

The Change Agent:

“ Leveraging the Testing Role ”



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Agenda

- SAFECO Past & Present
- Background for a Change Agent
- People Perspective: Talk the Talk
- Process Perspective: Set Forth a Model
- Project Perspective: Test Requirements
- Summary, Q&A

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SAFECO... Where we were

- “Thrown over the wall” Testing was norm
- Firefighters
- Everyone was their own island
- Tribal knowledge
- Expert in systems vs. independent testers
- Testing was an entry level position
- Attrition of QC skills to Developer role
- Hunger for early involvement in projects
- Called QA, but doing QC

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SAFECO... Where we are today

- An established QC Model
- Baseline understanding of QA & QC
- Development of QC training based on model
- Identifying Test Requirements is providing leverage early on in the project life cycle
- QC community better networked
- Prior workbenches understanding the QC role

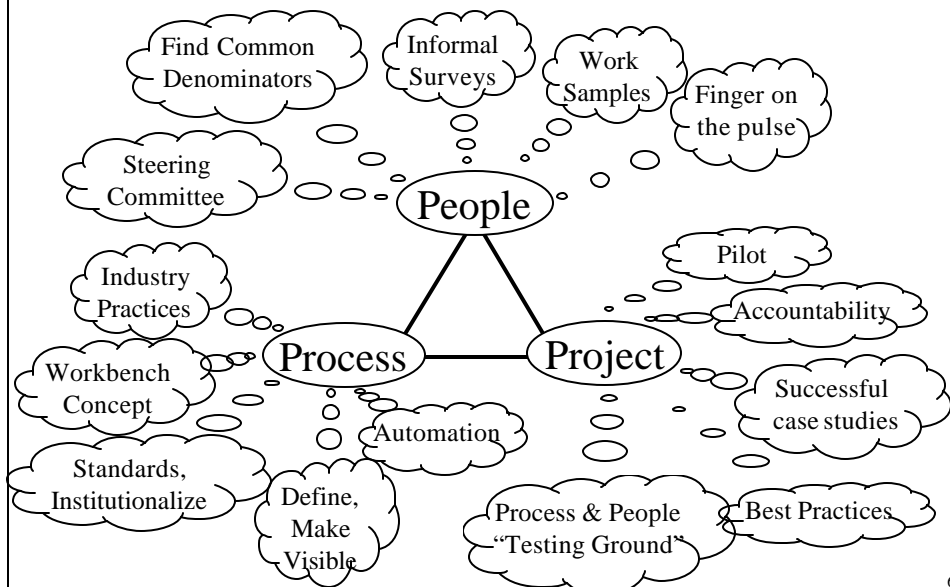
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Background for a QA/QC Change Agent...

- Passion for QA/QC
- Ability to simplify the use of tools/models/industry practices
- Familiar with the CMM
- Familiar with a tool for modeling a process

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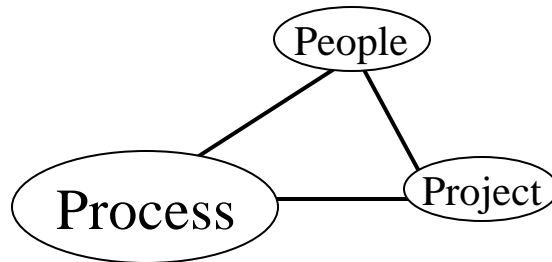
Background... Tool: The 3 P's Model



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The Balancing Act of the 3 P's

Too much
emphasis on
Process:

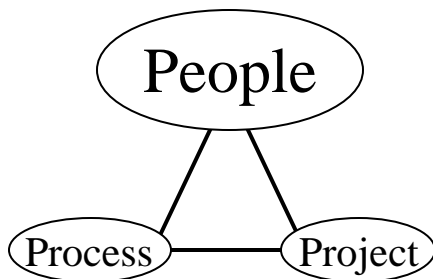


- Over documentation
- Too rigid an environment for people
- No actual work getting done

