



Quality Engineered Software and Testing Conference

The Next Decade of Quality Engineered Software & Testing

Learn | Assess | Apply | Connect

Featured Keynotes:

Mike Farabelli
Microsoft

Joachim Herschmann
Micro Focus

Doron Reuveni
uTest

Sumithra Gomatam
Cognizant

April 19 - 23, 2010
Dallas/Plano Marriott



This publication sponsored by

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Passion for building stronger businesses



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Welcome to Dallas/Fort Worth and DFWQAA!

The newly formed chapter of the QAI Global Community, Dallas/Ft Worth Quality Assurance Association welcomes you to the QUEST Dallas 2010 conference! We're excited that we have the honor of hosting QUEST and are looking forward to carrying on the traditions set by Chicago and Toronto, who have hosted the QUEST conferences in the past.

The quality assurance communities in DFW are strong and vibrant and having the QUEST conference in the Dallas/Ft Worth metroplex gives us a chance to meet with QA professionals and experts from around the world who share the same passion for quality products and services that we do. We are committed to working with QAI to make this year's QUEST conference a great experience, and are looking forward to extending southern hospitality to all who attend!

Come join us Tuesday evening for the welcome reception hosted by DFWQAA and network with the local chapter officers, DFWQAA members and other quality specialists. We will be rolling out the Texas welcome with great food and hospitality!

It is an honor for our new QAI chapter, the Dallas/Ft Worth Quality Assurance Association, to be hosting the QUEST Dallas 2010 conference. We hope you will take advantage of our enthusiasm and excitement and LEARN, ASSESS, APPLY and CONNECT with other quality professionals from around the world at the QUEST Dallas 2010 conference!



DFWQAA Board

QUEST: A place to **LEARN**...

Full-day Classes and Half-day Tutorials – Build new skills in specific areas through in-depth lectures and exercises that enhance the learning experience.

Certification Preparation Classes – Prepare for professional certification by reviewing the Common Body of Knowledge for the quality and testing professions.

Keynote Speakers – Gain insight into effective strategies and industry trends impacting IT software quality and testing from industry and corporate leaders.

Industry Practices Sessions – Learn best practices and innovative approaches from the deep knowledge and diverse experience of IT quality and testing experts.

Exhibitor EXPO & Theatre – Learn about specific software quality and testing tools in the marketplace through technical presentations, product demonstrations, and exhibitor booths.

One-on-One Expert Coaching – Meet individually with a conference speaker or the QAI professional staff for advice on your most pressing issues.

One-Stop-Shopping Bookstore – Browse the bookstore and purchase a book from leading experts in the IT quality and testing fields.

QUEST: An opportunity to **ASSESS**...

Solutions Benchmarking Sessions – Compare your quality and testing practices against those of other companies and organizations as presented by peer managers and practitioners.

Certification Examinations – Assess your knowledge and skills by taking a certification practice examination.

QUEST: A setting to **APPLY** ideas...

Manager's Solutions Workshop – Develop strategies and solutions to common challenges facing quality and test managers through shared knowledge and lessons learned in an exclusive, interactive workshop for managers.

Workshop Sessions – Explore best practices through lecture and interactive group discussions and then learn how to apply the best practices in your own organization through hands-on exercises.

QUEST: A chance to **CONNECT**...

Social Events – Connect with fellow conference attendees, speakers, and exhibitors during the manager's workshop dinner, welcome reception, attendee appreciation evening event, and the wine and cheese reception with exhibitors.



Dallas/Plano Marriott at Legacy Town Center

7120 Dallas Parkway · Plano, Texas 75024 · Phone: (972) 473-6444

About the Hotel

The Dallas / Plano Marriott at Legacy Town Center is a luxurious hotel in Plano, TX near upscale shopping and entertainment all surrounded by scenic parks and ponds. There are 20 meeting rooms with 32,000 sq. ft. of meeting space ideally suited for large groups and conference facilities in Plano, Texas. Overlooking Bishop Park and Lake, the hotel is located within the Shops at Legacy setting it apart from other hotels in Plano Texas by providing guests high-end shopping and dining experiences.

Hotel amenities include the Copper Bottom Grille restaurant and Chaddick's Lounge, a beautiful outdoor area with heated pool. The concierge service will help make arrangements for spa and golf outings and the hotel also provides a complimentary shuttle that serves a 3-mile radius. The hotel is also close to several Fortune 500 companies including EDS, PepsiCo / Frito-Lay, JC Penney, Countrywide and Cadbury-Schweppes.

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Networking Events

Manager's Connection Dinner

Sponsored by the QAI Global Institute
Monday, April 19th

Welcome Reception

Sponsored by Dallas/Ft. Worth Quality Assurance Association (DFWQAA)
Tuesday, April 20th

Attendee Appreciation Evening Event - Southfork Ranch

Sponsored by Microsoft
Wednesday, April 21st

Exhibitors Wine and Cheese Reception and Raffles

Sponsored by the EXPO Exhibitors
Thursday, April 22nd



Ewing Mansion at Southfork Ranch



Welcome to your Dallas QUEST!

The QAI Global Institute's Quality Engineered Software and Testing Conference (QUEST) is a week of classes, tutorials, educational sessions, hands-on workshops, discussion groups, and networking events for quality and testing professionals from around the world. QUEST's unique learning opportunities address topics of the highest interest to practitioners in their quest to build today's skills and prepare for the quality and testing profession of the future.

Why attend QUEST?

- » **LEARN** from industry thought leaders through attending sessions, participating in workshops and discussion group, and coaching sessions.
- » **ASSESS** your skill sets against QAI's Common Body of Knowledge by taking certification prep courses and practice examinations.
- » **APPLY** your experience and knowledge to produce solutions during classes, tutorials, and interactive work groups.
- » **CONNECT** with fellow practitioners, contribute to the industry, and explore the career possibilities. Enjoy four outstanding networking events.

Tutorials (2 Days)

- 5 full-day skills based classes
- 10 half-day skills based tutorials

Manager's Solutions Workshop (2 Days)

- 2-day exclusive Manager's Solutions Workshop with experts leading solutions discussions

Conference (3 Days)

- Keynote presentations by industry leaders
- 33 sessions by leading industry experts and corporate practitioners in concurrent conference tracks
- Expert panel discussion on Building Effective Global Teams
- 13 workshop sessions
- 1-on-1 expert coaching sessions focused on individual needs
- Special interest group roundtable discussions

Exhibitor EXPO and Theatre (2 Days)

- 20 exhibits to browse
- 12 exhibitor products/services demonstrations in the exclusive EXPO Theatre
- One-stop-shopping bookstore
- Expert Chats

Certification Opportunities

- Prep class for Certified Software Tester (CSTE)
- Prep class for Certified Software Quality Analyst (CSQA)
- Full practice tests for CSTE and CSQA

Networking

- Hundreds of quality professionals to network with
- Manager's Solutions Workshop Connection Dinner
- Welcome reception
- Attendee appreciation evening event
- Evening reception with exhibitors

Software Quality Topics

- Agile Methods
- Assessments / Audits
- CMMI
- Continuous Integration
- Globalization
- Governance / Quality Gates
- Leadership / Teams
- Measurement
- Organizational Change
- Peer Reviews
- People Skills
- Personal Effectiveness
- Process Improvement
- Quality Management
- Requirements
- Scope Management

Testing Topics

- Acceptance Test-Driven Development
- Behavior Driven Testing
- Exploratory Testing
- Performance Testing
- Regression Testing
- Requirements-Based Testing
- Risk-Based Testing
- Security Testing
- SOA Testing
- Test Automation
- Test Design
- Test Management
- Test Planning
- Testing Effectiveness
- Virtualization / Cloud
- Web-Based Testing

Participating Companies

Accenture
 Advantage Leadership
 Ajilus
 AT&T
 Bordelon Consulting, Inc.
 Boston Scientific Corporation
 BP
 CAST Software
 Checkpoint Technologies
 Cognizant
 Dang IT
 David Consulting Group
 Deloitte Consulting LLP
 DFWQAA
 Emirates Group
 FoxHedge Ltd.
 GDI Infotech
 Go Pro Management, Inc.
 Hewitt Associates
 Hewlett Packard
 IBM
 Infosys Technologies Limited
 Integritas Solutions Inc.
 iTKO, Inc.
 JWT.com
 Keane, Inc.
 LexisNexis
 Medtronic, Inc.
 Metro St. Louis
 Micro Focus
 Microsoft

Mosaic ATM
 Nationwide
 NueVista Group
 NVP Software Testing
 Odyssey Information Services, Inc.
 Original Software
 PepsiCo
 The Process Group
 QualiTest
 Quality Plus Technologies, Inc.
 Quality Squared
 Qualsys Solutions
 Radview
 Reed Construction Data
 RGCG, LLC
 Scalar USA
 Scotiabank
 Software Engineering Institute
 Sogeti USA
 SPAN Systems Corporation
 State Farm
 Technisource
 Texas Instruments, Inc.
 ThoughtWorks
 uTest
 VMLogix
 Wellpoint
 The Westfall Team
 Wipro Technologies
 Zengility

Microsoft

Cognizant

ThoughtWorks**Deloitte****accenture**

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*Microsoft is a trademark of the Microsoft group of companies

This 2-day Manager's Solutions Workshop will be held as an exclusive event for managers during QUEST Dallas 2010.

