



## **W17**

Agile Testing

Wednesday, May 2nd, 2018

3:00 PM

# **Test Management in Agile—What Happened to All My Testers?**

Presented by:

**Jeffery Payne**

Coveros, Inc.

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# Jeffery Payne

## Coveros, Inc.

Jeffery Payne is CEO and founder of Coveros, Inc., a software company that builds secure software applications using agile methods. Since its inception in 2008, Coveros has become a market leader in secure agile principles while being recognized by Inc. Magazine as one of the fastest growing private companies in the country. Prior to founding Coveros, Jeffery was Chairman of the Board, CEO, and co-founder of Cigital, Inc., a market leader in software security consulting. Mr. Payne has published over 30 papers on software development and testing as well as testified before Congress on issues of national importance, including intellectual property rights, cyber-terrorism, and software quality.

# Where Did My Testers Go?



*Agility. Security. Delivered.*

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Jeffery Payne is CEO and founder of Coveros, Inc., a software company that helps organizations accelerate the delivery of secure, reliable software. Coveros uses agile development methods and a proven software assurance framework to build security and quality into software from the ground up. Prior to founding Coveros, Jeffery was Chairman of the Board, CEO, and co-founder of Cigital, Inc. Under his direction, Cigital became a leader in software security and software quality solutions, helping clients mitigate the risk of software failure. Jeffery is a recognized software expert and popular speaker at both business and technology conferences on a variety of software quality, security, and agile development topics. He has also testified before Congress on issues of national importance, including intellectual property rights, cyber-terrorism, software research funding, and software quality.

# About Coveros

- Coveros helps organizations accelerate the delivery of secure, reliable software using agile methods
- Coveros Services
  - Agile transformations & coaching
  - Agile development and test automation
  - DevOps implementations
  - Application security analysis
- Agile, DevOps, Testing & Security training
- Open Source Software Products
  - *SecureCI* – Integrated CI/CD Stack
  - *Selenified* – Agile Testing Framework