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The Balancing Act of the 3 P's

Too much
emphasis on
People:

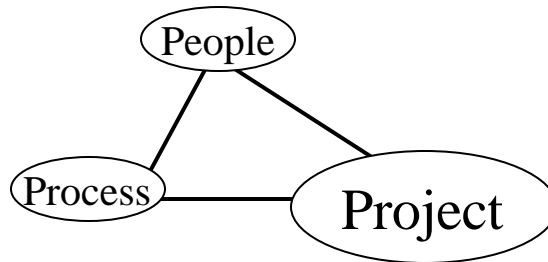


- No institutionalized practices or foundational processes
- Highly individual approaches & styles (cowboys & heroes)
- Project success dependent upon the experience of the people (ivory towers)

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The Balancing Act of the 3 P's

Too much emphasis on Project:

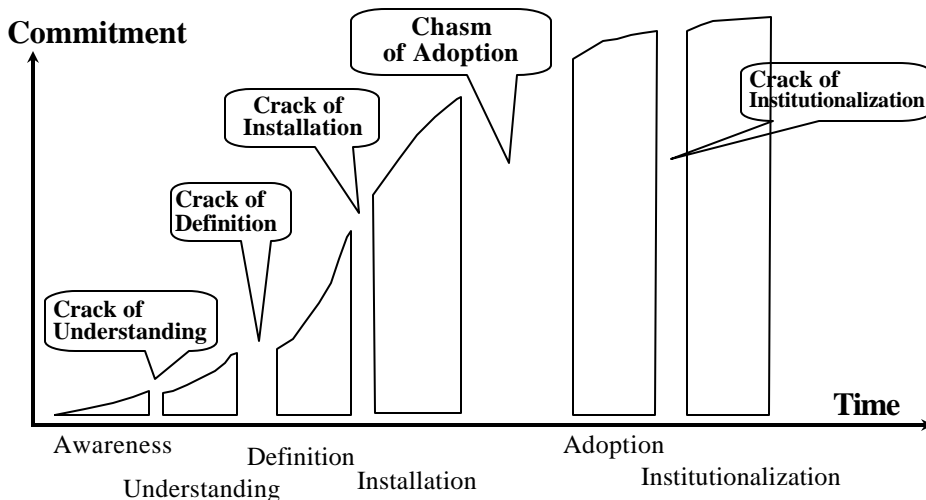


- Get-it-out-the-door mentality
- Processes re-invented for each project
- High pressure on people to meet deadlines & cut corners

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People...

- Understand Organizational Change...



Adapted from *CMM Implementation Guide* by Kim Caputo

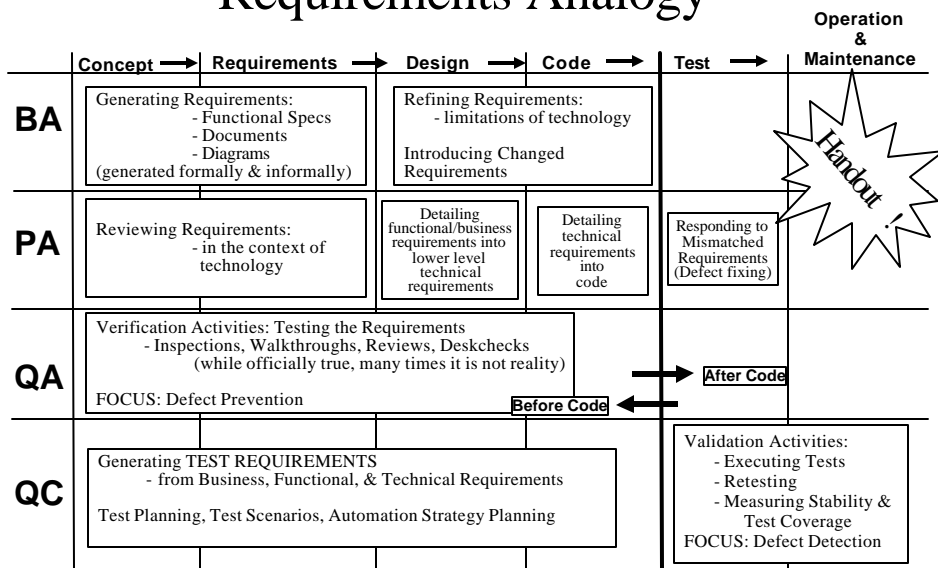
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People...