The Manager's Solutions Workshop focuses on the top challenges facing managers in building, testing, and delivering quality software applications and products in today's fast-paced and demanding environment. This intense and interactive workshop provides a unique opportunity for managers to learn from the QAI professional staff and industry leaders. Managers will discuss issues with their peers from other companies to leverage group skills and knowledge in developing pragmatic solutions. Each attendee will have the opportunity to have their specific challenges and concerns addressed during the workshop.

An example of some of the challenges that have been addressed in past Manager's Solutions Workshops include:

- Proving the value of software quality and testing
- Budgeting for software changes
- Defining quality and testing metrics
- Improving the software testing process
- Building quality in throughout the software development process
- Making test automation work
- Establishing a testing center of excellence
- Estimating the testing effort
- Improving requirements

Why Attend

QAI studies show that if an IT organization forms an internal committee to develop a solution to a current challenge, the cost to the organization can range from \$10,000 to \$50,000. In addition to the cost of time for internal resources, there are lost opportunity savings and other benefit deficiencies from the delay in implementing a solution.

By attending the Manager's Solutions Workshop you will:

- Get solutions to your specific work challenges
- Focus on strategic and future oriented issues
- Connect with peers who can be contacted in the future to discuss work challenges.
- Have the opportunity for one-on-one discussions with peers and leading experts.



**Monday & Tuesday
April 19 - 20**

Workshop Format

The input to this workshop is the software quality challenges that the workshop's participants are facing, plus the input received from the companies and organizations affiliated with the QAI Global Institute. Prior to the Manager's Solutions Workshop, participants submit a list of their current challenges. These challenges are consolidated into a list of potential topics, which are ranked in order of importance to the workshop participants prior to the beginning of the workshop. The five to six top challenges then become the agenda for the workshop.

Each challenge is introduced to the workshop participants, who then break into small work groups. Using the QAI Global Institute's problem-solving approach, the work groups define the challenge and develop potential solutions based on their collective experiences and shared knowledge. Each group selects one of their potential solutions and defines "how to" tactics for the solution. Each group presents their proposed best solution which is critiqued by the workshop's leaders and guest industry experts. Additional time is spent by the guest industry experts to share their solutions and answer specific questions from the workshop participants while the expert is on the "hot seat." All workshop participants are given opportunities throughout the workshop to bring their specific challenge before the group as they sit on the "bar stool" to ask for friendly group advice. Participants will leave the workshop with a series of potential solutions to today's quality challenges.

Connections Dinner

In addition to the two-day interactive workshop, participants will also have the opportunity to attend the Manager's Connection Dinner. This evening will provide the workshop attendees a chance to discuss the topics and related quality issues with the QAI faculty and subject matter experts in a more relaxed setting, and provides an ideal opportunity for networking with peers and exchanging ideas.

Who Should Attend

This workshop is designed for managers responsible for building, testing, and delivering quality software applications within their companies or software products for the marketplace.

- CIOs and CTOs
- IT/IS Vice Presidents and Directors
- Quality Managers
- Quality Assurance Managers
- Testing Managers
- Project Managers

Don't miss this great opportunity to be part of a select group of managers and industry experts who will aggressively tackle today's most pressing quality issues!

The Manager's Solutions Workshop is an entirely independent function of the QUEST Conference. Prior registration is required to attend.

Manager's Solutions Workshop

Perspective on Outsourcing: An Executive Interview

Featuring Sumithra Gomatam, Sr. Vice President

Cognizant Testing Services

QM: What, according to you, are the pros and cons of outsourcing?

SG: Outsourcing, as a concept, has been in existence for a long time; the idea being that organizations tend to become more effective and grow rapidly when they focus on their core competences and leave the rest for task specific experts to handle. For example, the core business of banks is financial management, and retail stores is increasing stock turnover. IT for these organizations is a business enabler, hence a significant amount of investment is made on IT. However, as these organizations grow, their IT organizations tend to transform into cost centers. Outsourcing of non-core activities helps in the attainment of quality solutions at an optimized cost. However, this demands a lot of synergy within the system. Outsourcing is a strategic initiative and is about partnering. It involves identification of tasks to be outsourced, vendor evaluation and selection of vendors, identification of risks involved, planning and sourcing, continuous evaluation, and handling the right portfolio mix. Selection of vendors is the most critical activity since the entire stakeholder ecosystem will be impacted. Critical parameters such as vendors' capability to deliver solutions on time, credibility, reliability, mode of engagement, etc. are to be evaluated before the decision to engage is made. The ideal scenario is for a vendor to transition from a mere service provider to a strategic partner. The key driver to success is building a strong relationship resulting in increased trust and confidence. These symbiotic associations have always enabled faster growth of the partnering organizations. However, there are factors that can dent relationships which may be internal or external to the ecosystem. Overlooking these factors can adversely impact the entire move to outsource, reaping little or no return on investment.

QM: What market maturity levels are we in today with respect to IT outsourcing?

SG: To evaluate the market maturity, we need to consider a few critical factors - speed of adoption of outsourcing by organizations, number of service providers, their size and capabilities, competition, and influencers such as regulatory bodies, etc. Typically not all organizations have successfully ventured into IT outsourcing. An industry analyst report claims that less than 20% of organizations have experimented with outsourcing, of which a mere 5% have opted for full-fledged outsourcing. This indicates that when competition intensifies, we could witness this percentage increase significantly. Large organizations with global footprints have opted for IT outsourcing in a big way. On the supply side, the market is more mature with a large number of players offering a wide range of services. Service providers find it difficult to build differentiation on the services front, and are embedding differentiators through pricing models and engagement modes. However, as the market is still growing, there is no significant competition witnessed. Every service provider is able to grab their share from the market and serve their clients based on what is needed. We see a trend towards consolidation, both on the demand as well as supply front. Service providers today are seen to adopt the merger and acquisition route to build capacity and capability. This, again, is a clear indicator that the market is actually pacing towards maturity.

QM: Why, in your view, do customers outsource testing?

SG: Software testing involves validation of the application to ensure that the user experience is in sync with the specifications. Traditionally, companies offered testing services in an integrated fashion, bundling it with application development and application maintenance services. Today, companies like Cognizant offer testing services on a stand-alone basis, focusing on supporting enterprises' and product companies' testing needs through Independent Verification and Validation (IV&V) of their software.

In such an outsourced testing model, the testing teams are physically and logically separated, and are given full independence to report the test results to the customers. More importantly, the testing team directly reports to business teams, and not to the project managers or development heads, thereby giving them the independence and objectivity to deliver value.

Customers outsource testing because of the following reasons:

- It helps augment the capacity of the IT teams providing cost effective access to a large global talent pool.
- It helps manage resource requirements, especially while catering for the sudden rise and fall in demand.
- Industry best practices and defined methodologies help in achieving higher quality.
- The availability of testing tools expertise and infrastructure ensures reduced cost, improved quality and increased speed.
- The metrics captured and reported help the business evaluate the cost of testing.
- Independent validation helps boost confidence levels during application go-live decision-making.

QM: Which customers are most likely to outsource testing and why?

SG:

- Organizations experiencing increased quality issues, owing to insufficient testing and ineffective processes.
- Organizations witnessing rising costs related to quality. This may be due to efforts spent on testing, or due to business analysts and SMEs performing testing. Also, organizations that have built a huge mass of contractors over a period of time for testing may prefer to opt for outsourced testing as a measure to reduce cost.
- Organizations wanting to experiment with outsourcing typically outsource testing rather than other services because of higher cost-savings and relatively lower risk.
- Customers with large integrated application environments requiring regular maintenance in the form of bug fixes and enhancements
- In the case of large applications, typically enterprise implementations, the support from vendors would cease after implementation and stabilization. In such scenarios, the client tends to look at testing service providers instead of building an internal QA team.
- Customers who do not have a dedicated QA organization where developers or business analysts perform testers' role. Outsourcing testing helps them reduce the money spent on developers or free up business analysts.
- Organizations planning a change in technology or a change in the business process. In-house expertise, especially subject matter experts, would be required for re-aligning with the new processes and systems. As a result, outsourcing everyday business frees up these critical resources.
- Organizations looking to optimize cost and improve coverage through automation.

Executive Interview on Outsourcing

Place Networking at the Top of Your Conference 'To-Do' List

By Lynn McKee and Nancy Kelln
Integritas Solutions Inc.

The QUEST conference is designed to be highly valuable, offering numerous sessions, workshops, keynote presentations, etc. on new trends, tools, and techniques. There is also a great potential for networking with peers and rubbing elbows with some of the industry's thought leaders. How many of us are taking advantage of this networking opportunity? For many, the short breaks between sessions, lunch hour meal, and evening socializing events are our primary opportunities to check on emails, make important calls, or just take a mental break. The concept of "networking" sounds great, but it just doesn't manage to happen.

For some, the thought of socializing can be intimidating, especially for those who are not comfortable with meeting new folks and generating conversation. Although it may take you out of your comfort zone, the chance to network should be considered a top priority as the lessons that can be learned are just as valuable as the material covered during the conference sessions.

What are some of the great benefits of networking?

