



Vojtěch Barta

QA role in Agile team

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Vojtěch Barta

- E-mail: bartavoj@gmail.com
- Twitter: @bartavoj
- Web: bartavoj.cz

- QA, Testing, Agile
 - About 8 years
 - Leading QA Team in Vendavo

What is quality?

- Quite a lot of definitions -> Choose or Build your own
- Four levels of quality
 - Deliver according to requirements
 - Deliver according **correct** requirements
 - Deliver **value** according to **correct** requirements
 - Deliver **value** according to **correct** requirements when **all** stakeholders are **satisfied** and **happy**
- Quality is **Satisfaction of all stakeholders**

My idea how to do it in right way

Do I really do it this way?

- Of course not!
- It is a vision, target, something I aim for...
- **You need to know where you would like to be to go in correct direction**

- Each project has own challenges
- It is about people!!!



Before Project

Before project

- Our projects are based on SOW which defines a lot of things
- Problems starts here
 - Our customers have different knowledge of Agile
 - Different experience and expectations
 - They do not understand process yet
- Lessons learned
 - Never ever say Agile is easy for customer. It is not and they need to be prepared
 - Make sure all stakeholders understands their responsibilities
 - Find out where are you as soon as possible

SOW

- We have good SOW (not perfect) **but...**
 - **Nobody cares to much about the most important chapters**
 - Methodology to be followed
 - What does it mean to work in Sprints?
 - What is a definition of done?
 - What do we expect from customers?
 - **Everybody cares about Scope**
 - It is not understood as wish list
- Despite SOW is legal document it is hard to push to make to process real later in the project

Foundation Sprint

- Is kind off kick of Sprint(s) before real implementation starts
- Very good idea with clear **Exit Criteria**
 - All stakeholders identified and understood
 - Process of working agreed (Sprints, responsibilities, etc.)
 - High level idea is clear
 - Enough User Stories to start next Sprint (ideally for next two sprints to mitigate risk of PO to be bottleneck)
 - Test Strategy Prepared, reviewed and agreed

Foundation Sprint - BUT

- We are not strict on Exit Criteria
 - All stakeholders identified and understood
 - Testing team on Customer team – what are you talking about?
 - Process of working agreed (Sprints, responsibilities, etc.)
 - That is not how we understood SOW – we do not like that
 - High level idea is clear
 - Enough User Stories to start next Sprint
 - Even most important User Stories are vague, not clear, missing Acceptance Criteria, etc.
 - Test Strategy Prepared, reviewed and agreed
 - Testing is your stuff...



QA Work in Foundation Sprint

- Process
 - Help with negotiation
- Requirements
 - Agree on the way how requirements should be captured to provide
 - Enough information for Devs to Develop and Test
 - For Testers to Test
 - For PO to Accept
 - For Customer to Accept
- Test strategy
 - What we should do and why?
 - Who is responsible for what?
 - Preventing vs. Finding bugs

Sprint work

Sprint work – Small waterfalls

- **Sprint as Small waterfall**
- **There is no Test Phase in Agile!!!**



Sprint work – ensuring business understanding

- **Grooming**
 - Regular whole team activity
 - Go through new / changed User Stories
 - PO -> Team = business understanding sharing
 - Team -> PO = quick feedback
 - **Achieve team agreement about requirements**

Sprint work – ensuring business understanding - **BUT**

- **Grooming**

- Regular whole team activity
 - It is not regular
- Go through new / changed User Stories
 - There are not enough User Stories defined
- PO -> Team = business understanding sharing
 - Devs do not care
- Team -> PO = quick feedback
 - Voiceless (sleeping) team

Sprint work – ensuring business understanding

- **Sizing**
 - When we are satisfied based on grooming
 - Set a size as relative measure
 - **Achieve team agreement about complexity**

Sprint work – ensuring business understanding - BUT

- **Sizing**
 - When we are satisfied based on grooming
 - Set a size as relative measure
 - What is the middle size
 - Manager: I need to know it in hours
 - **Achieve team agreement about complexity**

Sprint work – planning as personal commitment

- **Planning**
 - Break down US to Tasks
 - Each task is estimated by the one who will do it
 - At least one Dev and one QA task
 - Agree who will test what (Dev vs. QA)

Sprint work – planning as personal commitment - BUT

- **Planning**

- Break down US to Tasks
- Each task is estimated by the one who will do it
 - Estimates are low
 - Estimates are guess with buffer
 - Somebody else provides estimates
- At least one Dev and one QA task
- Agree who will test what (Dev vs. QA)
 - Why should Devs test?



Sprint Progress – QA Touch Points – Before

- Before development of Critical US starts
- QA + Dev
 - Do we have same expectations?
- QA → Dev
 - This is how I will test it...
 - This is what I do expect from you to test...
 - What help do you need?

Sprint Progress – QA Touch Points – During

- Support Devs
 - This is the highest priority for QAs
 - Sometimes QA = Questions and answers
 - QA should be capable to answer the most of the questions
 - There is very close cooperation between QA and Dev on each task = know your developers
 - Product Owner is usually busy with preparation of next sprint
 - We do pair programming Dev + QA sometimes
 - Senior QAs need to be able to understand code properly

Sprint Progress – QA Touch Points – During

- Test Case preparation
 - Test Cases should have right level of details
 - Steps are optional
 - Supporting materials (excels, diagrams, mind maps)
 - Are
 - Identification of test flows and effective way how to test them
 - Measure
 - **Are not**
 - Prove of testing
 - Training materials
 - Sometimes done even in advance in cooperation with Product Owner

Sprint Progress – QA Touch Points – During

- Automation
 - There is no Agile success without Automation
 - Not necessarily QA task
 - Really dependent on project, architecture, etc.

Sprint Progress – QA Touch Points – After

- Handover to QA
 - When development is finished (or more often)
 - Dev → QA
 - This is how I implemented it = Demo
 - This is how I tested it
 - QA → Dev
 - **Direct feedback**
 - Avoiding ping pong
 - Reduce time of testing
- Testing
 - Yes we test

Sprint Progress – Internal Demo

- Good practice to have weekly Demo
- QAs are a good candidates to do it
- Present to the team what was done
 - Devs to comment on others work
 - QAs to get bigger picture
 - **Product Owner to validate**

Demo to customer

- There have to be demo to customer be the end of each Sprint
- Actively seek for feedback
 - Get acceptance if possible

Supporting customers

- Help them with regular testing
 - Most of the US cannot be accepted on Demo
 - Further Customer testing is required for Acceptance
 - Customer are not test experts
 - In our case they do not know our product
 - Teach them, but **do not do it instead of them**
- During UAT
 - Be onsite and help to solve problems quickly

Reporting

- What is the reason for reports
 - To inform about something
 - Target for different audience
 - Do not do reports which nobody needs
 - Make them easy