## Areas of Expertise

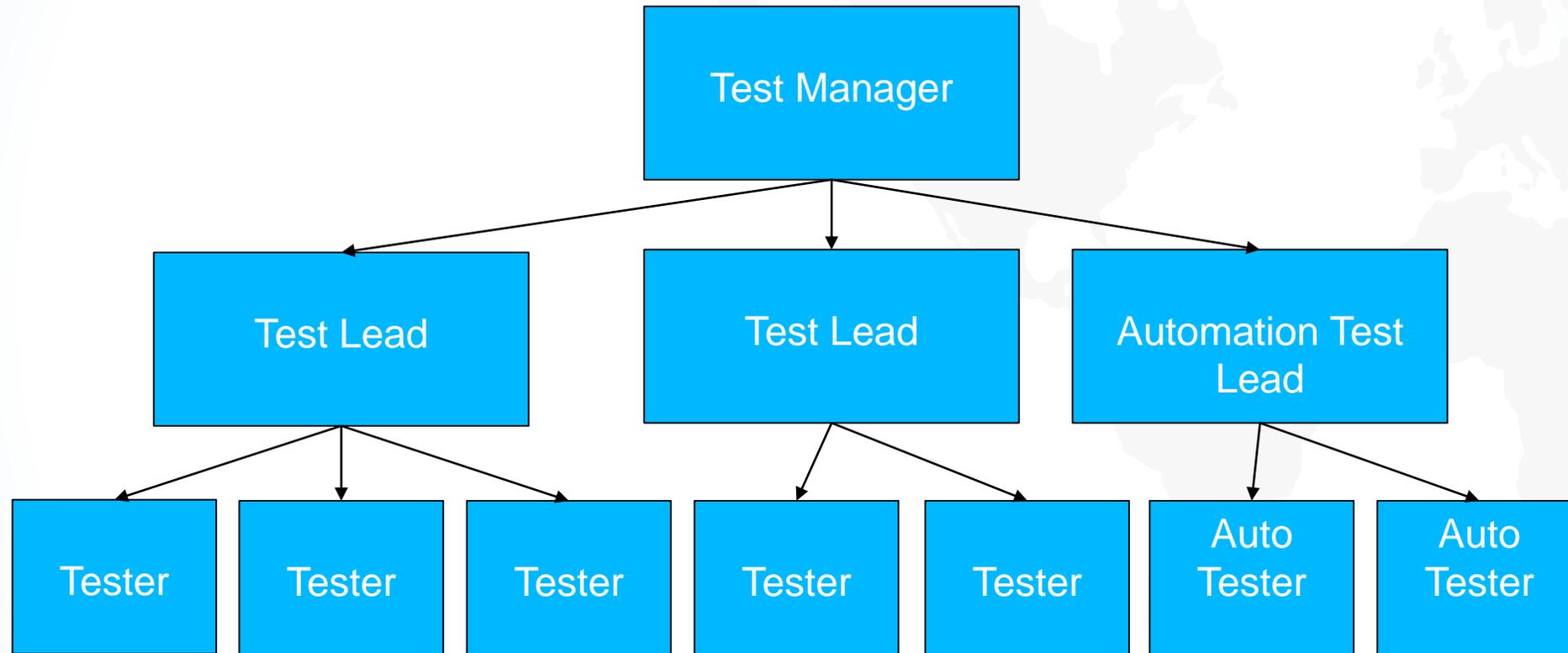


# Agenda

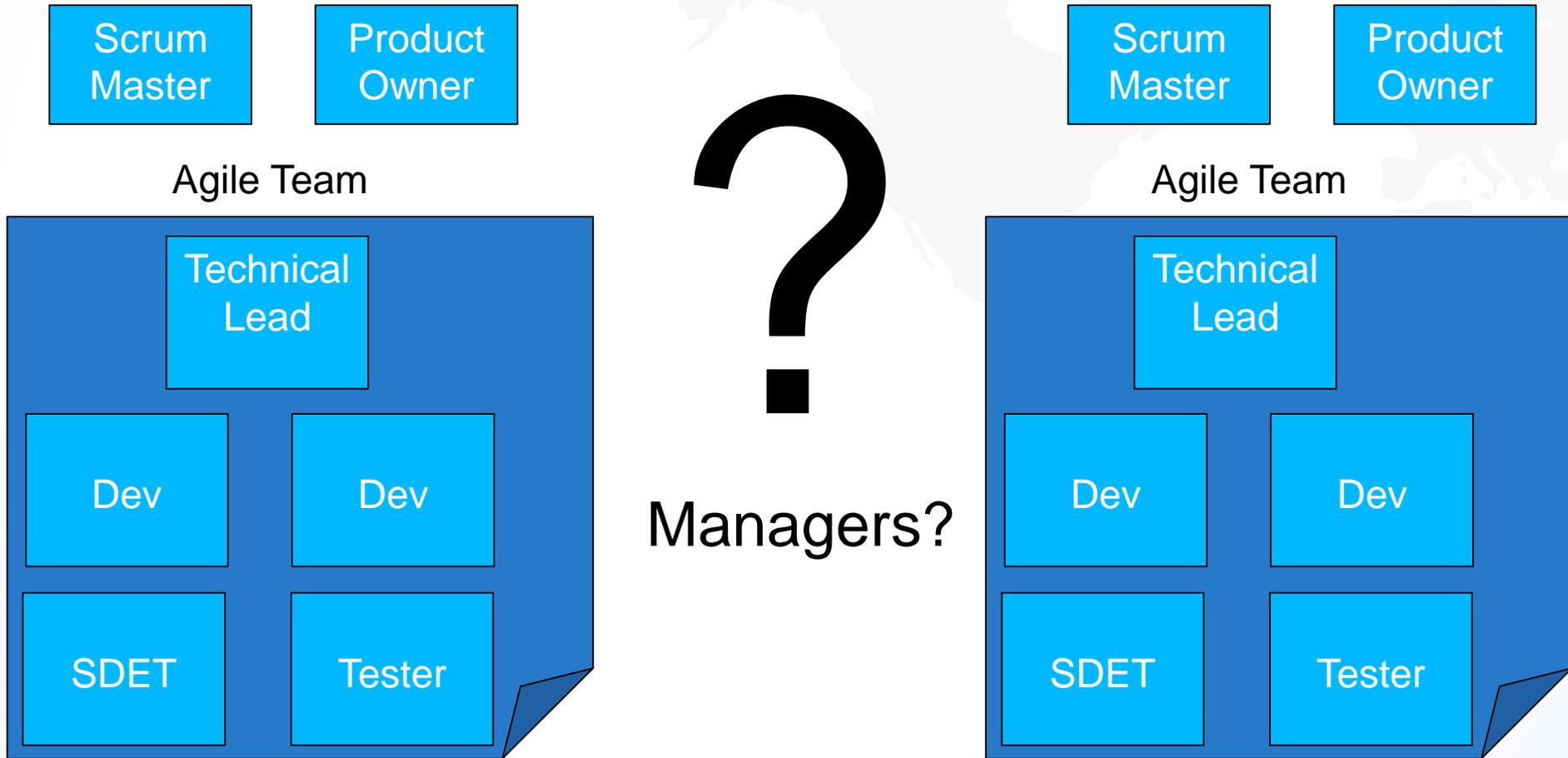
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- Activities involved in traditional test management
- How test management changes with agile
- Models for living in an agile world
- Questions / wrap up