Aside from the chance to expand your ever growing list of connections on LinkedIn, there are some real tangible benefits that could shift or dramatically change your approach to software testing. We have found some of our great takeaways and "ah-ha" moments have come from thought provoking conversations with conference peers and presenters. Many times we have walked away thinking "...hmm I never thought of it that way..." and find ourselves mulling it over, then finding a great opportunity to apply the learning in our own professional day to day life. Conversations outside of actual presentations tend to allow for more extensive questions and comments around "Well how would that work when...?", "We tried that and then this happened...", "That worked so well, and here is where we are at now..."

Conference networking can happen in a variety of ways. We have found there are three main areas conference networking tends to focus around: Session Specific, Presenter Specific, and Opportunistic.

Session Specific Networking

Session Specific Networking is conversation inspired by the content of a specific conference track or workshop. Here are some ideas on how to generate conversation around session specific content:

- Make mental notes of the attendees of your session in order to follow up with them afterwards.
- Make notes around the session content. What fit for you? What didn't fit for you? Find someone to discuss these with after the session.
- Hang around after the session to see what pockets of conversation generate, and take the opportunity to listen in and participate where possible.
- During full or half day workshop sessions, get involved in the interactive parts of the session. Use this time, not only to contribute your thoughts, but also to start building relationships with others in the session.

Presenter Specific Networking

Presenter Specific Networking is conversation inspired by the individual delivering the session or workshop, etc. Here are some ideas to generate conversation with presenters:

- Prepare for the conference by reviewing the list of presenters and topics covered to determine who may be of special interest for you to speak with.
- Identify these individuals and seek them out during breaks, lunches, etc. Note that some presenters may not be around for the entire conference, so it is best to follow-up with them as soon as possible, especially while

your questions are fresh in your mind. Share your interest in discussing the topic further, and most presenters are quite willing to sit down at some point during the remainder of the conference to chat with you.

- Identify other attendees who are also interested in the presenter, or attendees who may already know the presenter and seek them out for conversation.
- Get the presenter's email address or contact information. Some presenters will have this on the first or last page of their presentation, some may hand out business cards, or conference materials may also include contact information. Many presenters enjoy discussing their ideas with conference attendees even long after the conference has ended. This is great support for when you have tried some of the ideas and have run into roadblocks or raised further questions that you would like to discuss.
- Take advantage of the QUEST one-on-one coaching sessions with the presenters. This is a great opportunity to meet with speakers for individual and personalized advising at no extra cost. These do require you to sign up, so be sure to ask about it if you are interested in taking advantage of this unique opportunity to meet with your presenters.

Opportunistic Networking

Opportunistic Networking is as its name implies, simply opportunistic. However, to maximize on this type of networking you need to actively seek out opportunities. Here are some ideas to help you in finding these opportunities:

- At breaks or lunches, free up time from your laptop or blackberry to join in conversations. You may have to start some of these discussions yourself.
- Take time to visit the conference EXPO and meet with the various vendors and conference sponsors. This gives you great insight into the different trends and tools in the industry. There is often great marketing swag to pick up and door prize draws to enter in. You also never know what you will learn or who you will meet.
- Mill around where the topics or individuals seem to be generating interest for you and even eavesdrop! Don't be shy. If you see a group of individuals gathering and appearing to discuss topics, join the group and listen. These groups form very informally after sessions and welcome additional listeners or contributors to the group.
- Two great opportunities exist at QUEST that encourages networking around specific topics over lunch time. During the Wednesday lunch hour, QUEST provides roundtable discussions for Special Interest Groups. On Thursday, Expert Chats have been set up to allow for group discussions with an industry expert. At these lunch discussions, join a table that has a discussion topic that interests you. Again, don't be afraid to start these discussions with your group.
- Head out for some socializing at the end of the day. This is a great way to meet other people in the industry. Although these conversations may be less pertinent to the conference discussions, it is a great way to add to your LinkedIn Connections list, and build a list of contacts to reach out to in the future. QUEST has a number of socializing events planned during the conference such as the Manager's Connection Dinner, the Welcome Reception, Attendee Appreciation Evening Event, and the Exhibitor's Wine and Cheese Reception and Raffles.

At this year's QUEST conference, we encourage you to incorporate at least one networking suggestion from above. If you at least try, you may surprise yourself with the results. The industry relationships that can be built at these kinds of events can be invaluable for future discussions or support. We look forward to talking with you and hope you have a wonderful time at QUEST 2010.

Conference Networking Article

Manager's Connection Dinner

Sponsored by the QAI Global Institute

Monday, April 19th

This private event is reserved for the attendees of the Manager's Workshop, and provides an opportunity to further discuss challenges and quality issues with the QAI faculty and subject matter experts in a more relaxed setting. This evening dinner outing is an ideal forum for networking with peers and exchanging ideas.

Welcome Reception

Sponsored by Dallas / Fort Worth Quality Assurance Association (DFWQAA)

Tuesday, April 20th

This reception is open to all conference attendees and is included in the registration fee. This event provides an opportunity to meet fellow conference attendees in an informal setting with refreshments served. Information will be provided to help out-of-town guests become familiar with the local area.

Attendee Appreciation Evening Event at Southfork Ranch

Sponsored by Microsoft

Wednesday, April 21st

No visit to Dallas is complete without visiting the legendary Southfork Ranch. For thirteen years, television sets were tuned into 356 episodes of "Dallas", one of the longest running series in television history. Viewers made themselves home each week at Southfork, the ranch of the Ewings. All conference attendees are invited guests for a fun and memorable evening of a Texas-style barbeque, drinks, and entertainment at the ranch.

Exhibitors Wine and Cheese Reception and Raffles

Sponsored by the EXPO Exhibitors

Thursday, April 22nd

The closing event of the Exhibitors EXPO is a Wine and Cheese Reception that is open to all conference attendees. This is a great opportunity to meet with the exhibitors in a social setting, and to network with fellow conference attendees. The main event at this reception will be the raffle of exhibitors' prizes. There is also a surprise entertainment planned for this reception.



Networking Events

CALL 866.724.6013 OR 407.363.1111 EXT 129 TO REGISTER OR WWW.QAIQUEST.ORG/DALLAS



Certification Prep Courses

Monday, April 19 and Tuesday, April 20, 2010

Hosting Location: Technisource - 3011 Internet Blvd, Suite 300, Frisco, TX 75034

Sponsored by: Dallas / Fort Worth Quality Assurance Association

Certified Software Test Engineer (CSTE) Prep Course

The Certified Software Test Engineer Prep Course is designed specifically to prepare the quality testing professional for the CSTE examination. This is a 2-day course taught by a certified QAI instructor. The course aids the quality testing professional in focusing on the topics that are important for understanding, thus helping toward the successful completion of the exam. This course is not intended to supplant the need for proper examination preparation. However, it will serve as an excellent review of the CSTE Common Body of Knowledge (CBOK) which consists of the ten skill categories listed below. Sample exam questions are provided throughout the course.

- | | |
|---|--|
| 1. Software Testing Principles and Concepts | 6. Test Status, Analysis, and Reporting |
| 2. Building the Test Environment | 7. User Acceptance Testing |
| 3. Managing the Test Project | 8. Testing Software Developed by Outside Organizations |
| 4. Test Planning | 9. Testing Software Controls and the Adequacy of Security Procedures |
| 5. Executing the Test Plan | 10. Testing New Technologies |

Certified Software Quality Analyst (CSQA) Prep Course

The Certified Software Quality Analyst Prep Course is designed specifically to prepare the quality assurance professional for the CSQA examination. This is a 2-day course taught by a certified QAI instructor. The course assists the quality assurance professional in focusing on the topics that are important for understanding, thus helping toward the successful completion of the exam. This course is not intended to supplant the need for proper examination preparation. However, it will serve as an excellent review of the CSQA Common Body of Knowledge (CBOK) which consists of the ten skill categories listed below. Sample exam questions are provided throughout the course.

- | | |
|---|---|
| 1. Quality Principles and Concepts | 6. Define, Build, Implement, and Improve Work Processes |
| 2. Quality Leadership | 7. Quality Control Practices |
| 3. Quality Baselines (Assessments and Models) | 8. Metrics and Measurement |
| 4. Quality Assurance | 9. Intern Control and Security |
| 5. Quality Planning | 10. Outsourcing, COTS, and Contracting Quality |

CSTE and CSQA Practice Examinations

Friday, April 23, 2010

Have you thought about becoming certified but wondered how your current knowledge and skills compare to the Common Bodies of Knowledge for CSTE and CSQA?

With your registration to the 3-day conference, you can take a complimentary full practice examination for the Certified Software Test Engineer (CSTE) or the Certified Software Quality Analyst (CSQA). The practice examinations will be held on Friday and will begin immediately after the Keynote Speaker presentation. The two multiple choice sections of the examinations will be graded on-site when you turn in your completed exam, so that you will receive an immediate assessment of your skills. The essay sections will be evaluated after the conference by Software Certifications and feedback will be provided to you.

Professional Certifications



CALL 866.724.6013 OR 407.363.1111 EXT 129 TO REGISTER OR WWW.QAIQUEST.ORG/DALLAS

The Evolution of CMMI® Across Multiple Dimensions

By Charlene Gross
Software Engineering Institute

The original goal of the effort to develop the Capability Maturity Model Integration® (CMMI®) was to resolve the complications that arose from applying multiple Capability Maturity Models® (CMMs®) to an organizational improvement effort. A critical outcome of this major restructuring has been to expand and extend change across the dimensions of content, adoption, and integration with other improvement tools.

