
Case Study: Establish a Testing Center of Excellence for a Major Bank

Challenge:
Achieve a higher level of quality for their software implementations and upgrades.

Our client wanted to make a significant change to their Systems Development Life Cycle (SDLC) by establishing a Testing Center of Excellence (TCOE). Currently, this major bank operates in silos, with IT/Test Groups reporting to different lines of businesses. By establishing a Testing COE, they wanted to move toward centralized Quality Assurance, to be able to provide a more streamlined service to all of the lines of business.

The major challenges they wanted to address in this transformation included:

- Delivering higher quality applications
- Finding/fixing defects earlier in the SDLC
- Allowing Management to have views/reports into the health of their software quality
- Providing the technology framework to implement new processes and workflow
- Providing technology to check the quality of code before it gets to QA (implementing quality checks throughout the SDLC)

Solution:
Begin to migrate to a position of Quality Assurance, by implementing a Quality Lifecycle that is continuous and measures delivery results, establishing an independent QA Testing Organization, and

VisionIT was engaged to conduct a Quality Maturity Level Analysis (QMLA). The goal of a QMLA is to document and assess the effectiveness of the existing quality and testing processes and practices within the software development lifecycle. This includes evaluating the current testing processes and procedures that are used in planning, creating, executing, analyzing and reporting with respect to testing efforts, and comparing them, at a high level, to industry best practices.

Data was collected and the resulting information gathered was evaluated and compared to industry best practices using the Capability Maturity Model – Integration (CMMI) Level 3, Software Testing Methodology.

employs tools to support the testing process.

The best practices and attributes considered critical to having quality software development and testing processes were reported, along with VisionIT's observations of the Testing Process. The Gap Analysis was presented according to the Key Process Areas as defined in CMM-I. Comments pertaining to software development and other test related processes were also included. The combined comments provide insight to the defined process and form the basis for the Quality Improvement Recommendations.

Results:
Successful in meeting their stated objectives of delivering higher quality applications, finding/fixing defects earlier in the SDLC, and allowing Management to have views/reports into the health of their software quality, the implementation of a single, standardized approach to software testing.

➤ In an effort to provide enhanced and consistent support and a repeatable QA processes to a broader range of projects, IT Management has filled the position of a Total Quality Manager.

Additionally, based on the observations and conclusions of the QMLA, VisionIT assisted in the development of their Enterprise QA structure, to include the following :

- Test Management Processes to incorporate not only the testing processes, but also the tools to support those processes, skilled QA test resources and adequate test environments for conducting all required types of testing. A governance program to measure the effectiveness of, and the compliance to, the Test Management Process was also recommended.
- The centralized QA Group is responsible for all System and other required Test Types, (including regression, performance, load, and end-to-end), but excluding User Acceptance Testing. This would be true for all applications, whether they are Mainframe, Distributed or Infrastructure projects and systems. Changes to production environments, whatever the source or business need, should go through the centralized QA Group prior to migration to production. This is the only way to assure that testing is planned and performed consistently across the Enterprise.
- VisionIT developed a series of recommendations that are structured to provide incremental improvements and enhancements to processes in place. When implemented, these recommendations provide an opportunity for our client to migrate the Testing Process and related SDLC Processes to the CMM-I Maturity Level 3.

The VisionIT Difference.

A position of leadership and innovation is maintained through consistent education and monitoring of industry best practices,

trends, and utilizing latest technologies and solutions; thus ensuring quality service and continuous improvement. We strive to remain unique in today's marketplace; we deliver world-class services to our clients.