# Testing in a Traditional Software Process: The Test Department



# Testing in Agile: Whole Team Quality



# Traditional Test Manager Responsibilities

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- Capacity – hiring appropriate staff to support test needs
- Project staffing – allocating testers to and between projects
- Test schedule – scheduling testing activities on projects
- Test strategy/planning – creation of approach, plans, and estimates
- Test project oversight – oversee tester progress on tasks
- Performance management – provide testers feedback on their performance and perform appraisals / promotion recommendations
- Budget – manage test team budget and project test budgets
- Enablers – purchase tools, bring in external training, approve conference participation, books/resources, days off

# What Agile Teams often own

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- Staff assignments within project
- Project task oversight
- Test planning, execution, feedback to development, defect tracking
- Day-to-day feedback on performance
- Scheduling of testing activities and durations during Sprints
- Tracking planned time off
- Coaching/mentoring of skills as they pertain to the project
- Tool selection (if organization allows this to occur)

# What Agile Teams often ignore

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- Staff performance management
- Career growth planning and rewards
- Standardization of tooling and lightweight processes
- Standardization of testing approaches / environments
- Coaching and mentoring of testing skills
- Budgets, hiring, firing

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# Common Agile Test Management Models

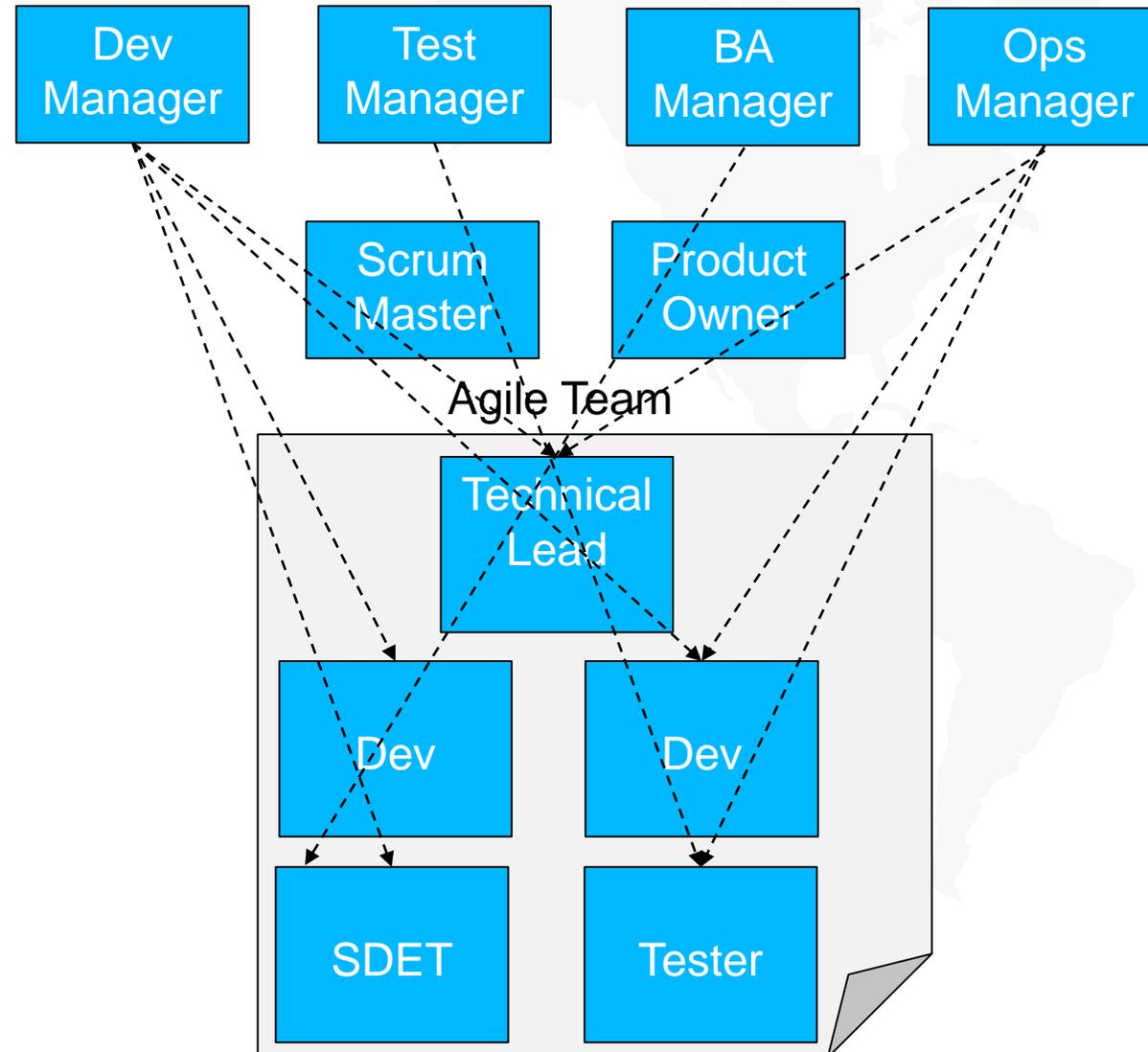
# Ostrich model

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- Managers try to get involved in Sprint team management to keep control of their staff.
- Often results in confusion when team members are pulled in different directions.
- Managers feel frustrated and out of the loop.



