

# Lessons Learned in QA Management

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*"Does experience help? NO! Not if we are doing the wrong things." –*

W. Edwards Deming



# Lesson Learned: An ounce of prevention is worth a pound of cure!



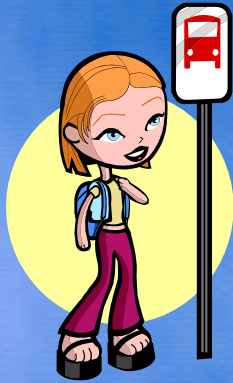
How can problems be prevented?

- » Requirements developed with users and project team
- » Coding standards and best practices
- » Test-driven development
- » Software configuration management
- » Environment management
- » User involvement throughout the development cycle
- » COMMUNICATION



You cannot *test* quality into software

# Lesson Learned: Good Enough vs. Zero Defects



## When is testing done?

- » The required level of confidence has been achieved
- » No more defects or design flaws are found
- » The users won't find any serious faults

## AND THE BIG ONE...

- » Time has run out



# Lesson Learned: Quality is not solely the responsibility of the QA practitioners

## Who owns quality?

- » The test team?
- » Everyone?
- » Management that is truly committed to a quality culture



# Lesson Learned: Promote Smart Process vs. Process Mania

## Continuous Process Improvement

Plan — Identify an opportunity and plan for change

Do — Implement the change on a small scale

Check — Use data to analyze the results of the change and determine whether it made a difference.

Act — If the change was successful, implement it on a wider scale and continuously assess your results. If the change did not work, begin the cycle again



# Lesson Learned: Do you hire QA Analysts with QA skills and experience or people with domain knowledge?

## Hard question with no simple answer!!

- » Complexity of domain?
- » Access and availability to SME's?
- » Availability and feasibility of training for both QA and domain?
- » Short-term approach versus long-term



# Lesson Learned: The Infamous “QA Bottleneck”

- » Is “QA” the bottleneck?
- » Can testing assure quality?
- » How do we deal with the bottleneck?
- » How do we prevent the bottleneck?





# Lesson Learned: "Quality does not happen by accident." - Dr. Joseph Juran



- » Quality needs to be built into corporate governance and be a part of the corporate culture
- » Requires investment in the tools required to support and enable compliance
- » Insuring quality requires teamwork across all departments and all teams
- » **COMMUNICATION**

# Questions?



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