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What's next for Traditional Functional QA Managers?

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Agenda

- Agile evolution of test and quality ownership
- Eight areas for QA Managers to focus on
- Breakout of the process-oriented roles
- Breakout of the technically-oriented roles
- Presentation recap

Agile Evolution

How has the testing ownership changed since the advent of Agile? Consider this…

Role	Waterfall Role	Agile Role	Agile Testing role
Project Manager / Project Coordinator	Project Manager, owner of project's scope, time & cost	Many converted to Scrum Masters	Contributes to the testing scope definition
Business Analysts / BA Managers	Business Analyst, owner of project requirements definition	Many converted to Scrum Masters or Product Owners	Contributes to the testing scope definition
Developers / Development Managers	Development, owner of project's development delivery	Still own the technologies used; define development project activities	Contributes to the testing scope definition
Testers / Testing Managers	Testing, owner of the project's QA & Testing definition & delivery	Some managers have gone the way of Scrum Masters, others still own quality, but not readily enforceable	Contributes to the testing scope definition

Eight focus areas for Functional QA Managers

Eight focus areas

Divided between process-oriented and technical-oriented roles

Process-Oriented

- Process owner for Quality & Test guidelines
- Agile Planning Tool Process Owner
- Agile Release Manager
- Product Owner for Test Automation

Technically-Oriented

- Test Management Administrator
- Operational Manager of Automation & Performance
- Performance Test Strategist
- Security Test Strategist

Process owner for Quality & Test

Process-Oriented

What are attributes of high-quality test cases and what test types should be used?

Governance

- ✓ Tests must be written with clear starting and end points
- ✓ Tests need to be written in so anyone can execute them
- ✓ Tests must be written using a modular approach to enable Automation quicker
- ✓ Test author provides an appendix spelling out any and all acronyms used in test case
- ✓ Test data is not using hard-coded data

Expansion

Test Types	
Negative	Boundary
Equivalent Class	Security
Component	Exploratory

Agile Planning Tool Process Owner

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Process-Oriented

Let's examine a typical Agile environment and where QA leadership can fit…

Agile Artifact	
Epic	*What is the quality criteria?* Who governs this for the rest of the team? The Product Owners own this, but quality leaders can assist greatly.
Stories	*What are the guidelines for how a story should be written including details and measuring the story-effectiveness?* How many times does a story have to go back for rework? How many hours or days were impacted because of this? Quality leaders can help measure the effectiveness of a story.
Defects	*Is there a quality defect review for defects reported?* By having base criteria documented and under review from QA Management for adherence, the defect process can be more solidified for the Product Owner to accept the defect in the sprint / release.
Test Results	*Is there a quality review of test results?* Do you need accompanying screen shots for the validation points in your test or do you need to show a pass / fail on each corresponding step? This part is well drawn out for QA Leadership to assist and consult Product Owners.

Agile Release Manager

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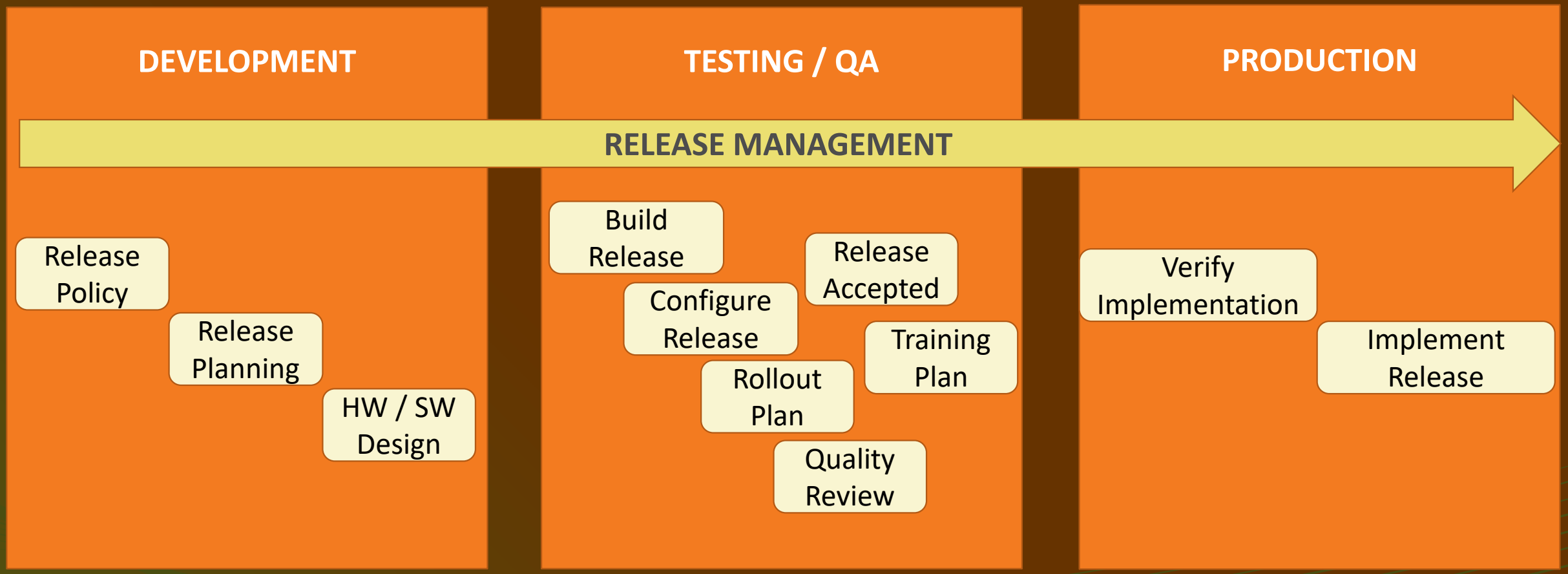
Process-Oriented