# Ostrich model structure



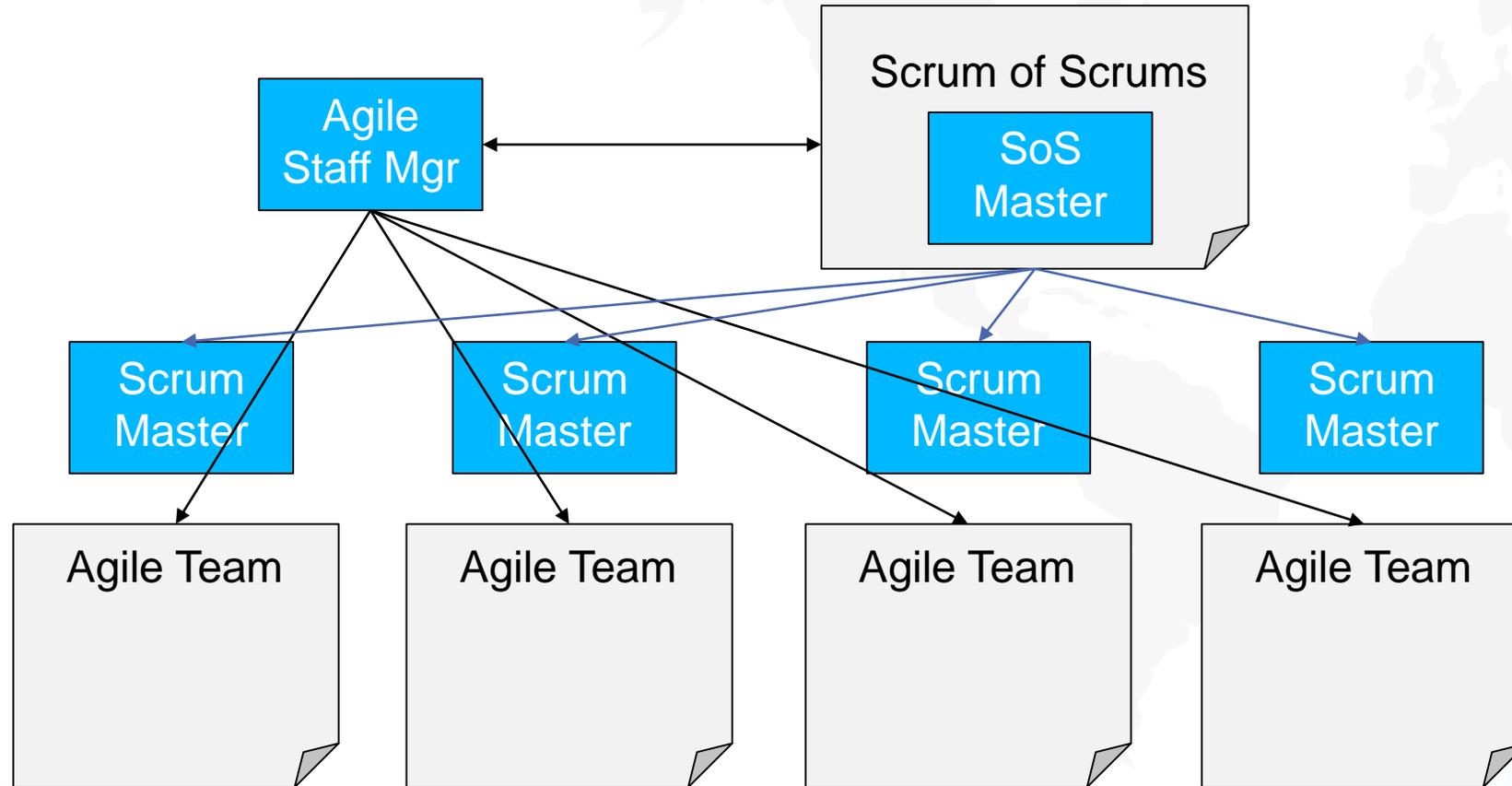
# Generalized-specialist model

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- Once you get beyond a single agile team, coordination of activities and teams IS most definitely necessary.
- Many orgs split management in this model between a Scrum of Scrums Master and staff manager
- Also, consider options to shift into other needed leadership roles: agile coach, Scrum of Scrum Master, a Scrum Master.



