

Test Manager role in Testing Services

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What is a Testing Service?

Testing as a Service (TaaS) is an **outsourcing model** in which testing activities associated with some of an organization's business activities are performed by a service provider rather than employees.

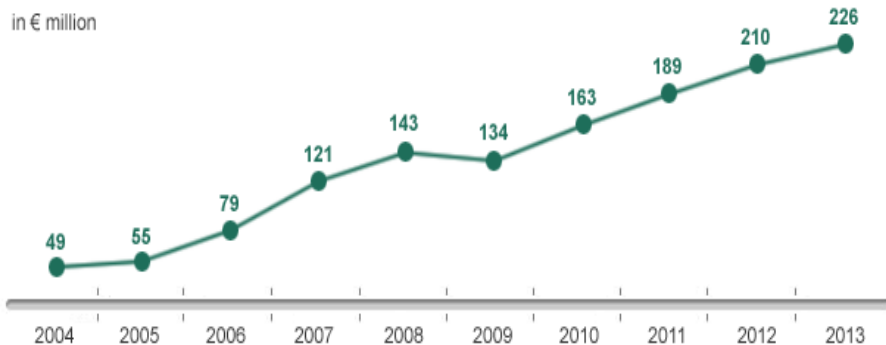


Why Testing Service?

The Market

A study on Pierre Audoin Consultants (PAC) done in May 2011 on 309 managers and IT decision-makers world wide, put software testing spending at **€ 79 billions in 2010**

The firm expects that figure to climb to **€100 billions by 2014**



Banking & Financial Services

- Barclays
- Commerzbank
- JP Morgan
- Lloyds
- Royal Bank of Scotland
- UBS

Energy & Utilities

- BP
- Centrica
- Exxon
- RWE

Insurance

- Allianz
- Beazley
- Generali

Manufacturing

- Airbus
- Continental
- Daimler
- GETRAG FORD
- Princes
- Siemens
- Sony
- Volkswagen

Retail & Logistics

- Deutsche Post
- Fraport
- HHLA
- Morrisons
- Specsavers

Telecommunications

- Meteor
- Sunrise
- T-Mobile

One of the The global leaders in independent software testing and quality management, **SQS Group**, sold projects of

EURO 100 million in H1 2012

Testing Service Offers

Time & Material

Pay for what you use. The customer will pay daily rates for the team working for them for as long as it's working for them.

Fixed Capacity

Also known as “cost box”, “fixed budget”. The customer has **fixed amount of money** to spend but **what gets done** for that fixed amount of money is **not contractually fixed**.

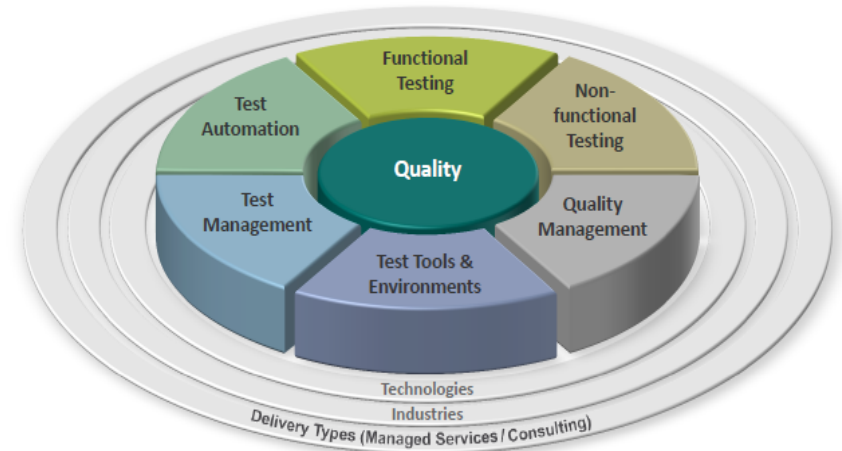
Fixed Price

We are contractually **bound to deliver a certain set of requirements for a fixed amount of money**. If we can't we are contractually bound to finish the work at company's expense.

Commercial Models

Testing within Application Development

Independent Testing



Delivery Models

What was the Project context?

