



Technology



Standardizing and Improving Test Processes for a Global Consultancy

Company Background

The client is a global leader in consulting, technology, outsourcing and local professional services with nearly 60,000 employees in North America, Europe and the Asia Pacific region. The organization has many sub-divisions and their different expertise is used to the benefit of their clients and partners through an open, collaborative approach.

Business Challenge

As part of a continuing theme of improvement, the client recognized that it needed to improve both the quality of the software products and the predictability of the delivery outcomes. The result was a change initiative to introduce robust and consistent processes across key areas of assurance and testing throughout an entire sub-division of the client organization.

The client defined the high level testing and assurance processes, but faced the challenge of ensuring that they were adopted pragmatically by the project teams without having a detrimental impact on the delivery schedule. In undertaking this exercise, it would enable them to deliver consistently better software, and to promote a culture of quality throughout IT and the business community.

Solution

To help the client achieve this, AppLabs provided high level test process consultants to develop a standard test strategy and testing approach. The aim was to optimize application delivery and provide governance across all testing activity.

Using a well recognized industry model, AppLabs agreed with the client the realistic standards that the projects should meet so that it could start to build the overall test process improvement program.

To initiate the program, 12 key projects were assessed to establish a baseline. This provided the client and AppLabs with a clear view of the level of testing maturity, but more importantly provided the information to develop an individual transition plan for each project to achieve the target level of process maturity. This was supported with a project-by-

project level report which tracked how the processes were evolving and improving.

All processes and testing artefacts were included within the review process. Once the new processes and procedures were defined, the improvements were delivered through tailored training and mentoring programs, with specific training in risk based testing and advanced test techniques being the highest priority.

Over an eighteen month period, AppLabs engaged with a further 18 projects to deliver the testing improvements. In addition, AppLabs trained over 2,800 employees of the client's development and testing team on the new testing processes that had been developed.

As part of the engagement, AppLabs adopted a 'train the trainer' approach so that the client's training staff and team leaders could continue to deliver the training program and thus ensure that both staff and projects were continually utilizing the refined testing processes.

Key Benefits

- ▶ The program has delivered substantial and measurable benefits in the quality of releases
- ▶ The reduction of defects has driven up client satisfaction indices and reduced the overall cost of release delivery due to the defects being detected earlier in the lifecycle
- ▶ The training equipped the employees with the skills to deliver quality systems first time, as demonstrated by the reduction in incidents during and after software implementations
- ▶ The benefits went beyond the testing community. By engaging project and business stakeholders in the assurance activities from the earliest stages of the development process, AppLabs helped the client achieve its objective of providing the right people and the right processes in a consistent and predictable way across the organization