

# Improving Quality with Testing Centre of Excellence

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## Abstract

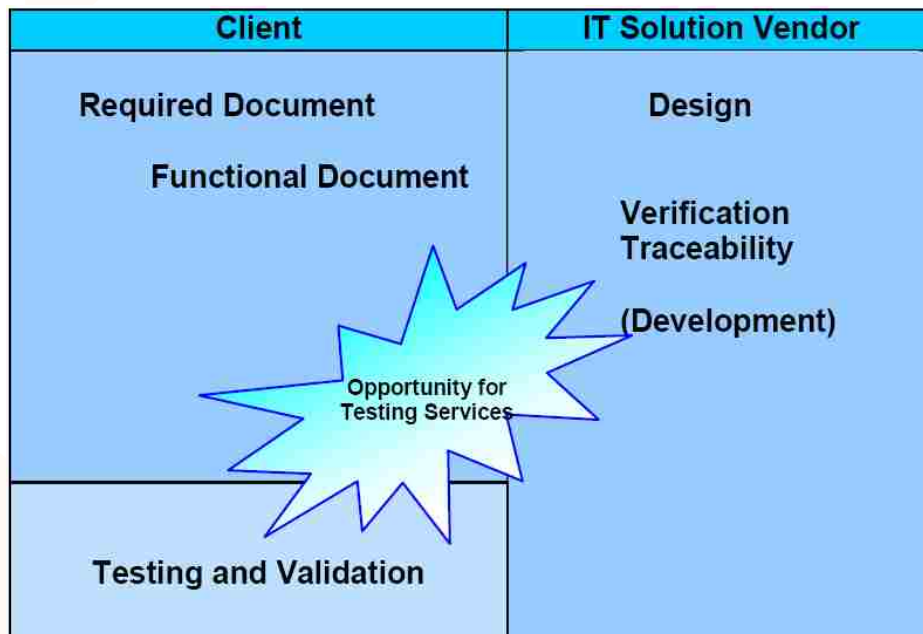
Growing technology and Improved production techniques facing tough goals of generating and maintaining high profitable business in order to overcome competition. Lowering the goals to the external and internal IT organization, technology owners need to develop/enhance applications at a fast rate while at the same time, reduce the cost of development and deployment and maintain high quality standards. Many organizations are setting up Centers of Excellence to outfit to their testing needs and to continually improve their IT operations. As a part of the organizational transformation to Centers of Excellence, testing is being moved out from development and business teams to a centralized testing team. This paper see the sights of the challenges in setting up a Testing Center of Excellence and puts forth some practical options to help put in place mature, structured Testing Centers of Excellence.

## Progression of Testing Centers of Excellence

### Traditional Model

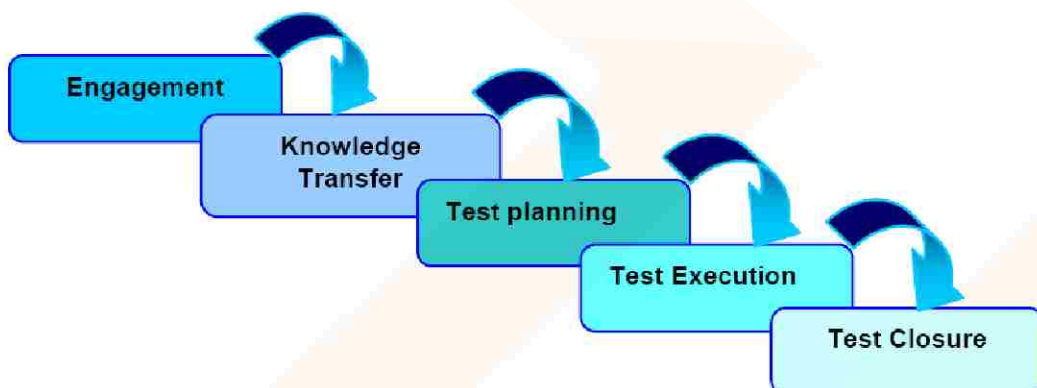
The traditional organizational model has no strategic resource pools. For each project members of separate project teams do the testing in the software Testing lifecycle (STLC). These independent testing teams cannot ensure consistent quality across the organization as they are controlled by different management teams. Besides, this is an inefficient process because people need to be trained for each project.

Traditional IT Application Deployment (Figure1)



### Modern Approach

To achieve operational efficiencies more effectively, organizations are transforming their testing structure. Testing is being moved out from development and business teams to an independent testing team that function as a shared service. We at STC implement a 'Five-step plan' in testing project life cycle. It has evolved from the best practices observed in a wide variety of successful testing projects. This plan minimizes project risk and enables us to streamline testing delivery to achieve highest customer satisfaction.



## Testing Centers of Excellence

A Testing Center of Excellence (TCoE) focuses on testing and deals with process, tools and best practices for enhancing testing effectiveness. A TCoE is an outline comprising strategic assets process, people and technology, to govern how a testing organization engages and delivers highly efficient testing services to the larger enterprise. It has clearly established goals, well-defined processes, a governance mechanism, multidisciplinary skill sets, and common tools and technology.

## The TCoE Scaffold

1. Implements testing process management and best practices with metrics-based management
2. Introduces test process analysis to provide advice and improvements based on trend analysis of key metrics
3. Introduces a structured approach to define business test cases
4. Introduces usage of test accelerators to enhance productivity
5. Adopts risk based testing, requirements traceability and knowledge management techniques to improve testing effectiveness
6. Enables reusability of artifacts
7. Drives consistencies in processes

## Challenges faced in implementing a Testing Center of Excellence

- If not implemented smartly, a TCoE initiative may leave an organization confused resulting in loss of credibility, disengaged employees and frustrated customers.
- A comprehensive plan and a robust model are required to transform a testing organization into a TCoE.
- A test management office needs to be created to ensure proper implementation.
- The number of stakeholders impacted due to a TCoE transformation is large and lack of sufficient communication can result in a lack of direction at the strategic and operational levels.

## Benefits of implementing a Testing Center of Excellence

- High Return on Investment (ROI) Optimized Resource Utilization
- Improved Testing Effectiveness
- Better Testing Efficiency

## Conclusion

Many organizations have implemented a TCoE solution in pursuit of testing efficiencies. However, while some of these organizations lost their initial agility, some others discontinued due to the lack of value realization. This has led to claims that theoretically the TCoE does not deliver much value. The TCoE strategy is not flawed but actually the right strategy for organizations to adopt eventually resulting in efficient business values for every organization.

## About STC

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