Who provides the Product Owners with the set of tasks for Release Mgmt?



Product Owner for Test Automation

Process-Oriented

If automation specialists are not deployed on specific agile teams, who manages the work?

Solution *Ownership of the Automation solution*

Stays on top of product updates, upgrades, new libraries, licensing and solution alignment with the systems being tested

Program *Total ownership of the program*

Defines the vision of what automation will test and what it will not, manages the backlog and implements in sprint or regression cycles, and prioritizes all items often and as appropriate

Stories *Writes the epic or story*

After the epic is defined, drafts each automation story, understanding the technical dependency on how each outweigh the manual testing effort

Acceptance *Define criteria*

The automation module should execute without failure, work with the module that flows before and after logically, and meet the standards of the overall framework

Test Management Administrator

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Technically-Oriented

Potentially the most natural fit for QA Managers to take ownership

Defined	Configured	Connected
Requirement records	Requirement → Test Case workflow	Agile Planning
Test Plan entities	Test Case → Defect workflow	Continuous Integration
Test Design template	Defect → Test Case workflow	Test Automation
Test Case forms	Test Case → Requirement workflow	Performance Test
Test Execution records	Defect → Requirement workflow	Configuration Management
Defect forms		
Defect reports		

Operational Mgr of Automation & Performance

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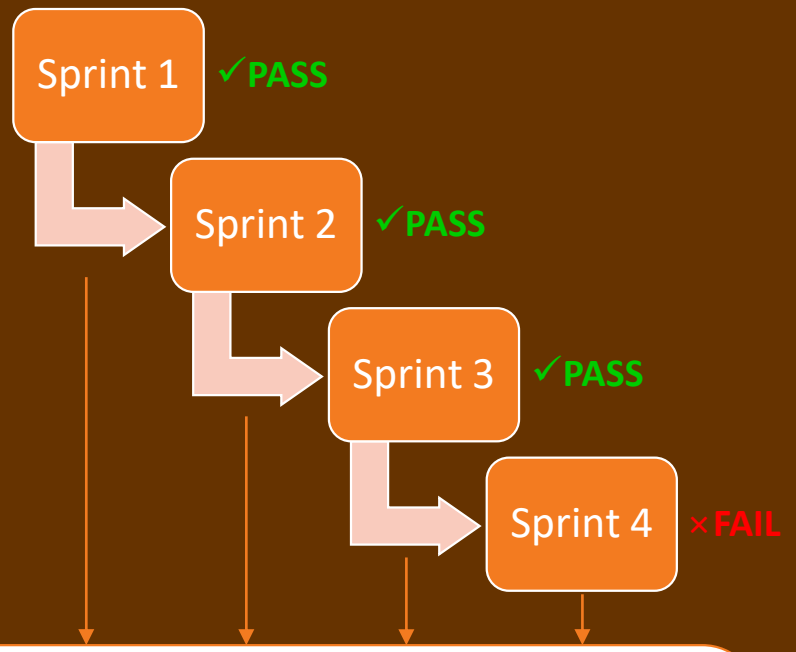
Technically-Oriented

