



QA Transformation – Incremental Improvements or Game Changing Models?

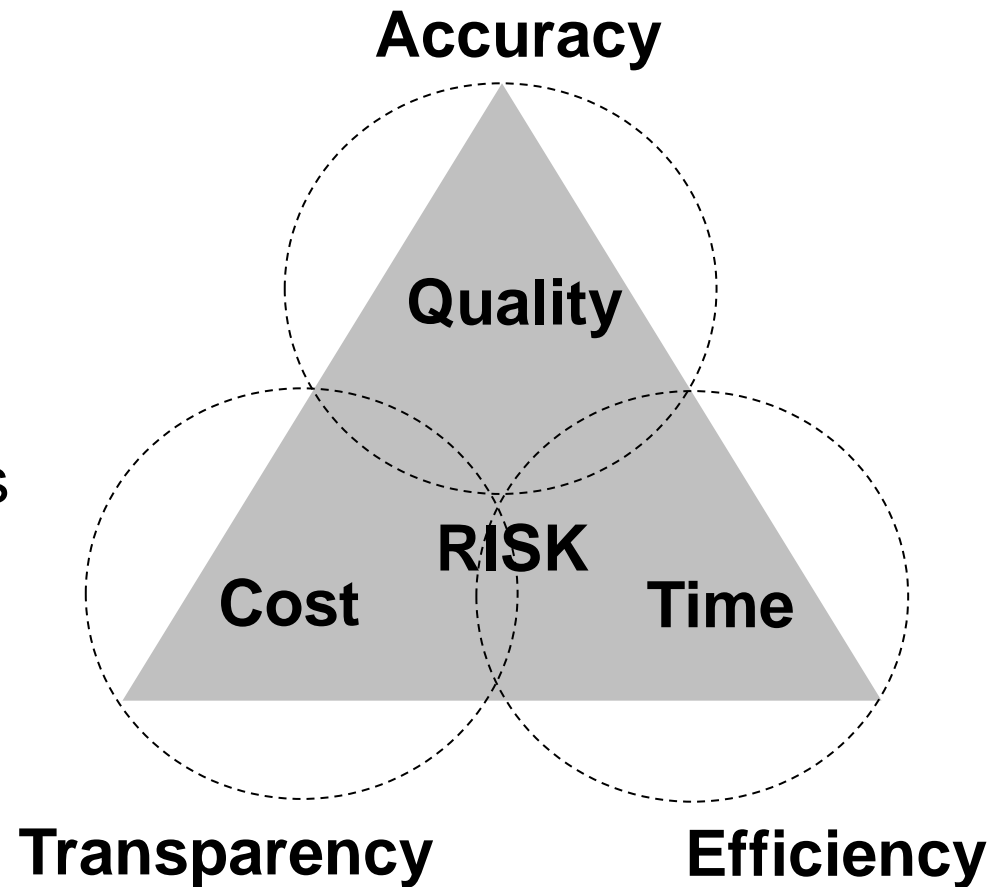
Keith Klain, Head of Global Test Centre

“It is what we think we know
already that often prevents us
from learning.”

Claude Bernard

What are the Objectives of Testing?

- Find information to make critical decisions as quickly as possible
- Understand, align and manage risk to the business
- Create effective tests that utilize resources efficiently



Do Our Models and Measures Support Our Objectives?

Improvement Models

- Test Process Improvement
- Critical Test Process
- Systematic Test and Evaluation Process
- Test Organization Maturity
- Software Quality Rank
- Test Maturity Model
- Certifications: ISTQB, QAI, ISEB

Improvement Measures

- LOC coverage
- Number of test cases
 - total / executed / passed
- Test case efficiency
- Automation coverage / %
- Defect counts
- Defect prediction

Generic and Biased

Subjective and Easily Gamed

Invalid & Not Fit for Purpose

Barclays Capital IT and the Global Test Centre

The Global Test Centre (GTC) is an independent testing service providing full lifecycle software testing support and specialist testing services across Barclays Capital and Barclays Wealth from 6 global locations. Core services include:

- Test Strategy and Management
- Test Execution
- Functional Test Automation
- Non-Functional Test Automation
- Front to Back Testing



Test Maturity Model

- Practice based maturity built on industry standards...
- Regular assessments multiple levels...
- Maturity improvement plans...

Metrics Programme

- Test case efficient model centered on execution...
- Automation metrics based on test case coverage...
- Program tracking reports...

Career Framework

- Test management focus on operational control and team size...
- “Pyramid” approach to spans and layers...
- “Terms of reference” model...

GTC Improvement Programme



Talent Acquisition

- Raise the hiring (and existing employee) bar
- Transfer quality ownership to the team
- Ensure GTC is a “Top Project”



Training and Development

- Staff led training – business and testing skills
- Test Management Mentoring
- Continually top grading



Career Retention

- Flat Career Framework / internal mobility
- Operational transparency
- GTC Induction Programmes

Global Test Centre – Results



- GTC “Top IT” Barclays Capital project – 2010, 2011, 2012
- 150% YOY increase in investment in the GTC
- FY2009 attrition -11%; FY2010 attrition -5% , FY2011 -3%
- 2010 “Runner Up” CIO Award – GTC Test Analyst
- 2011 “Runner Up” FICC Innovation Award – GTC Test Manager
- 70% reduction in non-allocated management roles
- 25-30% average reduction in test planning efforts
- “Whole Team” Test Automation programme – initiated 50+ new automation projects
- GTC University: RST, TAF, Test Automation; GTC Core Curriculum; GTC ITP (functional); Test Management Mentoring, GTC Brown Bags, “Super Tester”

QA Transformation = Paradigm Shift

Stop

Thinking that the value of the test team is in anyone else's hands and pretending “model” driven test metrics will make improvements...

Start

Telling the team exactly what's expected of them supported by systematic training of testing skills, test reporting and business alignment...

Continue

Driving out fear of failure by creating an environment that enables innovation and rewards collaboration through strategic objectives and constant feedback...

Thank you!