Moving Beyond Development

Combining three source models—(1) Capability Maturity Model for Software® (SW-CMM®) v2.0 draft C; (2) Electronic Industries Alliance Interim Standard (EIA/IS) 731; and (3) Integrated Product Development Capability Maturity Model (IPD-CMM) v0.98—into the CMMI for Development, Version 1.1 provided a single framework of a common language and common goals for improvement across multiple disciplines. In 2006, the Software Engineering Institute introduced the concept of model “constellations” with the release of CMMI for Development, Version 1.2.

A constellation is defined as a collection of components that are used to construct models, training materials, and appraisal materials in an area of interest. Each constellation consists of the core process areas common to all constellations, as well as process areas that meet the needs of a specific area of interest.

This level of flexibility led to the development and release of CMMI® for Acquisition (CMMI-ACQ, Nov 2007) and CMMI® for Services (CMMI-SVC, Feb 2009). CMMI-ACQ includes acquisition best practices from government and industry. CMMI-SVC covers the activities required to manage, establish, and deliver services. Both of these model constellations include the CMMI Model Foundation or CMF (i.e., model components common to all CMMI models and constellations).

Expanding Global Adoption

The SEI uses the number of appraisals performed as an indicator of CMMI® adoption. This measure confirms the broad adoption of CMMI® across the world, with every continent except Antarctica reporting appraisals. Sixty-seven countries have reported Standard CMMI Assessment Method for Process Improvement or SCAMPI A results through June 2009. An estimated 900,000+ people work in organizations that have had a SCAMPI A appraisal.

CMMI is found in a wide range of business domains. Services domains (engineering and management services, public administration, transportation and utilities, finance, insurance, and real estate, health services, and retail/wholesale trade) account for 70.1% of appraisals worldwide, while manufacturing segments (electronic and electric equipment, industrial machinery, instruments and related products, transportation equipment, and other manufacturing industries) account for 16.8%. The results represent all levels of maturity in the table below, and include commercial, contractor, and military/government agencies.

As organizations in multiple countries adopt CMMI®, the demand for translations of materials into multiple languages is growing. CMMI® for Development, V1.2 is now available in Spanish, German, French, Japanese, and Traditional Chinese. CMMI® for Acquisition, V1.2 is available in Traditional Chinese. Currently, the SEI has an agreement in place for translation of CMMI®

	Commercial In-House	Contractor for Military/ Government	Government Military/ Agency
No Rating Given	5.7%	8.5%	22.7%
Initial (ML1)	0.8%	1.6%	1.7%
Managed (ML2)	28.0%	31.7%	44.3%
Defined (ML3)	53.6%	46.7%	26.7%
Quantitatively Managed	3.1%	1.4%	1.1%
Optimizing (ML5)	8.7%	10.1%	3.4%
	(2920 orgs)	(769 orgs)	(176 orgs)

[CMMI® Appraisal Team]

for Development, V1.2 into Portuguese; and there are requests for translations into Arabic, Italian, Korean, Russian, and Ukrainian [CMMI® Appraisal Team].

Embracing Multi-Model Synergy

The expanding use of CMMI® crosses not only international boundaries, but also the boundaries of improvement technologies. There was a time when people would ask, “Should I use CMMI or Six Sigma (or Agile or PMP or ISO, etc.)?” A great argument would often ensue about the merits of each of the approaches. Greater flexibility and coverage within the CMMI® family, and better understanding by all parties of the synergy among improvement tools has led from exclusion to inclusion.

At a recent workshop on Multimodel Environments, 85% of participants reported that their organizations use one or more of the CMMI® constellations (CMMI-DEV, CMMI-ACQ, and CMMI-SVC). About half of the organizations represented use an ISO standard, Six Sigma, Lean, or ITIL. In all, the participants brought experience with 30 process improvement standards, frameworks, technologies, models, and practices [Marino and Morley].

The broad coverage inherent in the CMMI® constellation structure supports the multiple touch points with other tools. The work done to create visibility into the necessary interactions among tools is a welcome advance. Organizations no longer need to look for a “silver bullet” for improvement, but rather for a toolkit of enablers. Likewise, improvement practitioners can no longer offer a single solution to achieve organizational goals. Synergy rather than competition among improvement tools provides the strongest support for organizational improvement.

Conclusion

The CMMI® has evolved from an integrated set of practices for product development to multiple constellations that include acquisition and services. This philosophical expansion has supported the evolution of change along multiple dimensions with increasing demand abroad, and greater integration with other forms of improvement tools.

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The Evolution of CMMI Article

The Future of Testing - How Testing and Technology will Change

By Joachim Herschmann

Product Director Test Automation, Micro Focus

During these challenging economic times, there is a dramatic increase in the desire of QA professionals to understand better where the software testing industry as a whole is heading and how testing processes and the technology involved will most likely change. There is no doubt that in the coming years, test and quality professionals and development organizations as a whole will be under ever-increasing pressure to test better and test faster. It will require software leaders to change the way they think about the quality professionals' role, test technologies, and processes.

A New Quality Consciousness

Today there is a high visibility of quality - or the lack thereof - in the public, and a higher consciousness for it. This starts to drive a much higher need for alignment of business needs and engineering needs from the start. Obviously, this starts to have an impact on the testing approach. In the past, we have seen engineering-heavy approaches where not much outside of the immediate code development activities was considered from a quality perspective - if that! Now we start to see an emerging approach of a risk-based/quality-conscious view, which takes into account additional parameters. Business begins to drive quality requirements more directly through a stronger connectivity and traceability between requirements, developed features, and required tests. With this comes a stronger demand to deliver increasing value in highly specialist skill areas such as Test Automation, Performance Testing, and Security Testing. It drives the need for more skilled QA professionals that know how to collaborate and build more advanced and larger test sets.

Expanding The Tester Skill Set

There are other drivers as well. Anyone who has been involved in agile projects will quickly realize that traditional testing approaches will not work particularly well here. One of the first things agile teams will recognize is that test automation will be indispensable in environments where short sprint cycles are becoming a key element of the development strategy. This means that there will not only be a much stronger demand for test tools that can provide a high degree of automation, but also a need for highly skilled, much more technically competent testers. The days of purely manual testing, or simple click testing tools that required little or no technical knowledge from a tester, are definitely over. Even accomplished testers must expand their skills set to include virtues, like strong collaboration capabilities, as cultural aspects as a whole becoming much more important. It will be necessary to adapt to agile development practices and to become a member of "the team" as the Dev/Test barrier gets removed. Most importantly - and many testers will not like this perspective - it will become important to develop programming skills, and get involved in test conception from the beginning.

Test Automation

Tools for test automation have been around for quite some time, mostly in the areas of performance testing, functional and regression testing. However, overall, test automation has not yet lived up to its promise, really. Early test tools were not particularly mature and required a substantial amount of effort to build robust test automation sets. Skilled test automation experts were rare, and inadequate usage of tools didn't

help either. Additionally, technologies evolved quickly and tool vendors sometimes had a hard time keeping up with technology trends. However, tool vendors have learned their lessons and tool sets are maturing. Today and in the future, pretty much all types of testing will require a higher degree of automation if carried out as part of a rapid development scenario where testing is highly integrated. This will be a strong driver for tool vendors to improve the maturity of their testing tools.

Automation Tools And Technologies They Support

Looking at test automation tools, one can distinguish between specialized tools for specific technologies and versatile tools covering multiple technologies. The first category includes tools that allow for testing, more or less, just one type of technology, e.g. Java. While these tools usually do a pretty good job of testing that particular technology, they are useless for everything else. However, applications often use different technologies. For example, a Web app might have Flex technology embedded, or a Java app might contain an embedded IE control. In such cases, testing requires either multiple (potentially incompatible) tools or a mixed approach of manual and automated testing, both of which are far from desirable. Also, the replacement of technology will leave test sets useless. Nevertheless such tools will continue to be around, and they will be useful in certain cases. However, none of them are likely to become main stream for the reasons listed above.

Testing tools that support multiple technologies on the other hand allow for testing of mixed technology applications. They provide a seamless testing experience and allow for much more holistic, realistic and robust testing. There is a much higher chance that less or no manual testing is required and, more importantly, technology change usually does not turn test sets unusable. Of course, for single technology applications they provide all of the above, and they can usually be reapplied for other technologies quickly. As a consequence, these tools will become more sophisticated and will become much better integrated with other tools to support collaboration.

Summary

One of the most interesting trends we are starting to see is that testing is finally becoming more aligned with business needs. Strategies like test-driven development are a manifestation of this, but there is still plenty of room for improvement. There is a growing understanding that quality will become everybody's responsibility in the future, and more and more organizations start to look at quality more holistically. However, again we are just seeing the very beginning of this right now. With agile development strategies and the faster development cycles that come with it, test automation will become much more important. Without good, robust test automation, it will be impossible to keep quality up, let alone improve it in such environments.

The Future of Testing Article



THE COMPLETE SOLUTION FOR SOFTWARE TESTING

Does your testing occur too late in the development lifecycle?

Does your application quality suffer from incomplete requirements?

Is manual testing delaying product releases?

Are you struggling to manage testing as you move to Agile development?