Walking through a typical automation example within the sprint

- Sprint 1 has automation work and is completed in sprint 1
- Sprint 2 has automation work built on sprint 1 and is completed in sprint 2
- Sprint 3 has automation work built on sprints 1 & 2 and is completed in sprint 3
- Sprint 4 has automation work built on sprints 1-3, but is broken from a change



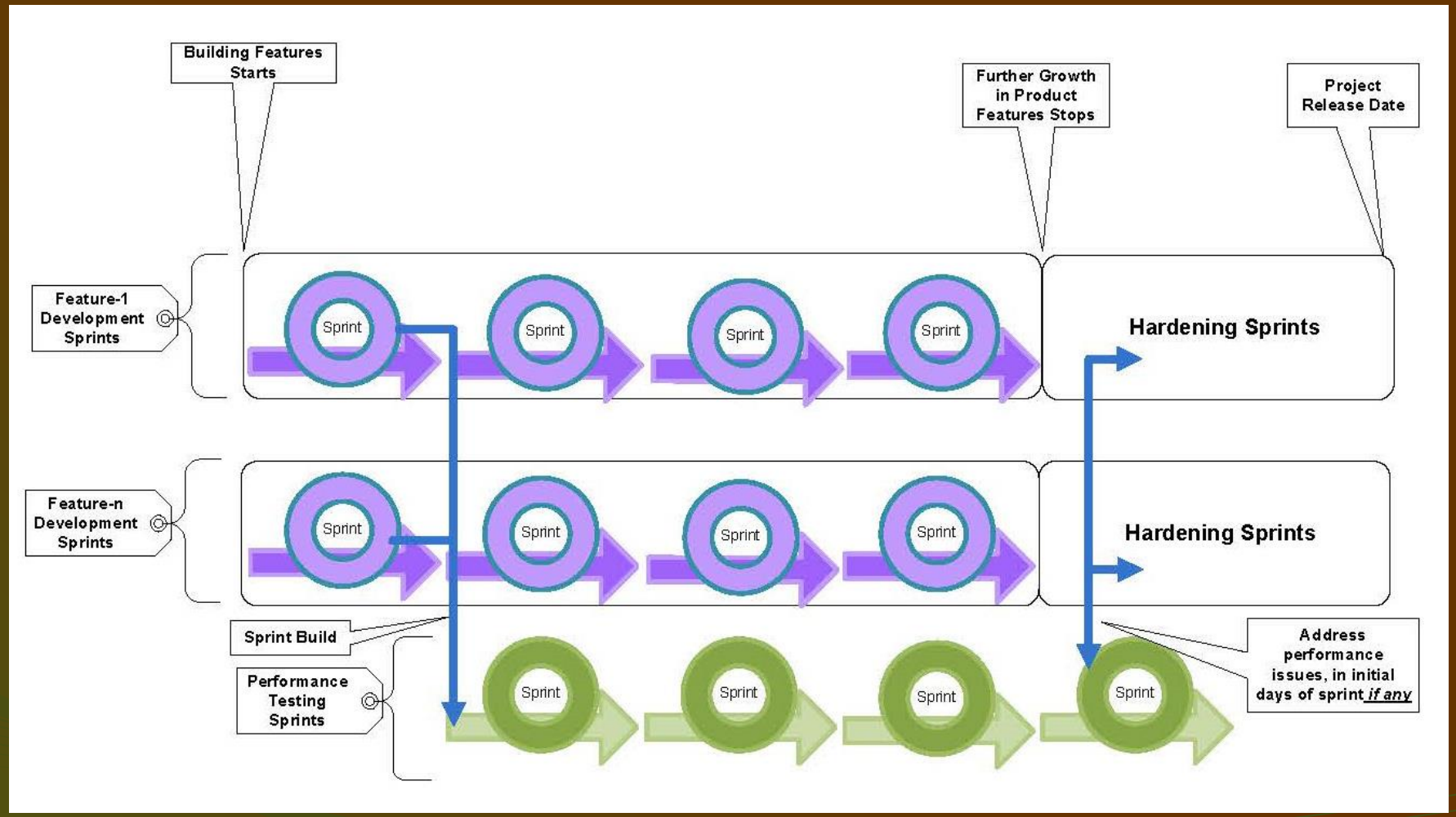
Who is managing the change process for this?
Where this is fixed & how is deployed to sprint teams?