Business: A **payment processing platform** re-written from scratch and migration of all existing production data

Delivery model

Start Date: early 2012

Delivery Date: end of 2014

Incremental releases: initial view (July 2013)

Drop 1, Drop 2, Drop 3

Continuous releases: current view (January 2014)

7 Core Drops

7 Human Interaction Drops

Delivery context: Different parties working in parallel on different components ~ **800 people**

Our commitment: deliver the testing activities for Component, Component Integration, System testing, System Integration Testing



Testing Team Responsibilities

Test Preparation

- Create Test Scenarios
- Create Test Cases
- Write **Automation scripts** according to the automation strategy in place
- Manufacture Test Data

Test Execution

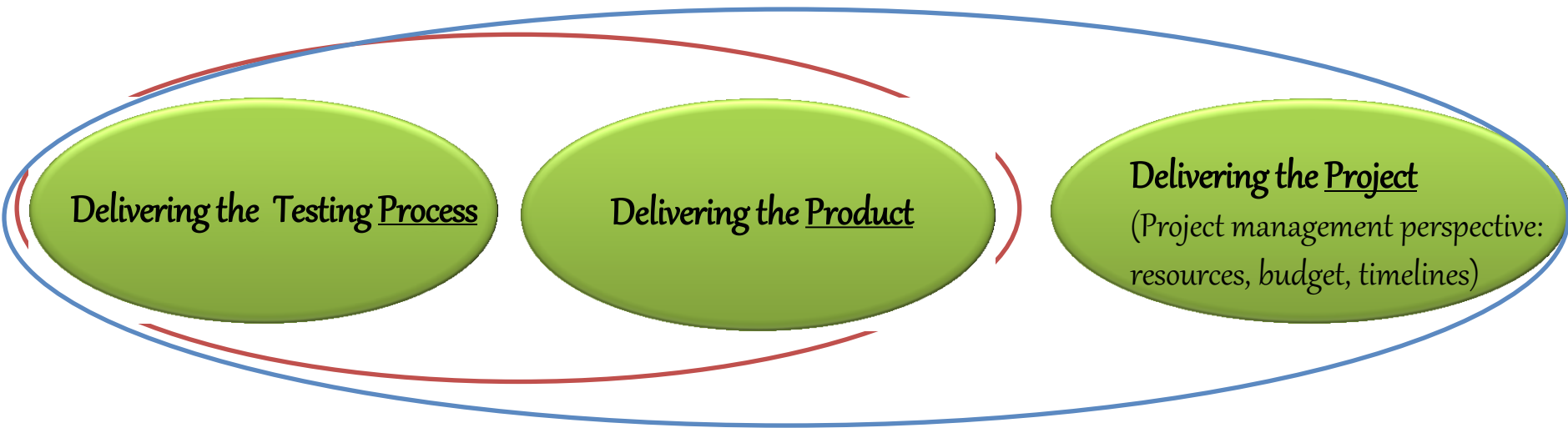
- Execute (Manually/Automated) Test Scripts and report Defects
- Sanity checks for new code releases
- Defect re-testing

Test Manager role



Test Manager responsibilities - Context dependent

Test Manager responsibilities “Baseline”: <http://www.istqb.org/certification-path-root/expert-level/test-management.html>



Test Manager in Application Development

Test Manager in Testing Services

Test Manager role - Delivering the Product

- ✓ **Helps** the client defining the **testing Objectives** and **build** a delivery plan
- ✓ **Takes responsibility for defining the the testing approach** and the management of the **testing activities**
 - Testing Scope and Activities for each phase (C, CI and System) aligned with the objectives
 - Identifies improvements to the process and assists in their implementation
 - Testing types done in each phase
 - Test Scenarios, TCs & Scripts to be delivered aligned with the objectives
 - Test Data management for each phase (manufactured, production obfuscated, etc.)
 - Define Entry and Exit criteria and their Quality gates for each testing phase
 - Tools: Zephyr, Jira, Oracle Data Integrator (ODI Console and ODI Studio), PLSQL, RFHUtil, RIT for automation
 - Environments, Deployment and Build Releases process agreed
- ✓ **Takes responsibility for the production and approval of testing Deliverables**

Test Manager role - Delivering the Product

- ✓ **Technical Leadership**
 - Detailed estimates for each testing activity
 - Technical reviews on the documents
 - Technical Assumptions and Dependencies
 - Technical progress reports
 - Defects review, early defect management and collaboration with the Client Defect manager for defect assignment