# Generalized-specialist model structure

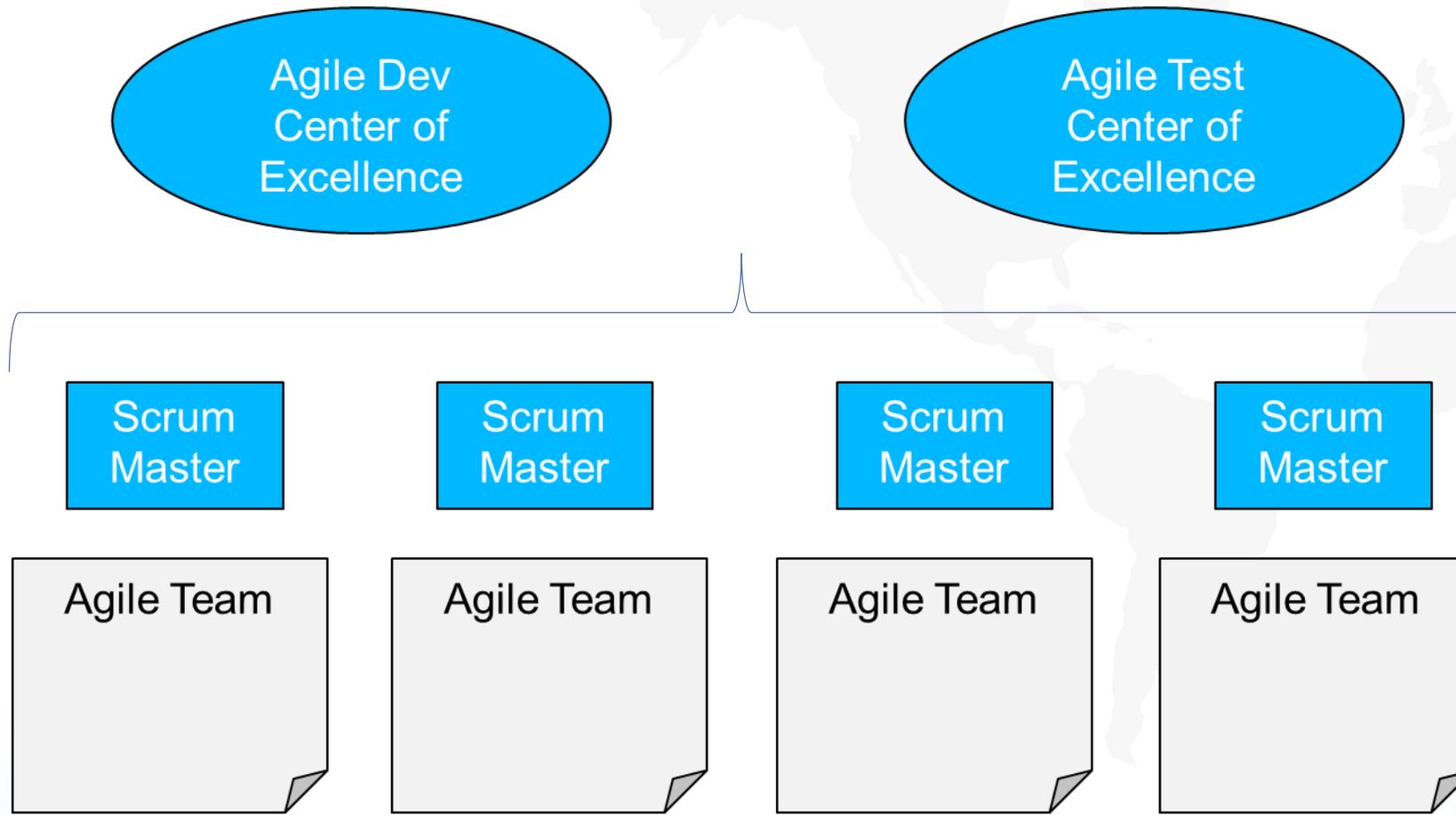


# Center of Excellence model

- Former functional managers now lead up a role-based center of excellence responsible for:
  - Coach/mentoring skills
  - Evaluating and teaching teams about tools
  - Improving overall technical process / capabilities of teams
  - Provide training
- Good things to coach testers on for agile:
  - testing more in less time,
  - how to focus on risk,
  - scripting skills
  - Balancing automation with exploratory testing
  - Driving development with tests