Automation Operations Team

- **Resolves technical debt as tune ups**
- **Helps define regression test bed**
- **Leads integrated testing effort**
- **Trainers & enablers for manual QA**

Performance Test Strategist

Technically-Oriented



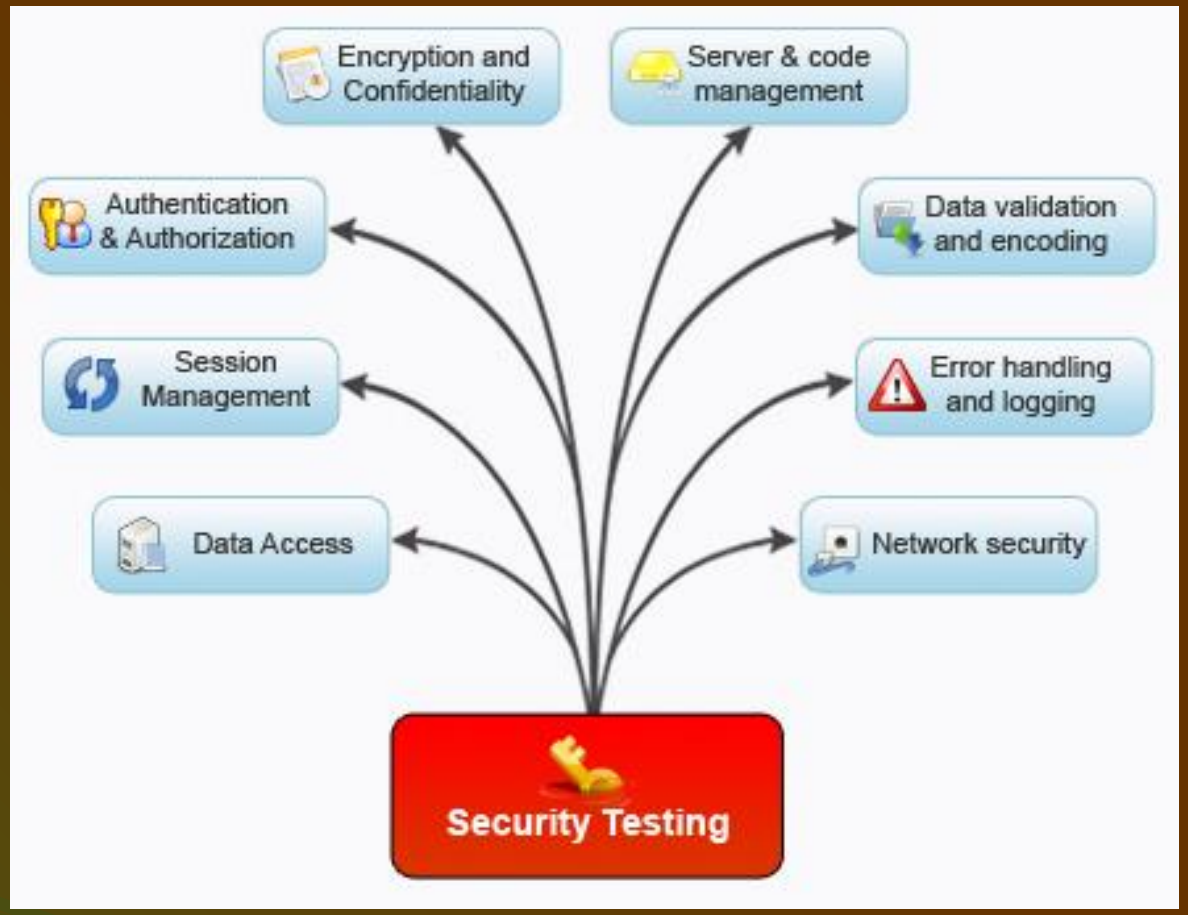
Strategy to devise

- Bottlenecks identified and remediated early in sprint
- Continuous performance tests run like functional automated tests
- Additional infrastructure needs identified early for next sprints
- Code modifications made early as opposed to the very end, usually crashing schedules

http://scrumalliance.org/system/resource_files/0000/4359/052713.Agile_Performance_Testing_IMAGE.Prakash_Mallappa_Pujar__2_.jpg

Security Test Strategist

Technically-Oriented



Which of these areas needs to be accounted for in which sprints?

http://www.ispace.com/img/websecuritytestingservices.jpg

Session recap

- Quality & Testing belong to the PO & team, but there is great value for the QA Manager
- Hone in on a path for process or technically oriented or a little of both
- Partnership and alignment is key
  - Process-oriented needs to stay close with Product Owners & Scrum Masters
  - Technically-oriented needs to stay connected with product vendors
- Embrace new roles as a new charter for your career

Thank you for attending!

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