, security, contracting, contractors, end-users, etc.)[2] are acting more-or-less autonomously (e.g., 'it's not my job.')

- End users of the software are missing-in-action throughout development; at a minimum they should be present during Release Planning and User Acceptance Testing.

- DevSecOps culture is lacking if manual processes are tolerated when such processes can and should be automated (e.g., automated testing, continuous integration, continuous delivery).

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[1]Acceptable substitutes for talking to users: Observing users working, putting prototypes in front of them for feedback, and other aspects of user research that involve less talking.

[2]Dev is short for development, ops is short for operations

Some current, common tools in use by teams using agile development (these will change as better tools become available):
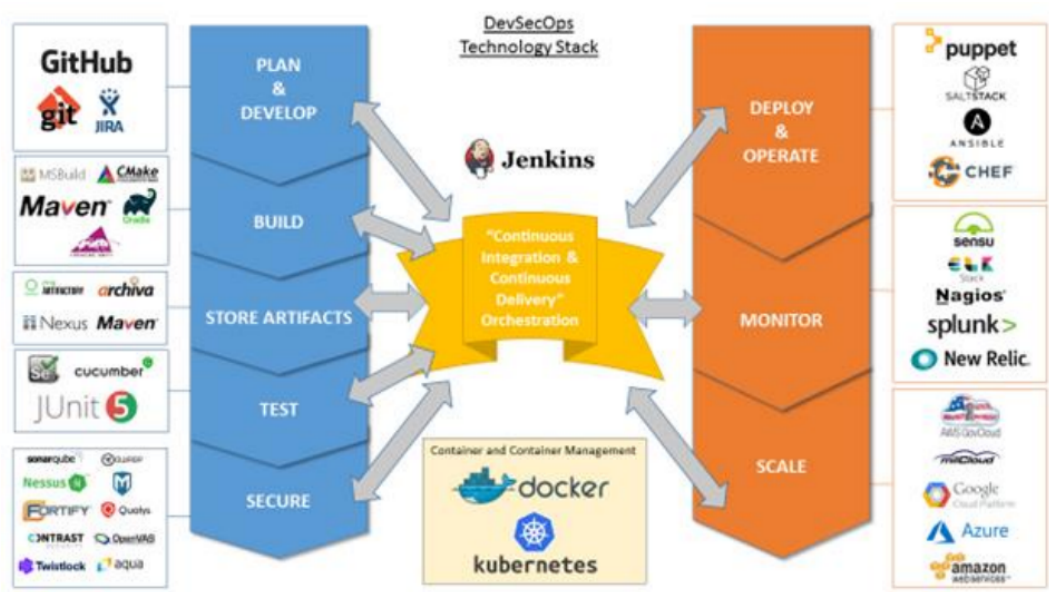
一个项目不是真正敏捷的关键标志：

- 软件开发团队中没有人在与软件用户交谈和观察他们的行为；我们是指实际代码的实际用户。[1]（PEO（项目执行官）不算是实际用户，指挥官也不算，除非她使用代码。）

- 没有用户对开发团队的持续反馈（错误报告、用户评估）。至于说在程序开始时与用户交谈过一次以验证需求，那不算数!

- 满足需求被视为比尽快将有用的东西投入现场更重要。

- 利益相关者（开发、测试、运营、安全、承包、承包商、最终用户等）或多或少都在自主行动（例如，"这不是我的工作"。）[2]

- 软件的最终用户在整个开发过程中处于缺失状态；他们至少应该在发布计划和用户验收测试期间出现。

- 如果允许手动过程，而这些过程可以并且应该是自动化的（例如，自动化测试、持续集成、持续交付），则缺乏 DevSecOps 文化。

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[1]与用户交谈的可接受替代方法：观察用户的工作情况，将原型放在他们面前以获得反馈，以及用户研究的其他涉及较少交谈的方面。

[2]Dev 是开发的简称，OPS 是运营的简称。

目前使用敏捷开发的团队所用的一些常用工具（这些工具会随着更好工具的出现而改变）：

Git, ClearCase, or Subversion - version control system for tracking changes to source code. Git is the de facto open source standard for modern software development.

...

Git, ClearCase，或者 Subversion——用于跟踪源代码变更的版本控制系统。Git 实际上是现代软件开发的开源标准。

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