- Find the Common Denominator:
 - Know where our culture is at with QA & QC
 - Work with assumptions others make of our role
 - Stick with Back to Basics mentality
 - Here's the technique we used...

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People... The SDLC & The Requirements Analogy



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People... Watch your Tongue!

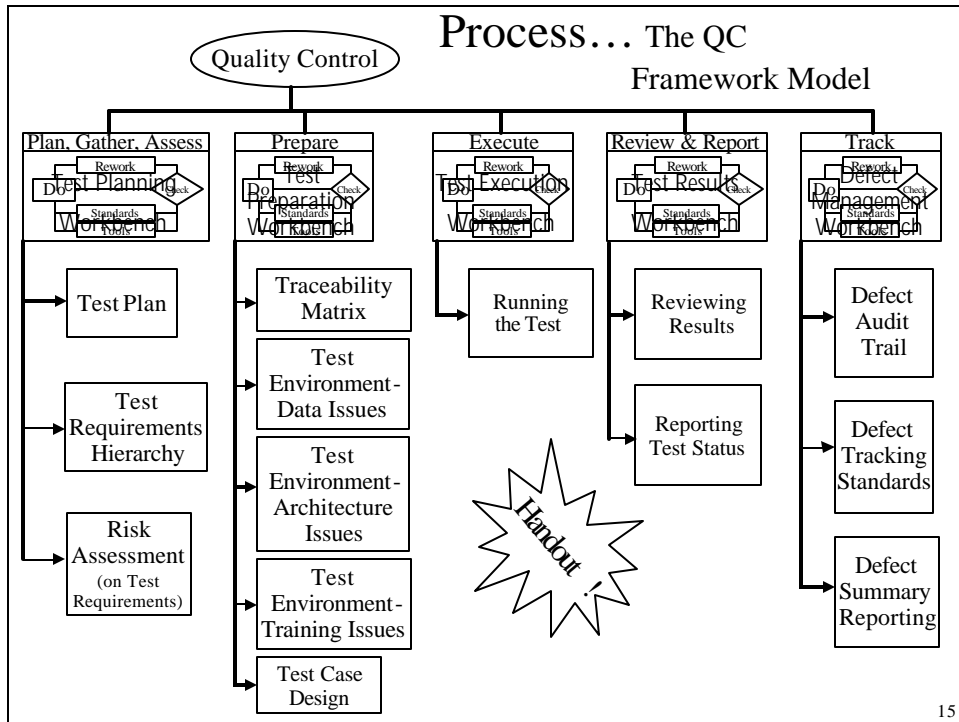
- Baseline your vocabulary:
 - Establish a glossary of terms, online or intranet
 - Don't allow jargon assumptions!
 - Breakdown and differentiate between QA & QC
 - Also, Verification (Defect Prevention) & Validation (Defect Detection)
 - And... Requirements: Functional, Non-Functional, Technical, and Test.
 - Define each of the deliverables from the test process.

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Process... The Key “Approach” Points

- A. Create a high level Process Map of your work.
- B. Identify Customers & Suppliers.
- C. Make your Entrance & Exit Criteria known.
- D. Decompose the granular processes that comprise your process map.
- E. Implement in a way that fits your culture (change agent).

