



# QA Transformation – Incremental Improvements or Game Changing Models?

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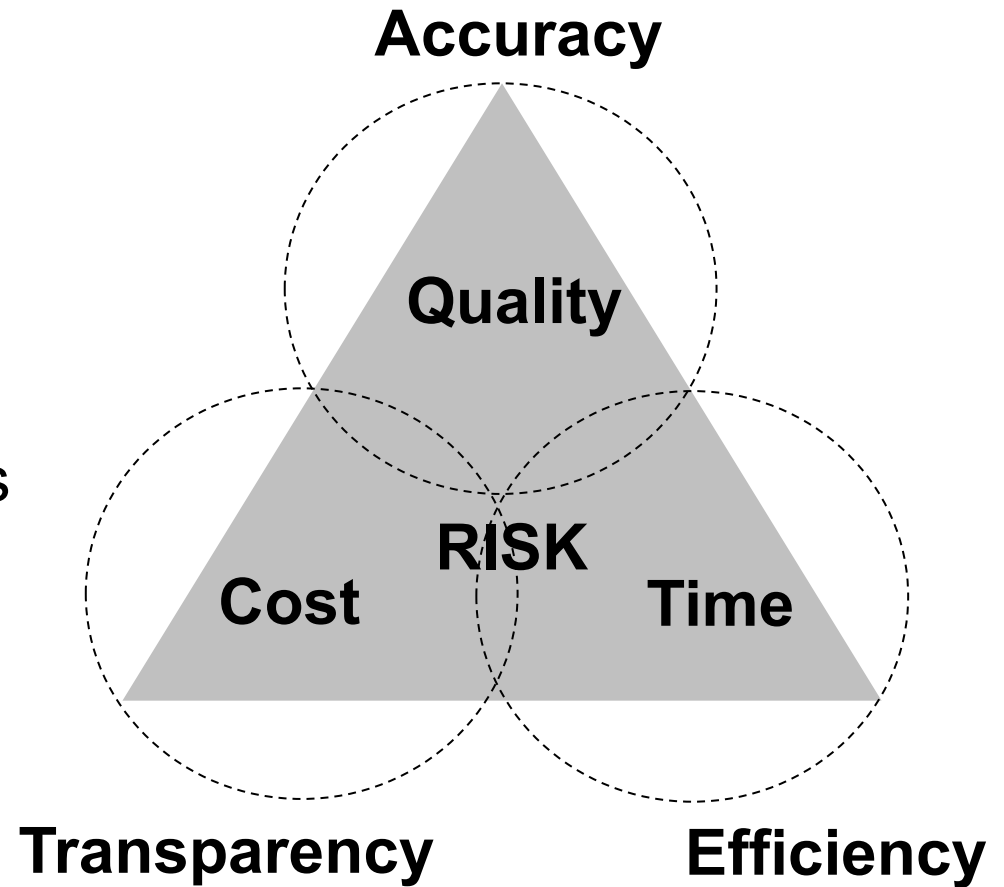
**Keith Klain, Head of Global Test Centre**

“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 efficiency model centered on execution...
- Automation metrics based on test case coverage...
- Program tracking metrics...

## Career Framework

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

# GTC Improvement Programme

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## 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

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## **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!**