

Test Management Summit Timetable 29 April 2015

08:30am	Registration, Tea/Coffee		
09:30am	Paul Gerrard, Gerrard Consulting: "The New Model for Testing - One Year Later"		
10:00am	Session A Max Latey, Pinboard Productions: "Software vs Project Test Management - The Great Divide?"	Session B Steve Dennis, Independent: "Don't waste your money on Certification!"	Session C Viresh Doshi, User Replay: "Continuous Test Automation"
11:15am	Tea/Coffee		
11:45am	Session D Susan Wilkes, Camelot Global: "QA Project challenges using multiple delivery methodologies across remote teams – not for the faint-hearted!"	Session E Mike Bartley, TVS: "Can we make the IoT safe and secure?"	Session F Gordon McKeown, TestPlant: "Who should cook and who should eat?" Tackling the burden of scripting"
13:00pm	Lunch		
14:00pm	Session G Steve Watson, Reed Business Solutions: "Managing offshore testing"	Session H Thorsten Heinze, Independent Games QA Consultant: "How to work on a project with changing scope targets"	Session I Alan Richardson, Compendium Developments: "Successful Test Automation for Managers"
15:15pm	Tea/Coffee		
15:45pm	Session J Mike Jarred, Financial Conduct Authority: "The Difference between Programme Test Manager and Head of Test"	Session K Graham Thomas and Phillip Isles: "Making and Testing Internet of Things devices – The Pain and the Gain"	Session L Huw Price & Ben Johnson-Ward, Grid Tools: "Seeing is believing – 2 identical web sites one with bugs one without – let's find the bugs"
17:00pm	Drinks Reception		
18:30pm	Dinner		

* Timings and the sequence of sessions may change, if circumstances demand it.

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Session Abstracts

Session A: Max Latey, Pinboard Productions: "Software vs Project Test Management - The Great Divide?"

The session will consist of two parts:

1. A presentation on the test management landscape and the differences between project and software test management - the great divide
2. A workshop to discuss the great divide - real or imagined?

The presentation will focus on changes which have occurred in test management over the last decade and the gradual divergence which seems to have occurred between software and project delivery. It will also look at some of the different strategies, pressures, challenges and fun to be found in both forms of testing.

The workshop will cover whether or not the difference between software and project test management is real or imagined. The expectation is that senior testers from across the breadth of the industry will bring their own views and experiences particularly focussing on commonalities and differences between software and project test management, and whether or not there are strategies for success that can cross the boundary - real or imagined.

Session B: Steve Dennis, Independent: "Don't waste your money on Certification!"

The 'New Model for Testing' that Paul Gerrard published in July 2014 suggested that the core skills of testers are somewhat different to those being promoted by many of the leaders in the testing field and, of course, the certification schemes.

In this highly interactive session I will expand on some of the key points of Paul's paper based on my own experience from having delivered and sold those traditional training schemes and the new work I'm doing to take these ideas forward on into a new graduate skills development programme.

During the session I will introduce and ask the audience to discuss a number of ideas including:

- What skills do testers really require and why don't existing schemes go far enough?
- How do we best learn new skills, increase our capability and gain competency?
- What benefit can formal certification bring and how do we make best use of it?
- What changes do we need to make to take the industry forward with the new generation of software testers?

To help to discuss and answer these questions we will briefly examine some of the ideas below:

- The differences between up front training versus learning at the moment of need
- The wider benefits of ongoing support and knowledge management (based on Bob Mosher's "5 Moments of Need" model of performance support)
- Different attitudes to learning between old schoolers versus millennials
- Techniques for delivering and assessing learning in a wide range of formats outside the traditional classroom

(Note that whilst at present this talk is planned in the format of me speaking followed by audience discussion, I would also be very open to running it as an expert panel discussion and could solicit participants from industry, training and the certification bodies.)

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Session C: Viresh Doshi, User Replay: "Continuous Test Automation"

Agile and SCRUM means that we are building more often and delivering more often. Long gone are the days of Waterfall delivery when we wait 3 years and spend millions of pounds before seeing a first cut of the code! (ahem!). Manual testing is dead (ok it's still alive but that is another discussion!) and Test Automation impresses the boss with your programming skills. However, when the SCRUM teams are checking in code faster than you can say "who is going to win the next general election?" then what do you do? Welcome to Continuous Test Automation.

This presentation highlights my journey and thinking behind integrating the popular Continuous Integration platform Jenkins with Test automation. We will look at the simple installation, useful plugins, concepts and my vision. Continuous Test Automation extends unit testing done by the developers (or not done) by immediately highlighting regressions and failures. If you are currently manually test automating then this presentation is a must.