Micro Focus' Testing solutions, formerly by Borland Software and Compuware ASQ, help customers incorporate quality into software delivery from the beginning of the development lifecycle. Whether you are operating in a traditional environment, transitioning to Agile, or working across a mix of methodologies, our Silk™ Testing solutions help align business requirements and quality expectations. Covering regression, functional, performance and load testing processes, Silk empowers you to reduce business risk, ensure the deployment of high quality IT projects, and maximize your ROI.

Attend our keynote on the "Future of Testing" and stop by our display to learn how you can make quality a core value of your software application delivery, now and into the future. Alternatively, please call: 770-661-3565 or visit www.microfocus.com.

AGILE METHODS CLASS

Agile Testing Practices

Megan Sumrell

Mosaic ATM

Track 1: 8:30 a.m. - 4:30 p.m.

When a software development team embraces agile practices, the testing team often struggles to understand their role in the project. This class provides participants with an overview of how testing changes when a project team adopts agile methods. Using a combination of presentations and hands on exercises, the class will cover agile principles and practices, the role of the agile tester, and collaboration within agile teams. You will learn how agile teams shift to a test first mentality and how testers are instrumental in facilitating this transformation. Finally, you will gain an understanding of executable requirements and will learn how to use FitNesse to create them. You will leave this class with a clear understanding of how traditional testers can navigate the unfamiliar waters of an agile based project.

- Understand the role of an agile tester and how they collaborate and work on an agile team
- Discover how agile teams shift to a test first mentality and how testers facilitate this shift
- Learn what executable requirements are and how to create them using FitNesse



About the instructor...

Megan Sumrell is the Quality Architect for Mosaic ATM. In this role, she is establishing new quality practices within the organization including project management, project planning and tracking, and testing. Megan is a Certified Scrum Practitioner with over 14 years of software testing experience. She has worked as a developer, quality engineer, Director of QA, QA architect, SCRUM Master, agile coach, and agile trainer. Megan has built QA organizations at several software companies including CommerceOne and ChannelAdvisor. Prior to joining Mosaic ATM, she served as the Director of Transformation Services at Valtech. Megan specializes in process improvement and agile testing and has worked with many teams to help them transition from waterfall to agile practices.

MEASUREMENT CLASS

Meaningful Software Measurement

Robin F. Goldsmith, JD

Go Pro Management, Inc.

Track 2: 8:30 a.m. - 4:30 p.m.

To know what you are doing, you must meaningfully measure the right things at the right times in the right ways. Clearly, information technology's frequently reported poor project results are due in large part to inadequate measurement. Not only do we tend to miss important measures, but often, we also overwhelm ourselves with too many measurements. This interactive class describes a minimum set of metrics that IT needs to know and the context needed to make those measures meaningful. Various ways to measure the effectiveness of our practices will also be demonstrated. Techniques will be suggested for overcoming resistance when getting started. Exercises will enhance learning by allowing participants to practice applying practical techniques to realistic examples.

- Understand how to relate measurement to processes and distinguish real from presumed processes
- Learn key variable dimensions that a measurement set needs to address
- Practice presenting and reporting measurements so that people pay attention



About the instructor...

Robin F. Goldsmith, JD is President of Go Pro Management, Inc., consultancy. He works directly with business and systems professionals in requirements, quality and testing, metrics, ROI, software acquisition, and project and process management. Previously, he has held development, quality, and lead roles with the City of Cleveland, leading financial institutions, and a "Big 4" consulting firm. A member of the IEEE Software Test Documentation Std. 829-2008 Revision Committee, IIBA BABOK subject expert and reviewer, and formerly International Vice President of the Association for Systems Management, and Executive Editor of the Journal of Systems Management, Robin is the author of the Proactive Testing™ methodology and the recent book, Discovering REAL Business Requirements for Software Project Success.

Full-Day Classes: Monday, April 19th

REQUIREMENTS CLASS

Use Cases: Systematically Elaborating Requirements to Test Cases

Timothy Korson, PhD

Qualsys Solutions

Track 3: 8:30 a.m. - 4:30 p.m.

Uses cases are a powerful technique for elaborating requirements in a format that is especially useful to testers. Each use case contains a number of use scenarios. If these use scenarios are written at a sufficiently detailed level, they can serve directly as test scenarios. If not, then the tester may derive multiple test scenarios from each use scenario. This highly participatory class explores industry best practices for use cases as well as common pitfalls. The class will cover the proper format for documenting use cases, how to systematically identify all of the alternate use scenarios for a use case, how to systematically derive test cases from use cases, and how to avoid the most common issues when using use cases.

- Learn how to create and document use cases
- Understand how to derive testing scenarios from these use cases
- Avoid common problems associated with the applying use cases to testing



About the instructor...

Dr. Timothy Korson has had over a decade of significant experience working on a large variety of systems developed using modern software engineering techniques. This experience includes distributed, real time, embedded systems as well as business information systems in an n-tier, client-server environment. Tim's typical involvement on a project is as a senior management consultant with additional technical responsibilities to ensure high quality, robust test and quality assurance processes and practices. Tim has authored numerous articles, and co-authored a book on Object Technology Centers, Object Technology Centers of Excellence. He has given frequent invited lectures at major international conferences and has contributed to the discipline through original research. The lectures and training classes he presents receive uniformly high marks.

TEST AUTOMATION CLASS

Test Automation with Robot Framework

C. Martin Taylor

Texas Instruments, Inc.

Track 4: 8:30 a.m. - 4:30 p.m.

This full-day, hands-on class is a practical, applied introduction to test automation. The class will begin by introducing a model for a generic test case. That model will then be used to derive requirements for a test automation framework. Martin will lead you through a survey of commercial and open source test automation frameworks and an analysis of how these tools meet the derived requirements. Next, you will focus on Robot Framework, an open source, keyword-driven, test automation framework that has an easy-to-use, tabular syntax for creating test cases. After a demonstration of the various types of systems that Robot Framework can test, you will participate in a hands-on learning experience, creating keyword-driven test cases in Robot Framework. You will also see how to build specialized keywords and data tables to enable data driven testing in Robot Framework. Attendees should come with their own laptop. All software used in the tutorial will be provided.

- Understand the concepts of keyword-based test automation
- Gain practical experience in applying these concepts using the open source Robot Framework tool
- Learn how to implement data driven testing in Robot Framework



About the instructor...

C. Martin Taylor, currently a Senior Test Automation Specialist for Texas Instruments, has 25 years of experience as a software developer. Over the last ten years, Martin has built software test automation frameworks for four different companies. Martin has become one of the major users of the open source tool Robot Framework. He adapted his own framework's test engines to Robot Framework and has built a number of add-ons and customizations for the tool that are now in use at Texas Instruments. Martin has worked with TI's SQA team to implement over 2 million Robot Framework test cases.

Full-Day Classes: Monday, April 19th

LEADERSHIP CLASS

Creating and Leading High Performance Test Organizations**Robert Galen***RGCG, LLC***Track 5: 8:30 a.m. - 4:30 p.m.**

The challenges to software teams are ever increasing. Less people, less time, constantly changing technologies, and rapidly growing business expectations are clearly the norm for today's project teams. Nowhere is this more apparent than within testing teams where the pressure increases steadily as we move down through the life cycle. This creates a tremendous leadership challenge for anyone chartered with directing software testing efforts. The opportunity is ripe, therefore, for effective test leaders to differentiate themselves and their teams as they meet and exceed organizational expectations. You just need the tools and the will. Rather than improving your planning and test management skills in this tutorial, you will focus on the leadership skills required for today's environment. We will share lessons and high impact methods that will fundamentally change the way you build and lead your teams and the way that you engage with your projects and stakeholders.

- Learn what and how to effectively communicate at all levels of the organization
- Understand the use of an "Operations Plan" model for guiding your testing team efforts
- Become agile and adaptable, learn to change with the organizational landscape

**About the instructor...**

Bob Galen is an agile methodologist, practitioner, and coach who helps to guide companies and teams in their adoption and organizational shift towards Scrum and other agile practices. He is currently the Director of R&D and Agile Coach at iContact, an email marketing SaaS provider. He is also President and Principal Consultant for RGCG, LLC. Bob has over 25 years of experience working in a wide variety of companies. He is a Certified Scrum Master Practicing (CSP), Certified Scrum Product Owner (CSPO), and an active member of the Agile Alliance and Scrum Alliance. He is the author of several books including Scrum Product Ownership – Balancing Value from the Inside Out. The book addresses the gap in guidance towards effective agile product management.

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Full-Day Classes: Monday, April 19th

Why a Testing Center of Excellence

By Phil Ruth

Deloitte Consulting LLP

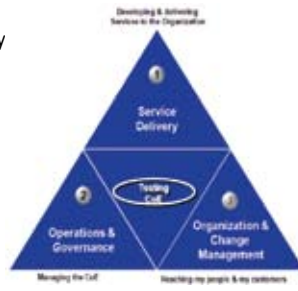
Budgetary pressures, expectations around quality and reliability, and increased complexity of business solutions along with reduced time to market are some of the factors forcing IT functions to identify new means of reducing the time it takes to build solutions, effectively manage diverse teams, and maximize utilization of resources innovatively. Forward-thinking IT functions are identifying unique ways to address these factors by establishing dedicated centers, often referred to as 'Centers of Excellence' or 'Competency Centers'. A 'Center of Excellence' or a 'Competency Center' is a specialized unit built around their enterprise's mission and values. The concept of a Center of Excellence (CoE) is not new to most IT functions. In fact, CoEs are at the core of many IT functions' transformations. The basic premise is to build a set of capabilities that will enable the IT function to be more effective in designing, building, and implementing technology solutions. Those capabilities include the traditional three – people, process, and technology – but the difference is that they are standardized, centralized, and ultimately managed as a "service" to their enterprise.