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Process... Implement in a way that fits your culture

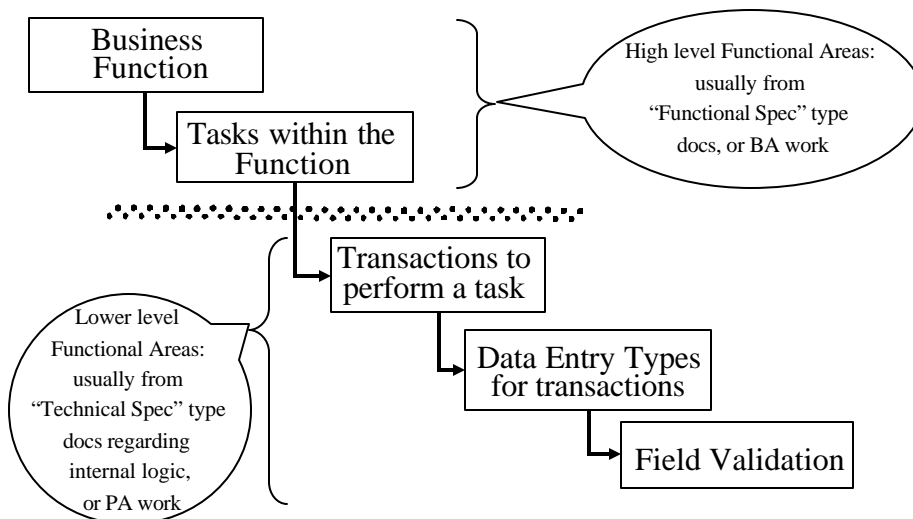
- Example: The “In-Service” Approach
 - Learned from a non-profit, volunteer org.
 - Short talk (<3 hours) on a specific topic
 - Includes short exercises
 - Taken directly to the team or unit meeting

Process... Implement in a way that fits your culture

- Example: The “Pilot” Approach
 - Pilot personally with your own work
 - Market success to your manager
 - Show time savings, reusability, efficiency, portability to others, etc.
 - Share with co-workers
 - Put together a reference or tutorial
 - Invite interested people to a “demo” meeting

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Project... Standardizing Test Requirements



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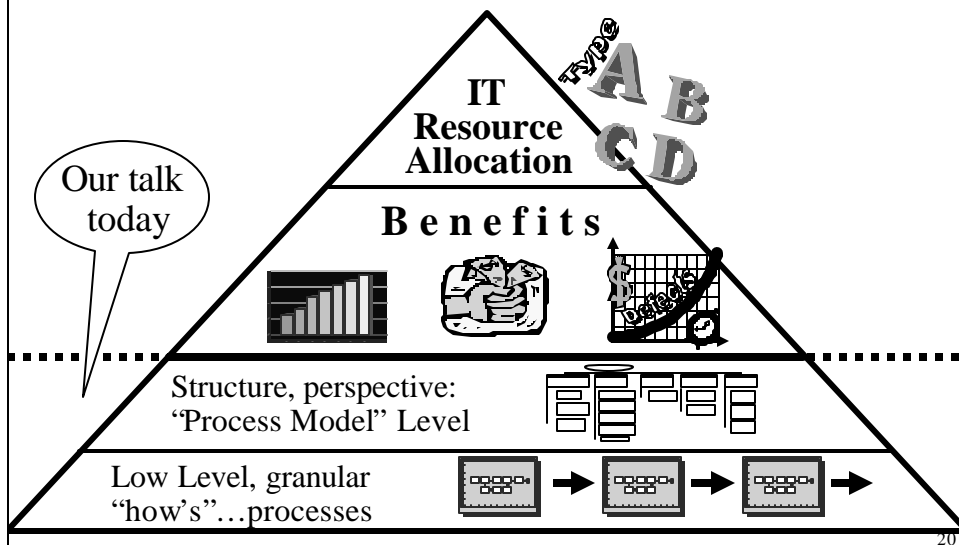
Summary

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One Final Note! Be ready to make the Business Case!



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