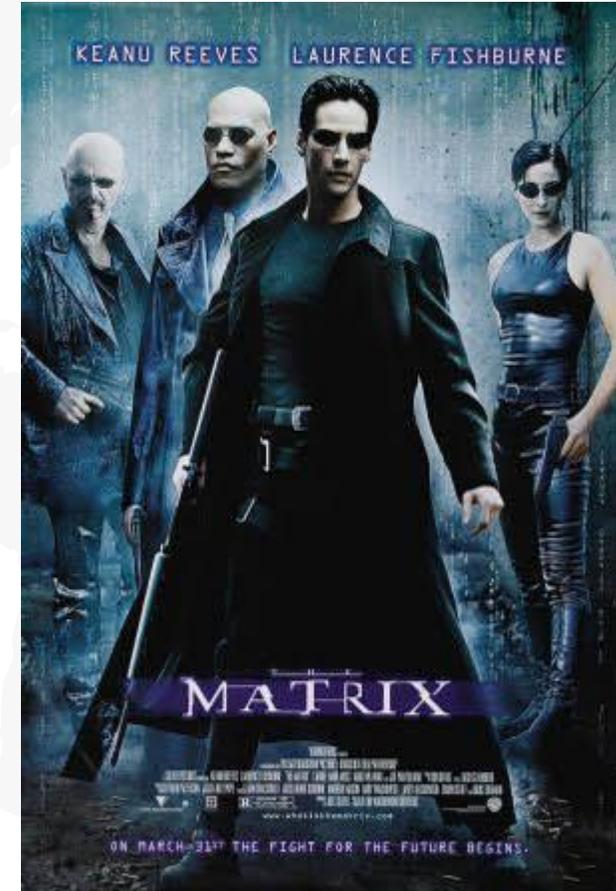


# Center of Excellence model structure

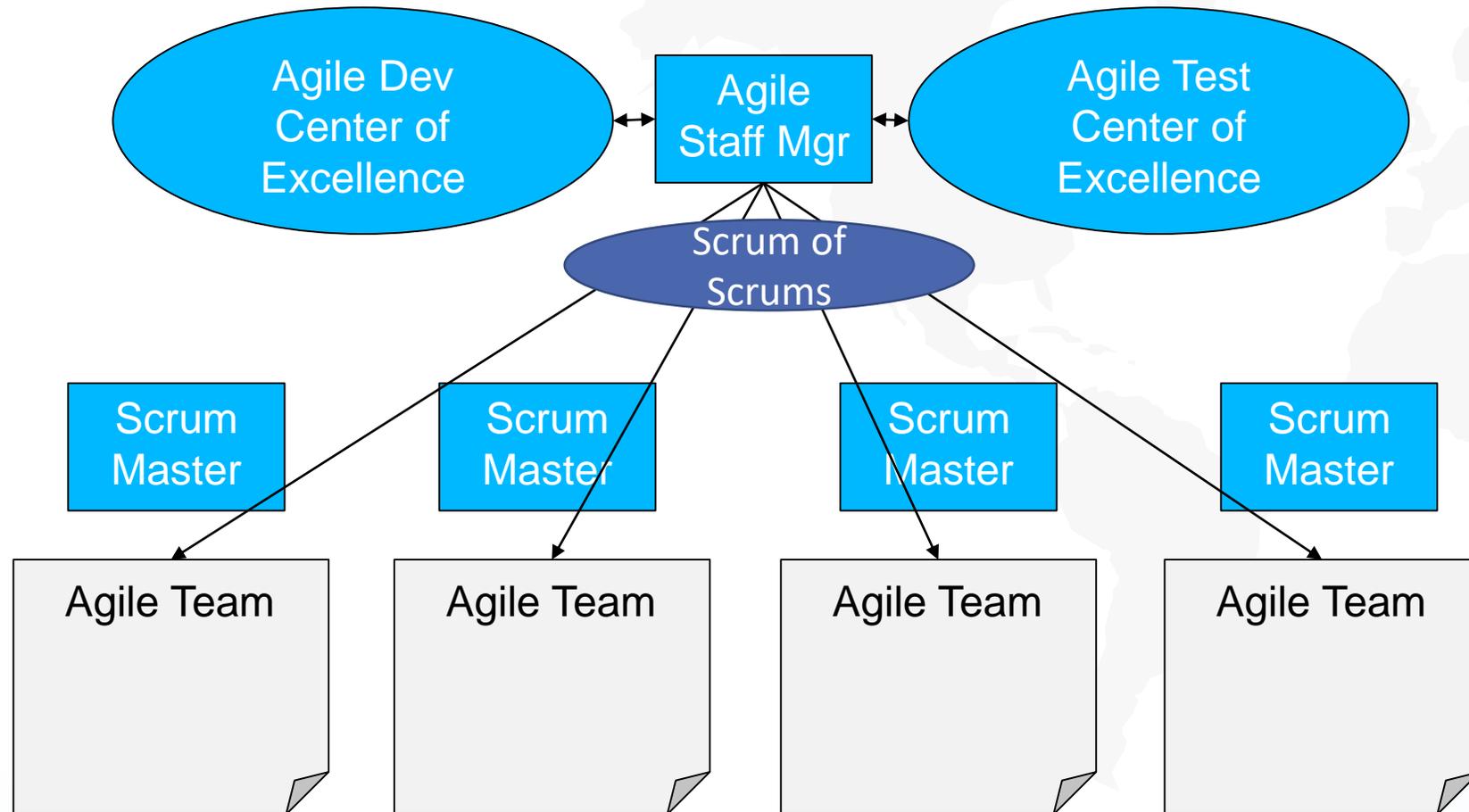


# Matrix model

- Generalized-specialist managers focus on capacity, budgets, reporting, integration of agile teams, performance management
- Center of Excellence focuses on coaching, training, tools use, better practices
- Managers collaborate to drive success of projects and careers.
  - Or if a small organization, managers play roles in both staff management and staff growth



# Matrix model structure



# To Do When You Get Home

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- Tom Roden and Ben Williams suggest an emergent method for determining how management should work within an agile organization.
  - “How Agile Has Changed Test Management”
- Gather everyone in your test org together for a group exercise and:
  - Write down all activities / tasks performed by managers, test leads, testers.
  - Include ALL tactical, strategic, staff mgmt., etc. activities
- Group identified activities into buckets
  - Not needed for this activity in agile
  - Activity best owned by agile teams
  - Activity best owned outside of an agile team
- Figure out what model works best for your org
  - Define structure and roles so everybody is clear
  - Socialize

# Questions?

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