Effective Testing Centers of Excellence (T-CoEs) are typically staffed with specialized testing resources that provide shared services across the enterprise. As such, effective T-CoEs maintain and implement standard quality processes and methodologies as well as provide thought leadership through the incubation of new processes and technologies. They provide subject matter expertise and execution capabilities to different testing projects across the enterprise, and leverage the experiences gained to further enhance the enterprise's overall testing capabilities.

Testing Center of Excellence Operational Framework

The capabilities of a Service oriented Testing CoE can be organized into an operational framework consisting of three critical components. These capabilities will evolve as the T-CoE matures.

1. **Service Delivery** - Development and delivery of the managed testing services and tested application end-product. Services include support for requirements engineering, test planning, test execution, defect tracking and reporting, test environment planning, test data creation, scrubbing, partitioning, test automation frameworks, processes and standards, regression test repository management, and test tool configuration and maintenance (upgrades, license management, and plug-ins)
2. **Operations & Governance** - Management of the business of the T-CoE through the establishment of governance and overall testing and quality management capability. Services include support of IT portfolio planning, demand/capacity management, testing metrics and reporting (including SLAs), 3rd party testing and vendor management, effective testing practices and knowledge management, governance, and T-CoE management status
3. **Organization & Change Management** - Facilitates the focus on people and change activities necessary for successful transformation to higher stages of maturity. Services include executive sponsorship and leadership alignment, training and certifications, organizational model, communications, career development, and knowledge transfer and workforce transition

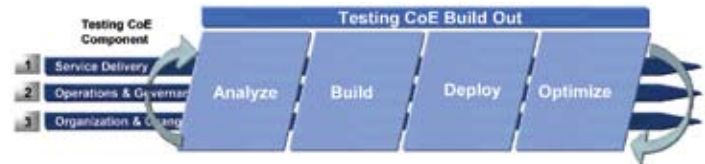


Testing CoE Operational Framework

Testing Center of Excellence Evolution and Build Out

Building a T-CoE is a transformational process for an IT function. While the ultimate goal is to deploy an enterprise-wide capability, each implementation must be tailored to the unique financial, technical, and cultural environment of the enterprise. IT functions typically go through several stages before they achieve full deployment of an effective T-CoE.

Navigating through this evolution is not simply a matter of stepping from stage to stage. In fact, many IT functions operate in several stages of this lifecycle simultaneously. Some pockets of the IT function can sit squarely in Stage 0, while other areas have evolved to Stages 1 and 2. We recommend a T-CoE implementation approach that is based on an iterative model that we have seen implemented successfully across large-scale T-CoE implementations in IT functions with varying degrees of capability:



Recommended T-CoE Implementation Approach

Analyze: Develop charter, inventory current assets, and conduct gap analysis

Build: Develop and implement T-CoE, develop T-CoE operating processes, implement standard tools, develop talent management approach, develop service delivery capabilities, identify and select pilot project(s)

Deploy: Deliver pilot project(s) using standard processes, tailor tools and processes based on pilot results, manage T-CoE operations – test and refine all key management processes

Optimize: Refine and scale service delivery capabilities, conduct lessons learned, refine and adapt organization and change processes

Over time, an effective Testing CoE can generate significant benefit opportunities for an enterprise. In addition to higher quality and reduced time to market for solutions, some of the advantages include:

- Standardization of service delivery, optimizing resources, processes, decision making, knowledge sharing, and business alignment
- Ability to provide specialized services (e.g. Automation, test data management, performance testing)
- Identification of and leverage of effective practices across projects to further enhance the IT function's overall testing capabilities
- Executive visibility through standardized metrics and reporting
- Well defined career path for testing resources
- Continuous optimization of quality and processes

When fully adopted, an effective Testing Center of Excellence can not only help enhance the Testing Services capabilities of an IT function, it can also serve as a critical building block for a robust service delivery model for the entire enterprise.

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Testing Center of Excellence Article

PEOPLE SKILLS TUTORIAL

Rowing Together Through Effective Communication**Lynn McKee and Nancy Kelln***Integritas Solutions Inc.***Track 1: 8:30 a.m. - 12:00 p.m.**

Communication between project managers and testers can be challenging, even on the best projects. Project managers often comment on the “noise” created by testers, while testers respond that they are frequently frustrated by their communication with project managers. Human nature, partnered with differences in goals, expectations, and accountabilities, plays a pivotal role in the communication breakdown. This tutorial will focus on bridging the communication gap by assisting project managers to recognize and decipher key information provided by testers. Testers will also be helped to understand how to effectively communicate the needs, concerns, and progress of the testing effort thus ensuring project managers and stakeholders make informed decisions. Participants will engage in role playing scenarios to provide practice in the application of the concepts presented.

- Share concerns expressed by project managers over communications with testers
- Gain insights into the frustration felt by testers in their efforts to ensure the needs, concerns and progress of the test effort are understood and acted upon
- Learn practical methods for aligning the goals, expectations, and accountabilities

About the instructors...

Lynn McKee is an independent consultant with 14 years experience in the IT industry and a passion for coaching and leading high performing software testing teams. Working with small to enterprise scale companies, Lynn focuses on ensuring test teams are high value with effective, adaptive, and scalable approaches. She has facilitated numerous workshops and presentations both locally and internationally. Lynn is an active member of the Calgary Software Quality Discussion Group, Association for Software Testing, Agile Alliance and has co-founded the Calgary Perspectives on Software Testing Workshop (POST) with Nancy Kelln.



Nancy Kelln is an independent consultant with 12 years of diverse experience within the IT industry. Nancy is motivated by working with teams who are implementing or enhancing their testing practices; providing adaptive testing approaches in both agile and traditional testing teams. She has coached test teams in various environments and facilitated numerous local and international workshops and presentations. She is an active member of the Calgary Software Quality Discussion Group, Association for Software Testing and the Scrum Alliance and has co-founded the Calgary Perspectives on Software Testing Workshop (POST) with Lynn McKee. Nancy has also been published in the Software Test and Performance Magazine.



RISK-BASED TESTING TUTORIAL

Risk Management for Testers**Linda Westfall***The Westfall Team***Track 2: 8:30 a.m. - 12:00 p.m.**

Attend this tutorial for in-depth information and practical skill development on using risk management based techniques to aid in determining testing strategies, design, execution, and evaluation. You will be provided with an overview of risk management basics. These include definitions of risk management terminology, the importance of software risk management, the different types of software risks, and the introduction of the risk management process. You will learn how to use various techniques for identifying and communicating testing related project and product risk. You will then learn to analyze the identified risks through exploring the risk context, estimating risk probabilities and impacts, and calculating risk exposure. A variety of risk handling techniques will be discussed as well as defining risk plans for testing processes and test design. Finally, the implementation of risk handling actions will be covered, ending with the use of reviews and metrics to track software testing risks.

- Understand the basic terminology and techniques of software risk management
- Learn to Identify, analyze and prioritize testing related project risks
- Discover how to use risk management techniques to determine testing strategies, design, execution, and evaluation

About the instructor...

Linda Westfall is the President of The Westfall Team, which provides software engineering, quality, and project management training and consulting services. Prior to starting her own business, Linda was the Senior Manager of Quality Metrics and Analysis at DSC Communications. She has more than thirty years of experience in real time software engineering, quality, project management process engineering, and metrics. Linda is a past chair of the ASQ Software Division and has served as the Division's Program Chair and Certification Chair and on the ASQ National Certification Board. Linda is an ASQ Fellow and has a PE in Software Engineering from the State of Texas. Linda is the author of *The Certified Software Quality Engineer Handbook*.



Half-Day Tutorials - Tuesday, April 20th

PEER REVIEWS TUTORIAL

Peer Reviews: Made More Feasible in Today's Environment

Clyneice Chaney
Quality Squared

Track 3: 8:30 a.m. - 12:00 p.m.

Software reviews have been shown, both in studies and through empirical evidence "in the wild," to be the single most effective technique for reducing the level of defects in delivered systems. They are considered a best industry practice for detecting software defects early and learning about software artifacts. However, many organizations fail to use them, or fail in how they are implemented. Still others believe that they are too time intensive to be of value in today's fast paced market. What can be done to make this best practice feasible in more organizations? This tutorial provides an interactive discussion of key considerations that make the use of software reviews more viable in today's high speed organizations. You will discuss the variety of options possible under the term "software reviews," examining when they are best used, practical considerations for implementation, and key automation factors.

- Examine factors that derail software review implementation
- Learn how to develop a strategy for resistance
- Explore implementation and institutionalization issues as well as the issues of automation and reviews



About the instructor...

Clyneice Chaney has over 20 years of testing, quality assurance, and process improvement experience. Clyneice holds certifications from the American Society for Quality as a Certified Quality Manager, QAI Global Institute's Certified Quality Analyst, and Project Management Institute's Professional Project Manager. She has participated as an examiner for state quality awards for Georgia and Virginia. She is currently an instructor for the International Institute for Software Testing and has presented technical papers at the Software Engineering Institute: SEPG Conference, American Society for Quality: Quality Manager's conference, Quality Assurance Institute International Testing Conference, International Conference on Software Process Improvement and Software Test and Performance Testing Conferences.