Session D: Susan Wilkes, Camelot Global: "QA Project challenges using multiple delivery methodologies across remote teams – not for the faint-hearted!"

Although the software industry is moving to a more agile delivery approach this is not always the case for all organisations especially those who have little/no Internet presence. This can also be seen in organisations that have mountains of technical debt and the effort to re-factor and automate is too high.

This case study looks at the structure of three different projects when multiple suppliers are involved, teams are remote and are using different delivery methodologies including agile and waterfall. It then summarises the key challenges encountered by the test team throughout.

It would be intriguing to hear of similar test challenges you've encountered and how these were managed, so please feel free to 'pipe up' at any point throughout the session! I was surprised that this expression was in the oxford dictionary - I've learnt something new today.....

- Case Study 1: A re-launch of a UK Interactive website
This case study involves a supplier change for the Interactive platform that follow a CI/ Agile delivery approach which integrates with other remote third parties suppliers that follow a more traditional waterfall methodology.
- Case Study 2: A complete software & hardware technology overhaul
This case study involves two key supplier changes across different countries with time zone differences that follow a waterfall delivery approach.
- Case Study 3: A complete software & hardware technology overhaul
This case study involves a key supplier change that operates remotely across various locations including India, the US and Europe that follow a waterfall delivery approach.

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Session E: Mike Bartley, TVS: “Can we make the IoT safe and secure?”

The IoT maybe the latest buzzword but it is likely to impact every aspect of our life from our smart toilets to driverless cars. However, there are serious implications if the devices connected are not secure and the systems we develop are not safe. From thieves stealing your Amazon delivery by hacking a drone through to car breaking systems failing. Are our current development and testing methods sufficient to deliver safe and secure IoT devices and systems?

Session F: Gordon McKeown, TestPlant: “Who should cook and who should eat?” Tackling the burden of scripting

All test automation in the end comes down to executing code that will interact with the System Under Test (SUT). The creation and maintenance of test scripts (in whatever form) constitutes a major challenge, perhaps *the* major challenge of software testing. (If you don't agree then please come along and challenge this assumption!)

What approaches have been developed to help non-programmers and part time programmers to create test scripts? Is the very notion of a script a little passé? Who should be responsible for creating and maintaining scripts? Where do development fit in, if at all? Is there a skills gap? Is testing bedevilled by amateur programming? What do you want from your automation tools? What works and what doesn't?

In the first part of the session we'll stand back and review the fundamentals. We'll briefly look at aspects of automation test development (functional and performance) including:

1. Programming languages and their suitability for test automation.
2. Language + automation mechanism + API + IDE = “ease of scripting” coefficient??
3. Visual programming – attempts to open up and simplify by abandoning conventional programming and text based development.
4. Record & replay and other forms of script generation.
5. Domain Specific Languages.
6. Declarative approaches including key word driven testing and BDD.
7. The dangers of “leaky abstractions”.
8. Test Framework - panacea or tar pit that adds another layer of complexity?
9. Re-use challenges and opportunities.
10. Approaches to the division of labour, their effectiveness and their economic characteristics. Implications for skills, recruitment and training.

During the second part of the session we will be sharing experiences and viewpoints. There are no simple answers, it very much matters where you are starting from as well as where you want to get to!

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Session G: Steve Watson, Reed Business Solutions: "Managing offshore testing"

Are you new to managing offshore testing activities or are you an old hand? Either way – managing testing that is performed offshore is not the same as managing testing onshore and in your own organisation.

- The testers may be in your own company but in a different time zone.
- They may be from a third party supplier that just supply the test resource.
- They may be a third party partner where work is shared across your development team and the partner.

However it works, you are still accountable for testing! So how does the Test Manager of 2015 deal with managing testing in this offshore world?

In this session, we'll discuss some of the challenges and how to deal with them, the many benefits that offshoring can bring, and how we as Test Managers can be better prepared to manage offshore testing effectively.

Session H: Thorsten Heinze, Independent Games QA Consultant: "How to work on a project with changing scope targets"

In games we suffer from creative change till the last minute and publisher who love to change large parts of the game on a whim. QA and project management have to bend along these parts and I want to talk about the challenges encountered and lessons learned and how you can apply that to other projects.

Session I: Alan Richardson, Compendium Developments: "Successful Test Automation for Managers"

What do you do if you're a non-technical manager and have to manage test automation?

How do you know if your automation is working? How do you know if you (the manager) are getting in the way?