- ✓ **Maintains awareness of testing alternatives**

Test Manager role - Delivering the Project

- ✓ **Project management:** monitoring the plan, risk & issues, mitigation actions, adjustments to the plan; resources tasks allocation per day/ week/phase; Regular meetings with the client staff
- ✓ **Weekly project reporting**
 - Status and updates on schedule and achievement of testing Milestones, resources, quality and progress against current scope;
 - Status of the testing activities: total number of test cases, percentage complete, defects found, defects fixed, defects outstanding;
 - Financial summary of effort related to the contract: effort completed to date, effort to completion of the contract and amount invoiced;
 - Updated list of Risks and mitigating actions;
 - Updated list of Issues and escalation path;
 - Record of any project decisions which apply to the project
- ✓ **Makes decisions at the appropriate time**, taking into account priorities, constraints and the availability of necessary information
- ✓ Plans, arranges and controls **meetings, workshops and relations** with client/user staff during testing activities. Takes responsibility for the **proper conduct of such relations**.

Test Manager role - Delivering the Project

- ✓ **Budget** management – Contracts and invoices processes
- ✓ **Building** the team and “forming” the Team Leaders
- ✓ **Buffer** between the client and the team
 - Deadlines Pressure
 - Week and weekend Overtime requests
 - Offshore hours support
 - Holidays approvals

Lessons Learnt and future challenges

- **The Product scope should be driven by the Business**

Description: The lack of platform requirements generated a “Testing driven scope” instead of a “Business driven scope”

Example: perfect tested product, but the wrong product

Mitigation: Push back to the client when the requirements are missing by explaining the risks of the Testing team making the scope decisions

- **The Testing process needs to be understood very well by the client**

Description: the commitment we take is influenced by how the process is implemented, as the client is the one helping with reinforcing it when is not respected

Example: another 3rd party not respecting the deployment/release process and no prove of their exit criteria, or quality gates for deliverables we were depending on

Mitigation: risks and issues raised to make him aware of the impact (quality, milestones, scope) of not respecting the testing process

- **Agree a Test Data definition and management process**

Description: Multiple streams were depending on receiving platform processed Test data (“Production Like”) and there was no clear owner assigned or process in place for delivering it.

Example: “The production like” data came to late in the testing Lifecycle (pre SIT) and the quality of that test data was never checked by the business

Mitigation: When agreeing the testing process, get a clear owner for Test Data

Lessons Learnt and future challenges

- **Project view versus Product view**

Description: Due to the time/release high pressure and the political aspects inside the client company, the Client Focus is on achieving Project goals rather than Product goals. Test teams were working to a moving target, a lot of rework done – the % of rework was impacting the deadline.

Example: All the client discussions were around “What we need to do to hit the date?”

Mitigation: The **risks on Product goals** should be more clearly described by the TM (me) in the weekly report and insist on having a decision on them

I will also keep a **Change control Log of the scope**, once is baseline. The number of rework cycles, the impact on schedule and quality needs to be made more visible in the weekly report

- **Capture minutes of meeting**

Description: We had a lot of meetings but usually no one was capturing the issues, decisions and the actions resulted, mainly due to lack of time

Example: meetings with client’s Managers, with project representatives

Mitigation: Send Minutes of Meeting mails for the meetings where important issues and decisions were discussed

Lessons Learnt and future challenges

- **Communication channels**

Description: The client does not know how to work with outsourced resources

Example: Not the right audience in meetings; sometimes it would appear that the right hand doesn't know what the left hand is doing (between different providers)

Mitigation: Agree right from the beginning the communication channels and the risks associated if not implementing them; educate the client in the outsourcing collaboration

- **Educate the client to not over- burn the resources**

Description: On long term Pressure and Overtime the client was relying on heroes rather than process

Mitigation: Ensure key people have deputies (people rotation)

- **Build a relationship with the client**

Description: A decision can be taken by: Force, Giving up, Fate, Arguments or Negotiation. In the collaboration with the client, sometime **sustaining our decisions** using arguments only generates contra-arguments;

Mitigation: it proved to work using the **Negotiation** process and understanding people's culture 😊

- Why Testing Service?
- Testing Service Offers
- Testing Team Responsibilities
- Test Manager role - Delivering the Product
- Test Manager role - Delivering the Project
- Lessons Learnt and future challenges

Thank you!

Q&A