SOA TESTING TUTORIAL

Service-Based Testing Essentials

Chris Kraus
iTKO, Inc.

Track 4: 8:30 a.m. - 12:00 p.m.

Clearly the bulk of enterprise development is happening in the area of Service-Oriented Architecture. The promise of flexibility created by assembling applications from services and components at runtime offers significant business agility and cost advantages. At the same time, however, these distributed applications create an exponential increase in potential points of failure. To address this, the whole team must be ready to test continuously at a services level. In this tutorial, attendees will learn how to test service components very early in the development cycle. Testing at the service level requires tighter teamwork between QA and development, and organizational approaches to achieving "pair programming" will be tackled. Classic approaches of data-driven, white-box, and black-box testing are still applicable at certain phases of SOA development, and these methods will be discussed along with newer test methods in the context of the overall lifecycle. As the composite application is often a continuous work in process, techniques for maintaining test continuity between unit, functional, system, load, and monitoring activities will also be presented.

- Understand how to identify environments where service based testing is appropriate
- Explore customer examples of service testing projects
- Learn techniques for testing services incorporating websites and data validation



About the instructor...

Chris Kraus is an expert testing and architecture strategist with a 17 year background in software development, product management, and sales support. As Product Manager for iTKO's LISA SOA Testing software suite, Chris is responsible for refining LISA features to meet customer quality needs throughout the lifecycle. Chris was previously a retail and manufacturing industry manager at webMethods, overseeing requirements, customer presales, and training. At supply chain software provider i2 Technologies, he worked in the infrastructure group with responsibility for the release of business process, workflow, and monitoring engines. At Software AG, Chris specialized in cross platform product installation and administration.

Half-Day Tutorials - Tuesday, April 20th

TEST MANAGEMENT TUTORIAL

Making EVM Work for Testing Projects**Manisha Saboo and Kiran Kumar S N***Infosys Technologies, Ltd.***Track 5: 8:30 a.m. - 12:00 p.m.**

Failures are the stepping stones to success. This may be true in day to day life, but, in managing projects, we need to get everything right the very first time. To achieve this, Earned Value Management (EVM), a proven project management technique, is frequently used on many projects. EVM has the unique ability to combine measurements of scope, schedule, and cost in a single integrated system. Hence, when properly applied, EVM provides an early warning of performance problems allowing sufficient time for corrective actions. The availability of off-the-shelf tools has made it easy to implement EVM. Unfortunately, applying a technique and applying it "successfully" are not the same things. Often, the incorrect use of EVM results in unreliable metrics and information required for taking corrective actions is not available. In this tutorial, you will receive an overview of EVM technique and associated fundamental terms. The why and where of normal errors that occur in implementing EVM for testing tasks will be demystified. Finally, you will learn how to apply EVM correctly in each phase of software testing life cycle.

- Understand EVM and how to apply it successfully in testing projects
- Delve into the common mistakes made while implementing EVM
- Know when EVM should not be applied

About the instructors...

Manisha Saboo is a Delivery Manager with the Independent Validation Solutions Group at Infosys Technologies Ltd. She has over 15 years of experience during which time she has been managing large and distributed testing projects. She is a Project Management Professional (PMP) and Certified Software Quality Analyst (CSQA). She holds an MBA from Narsee Monjee Institute of Management Studies (NMIMS) and has done a BE at REC, Nagpur. Manisha has presented papers at both national and international conferences and conducts PMP training and workshops for CSQA.



Kiran Kumar S N is a Test Manager with the Independent Validation Solutions group at Infosys Technologies Ltd. He has seven years of experience in quality assurance and has been involved in managing large QA engagements with major institutions in North America. In the last three years, two of Kiran's projects have been awarded the "Best Managed Project" award within Infosys. He completed his Bachelor of Electronics Engineering at Visvesvaraya Technology University. Kiran is a QAI Certified Test Engineer.



LEADERSHIP SKILLS TUTORIAL

Leadership Power Tools for Quality Managers**Rebecca Staton-Reinstein, PhD***Advantage Leadership, Inc.***Track 1: 1:00 p.m. - 4:30 p.m.**

Get the results your management demands while creating "joy in work," Dr. W. Edwards Deming's hallmark measure of leadership. Apply the five essential 'power tools' of successful leadership and management to build a high-performance team of engaged employees. This hands-on workshop will provide you the opportunity to lock in your learning and leave with an action plan to implement on the job and measure your own success. This tutorial has been developed specifically for IT technical professionals and managers who are leaders and members of software project teams.

- Learn how strategic planning gets better results than fire fighting
- Understand that delegation is a science not an art
- Lock in gains, demonstrate ROI, and create ongoing significant Find that successful motivation requires observation and communication

**About the instructor...**

As President of Advantage Leadership, Inc., Rebecca Staton-Reinstein, Ph.D., CSQA, works with companies to improve the quality and productivity of software-related efforts. She helps IT organizations assess the current situation and create strategic plans to engineer successful processes, establish business-oriented measurement, and improve bottom-line results. She works with both technical and managerial staff to discover hidden costs and demonstrate ROI. Rebecca has successfully established three QA organizations; she has an international client base, and is the author of books on improving software quality and strategic planning including *Get Great Requirements*, *The Hard Job of Making Software Work: Building the QA Function Step-by-Step*, *Success Planning: A 'How-To' Guide for Strategic Planning*, and *Conventional Wisdom: How Today's Leaders Plan, Perform, and Progress Like the Founding Fathers*.

Half-Day Tutorials - Tuesday, April 20th

PERFORMANCE TESTING TUTORIAL

Effective Implementation Techniques for Performance Testing**Michael Lawler***NueVista Group***Track 2: 1:00 p.m. - 4:30 p.m.**

What is required to successfully integrate performance testing into your organization? Rigorous performance testing of your critical applications will help to identify and correct system bottlenecks before going to production. This results in a more stable system with less production downtime. The goal of performance testing is to identify and resolve infrastructure issues. As an additional benefit, performance testing can also provide the opportunity to identify defects otherwise impossible to detect with functional testing alone. Performance testing can be very expensive, though, without an effective approach. Case studies from several successful performance testing efforts will be explored in this session. You will learn to recognize the potential pitfalls of performance testing in your organization and you will examine possible options to ensure effective performance tests. Areas discussed will include the performance testing environment, test planning, automated tool application, test execution, and results analysis.

- Explore the benefits of a properly performed performance test
- Understand the basic elements of the performance test
- Learn how to design, execute, and measure an effective performance test

**About the instructor...**

Michael Lawler is a senior consultant at NueVista Group. He has been involved in information technology management within the service industry for over 25 years with responsibilities at national, regional, and local levels. Over the last ten years, he has focused on the area of software quality. Throughout his career, Michael has developed and mentored responsive teams who work creatively to solve internal and client related challenges. He is an effective communicator who works toward solutions in a creative manner delivering multiple benefits to a variety of industries and organizations. Mr. Lawler has also managed relationships and partnerships with several international vendors on behalf of clients and corporate entities.

CONTINUOUS INTEGRATION TUTORIAL

Continuous Integration Framework: Moving Product Quickly to Market**Matthew Edwards***Ajilus***Track 3: 1:00 p.m. - 4:30 p.m.**

Using an interactive conversational format, Matthew will lead you through the notion of "continuous" as it relates to software development and provide real-life examples of how machine time is time saved. Current thinking on continuous integration will be surveyed. Information will be presented on its importance to the successful project and how the concepts may be quickly implemented within an organization. In particular, the idea of continuous integration/test/inspect/deploy will be defined and illustration given of how it can be used in the timeline of moving product to market quickly. Matthew will provide examples of the types of activities that make sense to attach to a continuous framework such as inspection, function testing, regression testing, performance testing, database testing, and unit testing -- and how they only provide value when tests exist and tests work. Join Matthew and learn about focusing on the fundamentals, discovering and serving the customer's needs, and working diligently to add discernible, tangible value.

- Learn what continuous integration/frameworks are and why they matter
- Discover what types of activities are usefully attached to a continuous framework
- Explore real-life examples of what has worked and hasn't in XP practitioner environments

**About the instructor...**

Matthew Edwards is co-founder of Ajilus where he works as a software consultant. Previously, Matthew was CIO of GeoLearning, an e-learning software engineering firm. There, his responsibilities included oversight of the successful end to end delivery of GeoLearning's technology solutions. Prior to joining GeoLearning, Matthew was the managing partner and co-founder of a consulting firm focused on moving product to market using agile frameworks. Matthew holds certifications from the Quality Assurance Institute Worldwide in Software Testing (CSTE) and Software Quality Analysis (CSQA), Certified Configuration Manager (CMIIC) from the Institute of Configuration Management, is a Certified Scrum Practitioner (CSP). He completed his master's degree in diplomacy from Norwich University with a focus on war, legislation, and economics. Additionally, Matthew is a published author and speaker.

Half-Day Tutorials - Tuesday, April 20th

TEST PLANNING TUTORIAL

Effective Test Planning: Preparing for Success

Shaun Bradshaw

Zengility

Track 4: 1:00 p.m. - 4:30 p.m.