Perhaps you should you let the development manager deal with it. After all. Automation is programming.

What support do automation staff need from their management team?

If you are a technical test manager, what advice would you give to a non-technical test manager?

Alan Richardson has been a technical tester working for non-technical manager's so he knows how managers and their 'needs' get in the way. Alan has also managed automation teams and knows what it takes to build test automation that works.

Bring your experience, and tales of success or woe, and we can learn lessons about managing test automation, and test automators.

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Session J: Mike Jarred, Financial Conduct Authority: "The Difference between Programme Test Manager and Head of Test"

What's the difference between a Programme Test Manager and a Head of Test?

In the last 18 months I have had discussions with a number of senior test managers about what comes after a programme test management role from a career perspective, and how do you move up from a PTM position. There have also been a number of posts from notable figures in the industry on forums regarding the same topic. I was talking this through with Richard Neeve and Joanna Newman and we came to the same conclusion, that there was a jump that test managers needed to take to advance their careers, but the nature of that jump was unknown. There is also a continuous discussion in the senior testing community about not being at the top table and testing only being able to affect change in organisations if we have an appropriate level of exposure to senior stakeholder groups and 'C' level executives.

In October last year I left my last position and was searching for my next 'Head of Test' role and the reflection I undertook in deciding how to market myself and through interviews lead me to determine the key qualities, behaviours, competencies and skills that hiring managers look for when filling the "head of" position. At the last Test Management Forum in January I pitched a quick idea to the attendees to see if there was interest in a session that would explore the differences between senior test management positions and the next level, and the interest was certainly there.

Format: Facilitated discussion session with a panel.

Facilitator: Alison Hoyles

Panel Members: Joanna Newman, Richard Neeve, Matt Robson, Mike Jarred.

The following topics are up for discussion:

- Behaviours
- Leadership skills
- Financial Management
- Influence / Assertiveness / Negotiation skills
- Political challenges and navigating these
- What do CTO's / CIO's look for when interviewing for Heads of Test positions
- Technical & Business skills - how do these change as seniority and accountability increase?
- Hiring / Firing / ensuring departmental readiness to support corporate goals
- Strategic decision making
- Supplier Management

The facilitator will quickly assess the areas of most interest and will add any additional topics to the list, so come prepared! Once these are ranked they will be given a time box and once the time is up, a vote will be taken to continue discussing the current topic or move on to the next topic. The facilitator will ensure the audience participate as much as the panel, so be prepared to participate in a lively discussion.

Note: This session will not look at diversification, i.e. other roles that test managers may transition into.

The outputs will be captured and depending on the outcomes and key themes, if there is sufficient interest a future TMF may hold a coaching / training session on areas of value to the group.

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Session K: Graham Thomas and Phillip Isles: "Making and Testing Internet of Things devices – The Pain and the Gain"

IOT or the '*Internet of Things*' is this year's buzz word. Everyone is talking about it, but what is it, and what does it mean for Testers?

Every week you read another BBC Technology News article about how your next fridge is going to connect to the internet, your washing machine is setting the central heating, and your household lights work all on their own. But what does all this mean for the tester? This discussion session will help you to:

- Identify what IOT devices are,
- Understand how they are built,
- Determine how to test them,
- Share some hard learnt lessons from building, testing and using IOT devices,
- And actually use some live IOT devices during the session to '*make it real*' and bring to life your understanding.

The world is changing, and never has it changed faster. The '*machines*' may not have taken over yet. Current predictions from Gartner are that by 2020 there will be more than 26 billion non-PC and mobile devices connected to the IOT. These devices are going to require an awful lot of testing.

NB. This is session a companion piece to the Day 1 workshop. For those who may wish to attend both sessions, this is a discussion driven session covering the similar themes, and driven from the perspectives and reflections of the group.

Session L: Huw Price & Ben Johnson-Ward, Grid Tools: "Seeing is believing – 2 identical web sites one with bugs one without – let's find the bugs"

The session will demonstrate the theory and practice of how to approach exhaustively testing web pages. The presentation will cover the theory by demonstrating how to break down testing into its component parts:

- Validation: Does it let through invalid data? Does it reject valid Data?
- Process: Build a model of the expected behaviour
- Automation:
 - Use accelerated automation tools to scrape UI objects
 - Integrate the UI objects into the validation
 - Integrate the UI objects into the expected process
 - Run the automation exhaustively
 - Run the automation using optimized test techniques and a risk based approach (time)

The session will also cover the idea of building a collaborative library of test models that can quickly be applied to testing scenarios.