While many organizations are moving toward more agile based development practices, most test managers and test leads are still asked by upper level management to deliver a test plan explaining what will be tested, how long it will take, and how many people and resources will be required. Unfortunately, the answer, "We'll test as much as we can." just doesn't work most of the time. In this tutorial, you will walk through the test planning process step by step. You will investigate useful and proven methods for identifying the testing scope, assessing risks that may impact testing, prioritizing test activities, and estimating resources. A review of the common format of the test plan and the important sections of this pre-test execution document will also be included.

- Identify the most important areas of the application to test
- Understand ways to quickly assess the risk of failure associated with various components of the application
- Learn to use a metrics-based method of estimating and scheduling test resources



About the instructor...

Shaun Bradshaw has spent the last 12 years working with a variety of clients to improve their QA and test processes by advising, teaching, and mentoring them on the use of effective testing and test management techniques. He is the co-author, editor, and trainer of a suite of methodologies covering testing, test management, and test metrics. Shaun speaks at many of the major industry conferences and is well-known for his presentations on test metrics, the S-Curve, and the Zero Bug Bounce. Shaun is a graduate of the University of North Carolina at Greensboro with a Bachelor of Science in Information Systems.

SCOPE MANAGEMENT TUTORIAL

Scope Management: 12 Steps to Project Recovery

Carol Dekkers

Quality Plus Technologies, Inc.

Track 5: 1:00 p.m. - 4:30 p.m.

With the Standish group's 2009 CHAOS report proclaiming success on less than one-third of software projects, QA professionals are in a unique position to provide assistance. The reasons for project failure are not surprising, lack of requirements completeness, lack of change management, and user noninvolvement. Quality Assurance specialists can contribute positively to these issues and many can be addressed through project scope management. Work underway on scope management in both Europe and Australia has met with remarkable success, creating a new project role, that of scope manager. As a part time project participant, independent of the project team, a scope manager facilitates projects from the onset to increase customer advocacy, maintain schedule and budget, and manage and measure project scope. Come and learn how proven scope management approaches used in Europe, Australia, and North America can enhance your effectiveness as a quality assurance manager and increase the success of your company's projects.

- Understand the unique challenges of software and systems development projects
- Identify how scope management can provide process improvement and business opportunities in your organization
- Apply scope management tips and techniques to increase the quality of your projects



About the instructor...

Carol Dekkers is founder and President of Quality Plus Technologies, Inc., and a Certified Scope Manager (CSM). She is an international technology consultant who provides expertise to global corporations in the areas of globalization, communication and culture, software and systems measurement, quality and process improvement. Carol was named one of 21 new voices of quality for the 21st century by ASQ's Quality Progress. Since 1994, she has been a delegate to ISO's Software and Systems Engineering committee. Her professional designations include Project Management Professional, Certified Management Consultant, Certified Function Point Specialist, and Professional Engineer (Canada). Her international speaking experience spans more than 25 countries and she is co-author of The IT Measurement Compendium: Benchmarking and Estimating Success with Functional Size Measurement and Program Management TOOLKIT for Software and Systems Development.

Half-Day Tutorials - Tuesday, April 20th

Monday, April 19, 2010

7:00 AM - 8:30 AM	Registration & Continental Breakfast				
8:30 AM - 4:30 PM	Manager's Solutions Workshop				
8:30 AM - 12:00 PM	Full Day Classes				10 AM Break, 3 PM Break
TRACKS:	Agile Methods	Measurement	Requirements	Test Automation	Leadership
Classes	Agile Testing Practices	Meaningful Software Measurement	Use Cases: Systematically Elaborating Requirements to Test Cases	Test Automation with Robot Framework	Creating and Leading High Performance Test Organizations
	Megan Sumrell, Mosaic ATM	Robin F. Goldsmith, JD, Go Pro Management, Inc.	Timothy Korson, PhD, Qualsys Solutions	C. Martin Taylor, Texas Instruments, Inc.	Robert Galen, RGCG, LLC
12:00 PM - 1:00 PM	Lunch				
1:00 PM - 4:30 PM	Agile Methods Class Continued	Measurement Class Continued	Requirements Class Continued	Test Automation Class Continued	Leadership Class Continued
8:30 AM - 4:30 PM	Certification Prep Courses				Technisource Offices
	Certified Software Tester (CSTE) Prep Course - Neil Price-Jones, QAI Global Institute				
	Certified Software Quality Analyst (CSQA) Prep Course - Barbara Merwin, Patterson Group				
5:30 PM - 7:30 PM	Manager's Connection Dinner - Sponsored by QAI Global Institute				

Tuesday, April 20, 2010

7:00 AM - 8:30 AM	Registration & Continental Breakfast				
8:30 AM - 4:30 PM	Manager's Solutions Workshop				
8:30 AM - 12:00 PM	Half Day Tutorials				10 AM Break
TRACKS:	People Skills	Risk-Based Testing	Peer Reviews	SOA Testing	Test Management
Tutorials	Rowing Together Through Effective Communication	Risk Management for Testers	Peer Reviews: Made More Feasible in Today's Environment	Service-Based Testing Essentials	Making EVM Work for Testing Projects
	Lynn McKee and Nancy Kelln, Integrity Solutions Inc.	Linda Westfall, The Westfall Team	Clyneice Chaney, Quality Squared	Chris Kraus, iTKO, Inc.	Manisha Saboo and Kiran Kumar S N, Infosys Technologies Ltd.
12:00 PM - 1:00 PM	Lunch				
1:00 PM - 4:30 PM	Half Day Tutorials				3 PM Break
TRACKS:	Leadership Skills	Performance Testing	Continuous Integration	Test Planning	Scope Management
Tutorials	Leadership Power Tools for Quality Managers	Effective Implementation Techniques for Performance Testing	Continuous Integration Framework: Moving Product Quickly to Market	Effective Test Planning: Preparing for Success	Scope Management: 12 Steps to Project Recovery
	Rebecca Staton-Reinstein, PhD, Advantage Leadership, Inc.	Michael Lawler, NueVista Group	Matthew Edwards, Ajilus	Shaun Bradshaw, Zengility	Carol Dekkers, Quality Plus Technologies, Inc.
8:30 AM - 4:30 PM	Certification Prep Courses				Technisource Offices
	Certified Software Tester (CSTE) Prep Course - Neil Price-Jones, QAI Global Institute				
	Certified Software Quality Analyst (CSQA) Prep Course - Barbara Merwin, Patterson Group				
5:00 PM - 6:30 PM	Welcome Reception - Sponsored by Dallas / Fort Worth Quality Assurance Association (DFWQAA)				

Wednesday, April 21, 2010

7:00 AM - 8:15 AM	Registration & Buffet Breakfast - Sponsored by <i>Odyssey Information Services</i>					
8:15 AM - 8:30 AM	Opening Remarks & Announcements					
	<i>Tom Ticknor, Chief Operating Officer, QAI Global Institute</i> <i>Nancy Kastl, QUEST Conference Chairperson</i>					
8:30 AM - 9:30 AM	Keynote Address					
	Standardizing Software Metrics: The Good, the Bad, the Why are You Doing This to Me? <i>Mike Farabelli, Microsoft</i>					
9:30 AM - 9:50 AM	Morning Refreshment Break					
9:50 AM - 10:45 AM	Keynote Address					
	Optimizing Application Quality through Software Quality Transformation <i>Sumithra Gomatam, Cognizant</i>					
11:00 AM - 12:00 PM	Concurrent Track Sessions					
Industry Practices	Agile Methods	Test Management	Requirements	Test Planning	Regression Testing	
	Enabling Business Agility by Transforming QA	Collaborative Problem Resolution Through Effective Communication	Requirements and the Role of Testers	Effective Test Planning: Scope, Estimates, and Schedule	Smart Ways to Reduce Regression Testing Cycle Times	
	<i>Sripriya Kalyanasundaram, Cognizant</i>	<i>Paul Trompeter, GDI Infotech</i>	<i>Robin F. Goldsmith, JD, Go Pro Management, Inc.</i>	<i>Shaun Bradshaw, Zengility</i>	<i>Sivamani Jayaraman, Keane, Inc.</i>	
12:00 PM - 1:00 PM	Special Interests Roundtables & Lunch					
1:00 PM - 2:00 PM	Concurrent Track Sessions					
Solutions Benchmarking	Agile Methods	Test Management	Requirements	Test Planning	Risk-Based Testing	QUEST Theatre
	Writing Testable User Stories and Acceptance Criteria	SAP Payroll Testing: A Two Year QA Journey	Requirements Management Best Practices and Implementation	Test Planning Approaches for a Smooth Test Execution	Quick and Easy Risk Based Regression Testing	(1:00 PM - 1:30 PM) Microsoft
	<i>Megan Sumrell, Mosaic ATM</i>	<i>Tom Herauf, Scotiabank</i>	<i>Thomas Allan, AT&T</i>	<i>Rebecca Sergio, Hewitt Associates</i>	<i>Rene Orlin, Reed Construction Data</i>	(1:30 PM - 2:00 PM) IBM
2:00 PM - 2:30 PM	Afternoon Refreshment Break - Sponsored by <i>Accenture</i>					
2:30 PM - 4:00 PM	Concurrent Track Sessions					
Workshops	Agile Methods	Test Management	Requirements	Test Design	Behavior-Driven Testing	QUEST Theatre
	Testing Within the Shades of Agile	Building and Sustaining a Successful Testing Center of Excellence	Getting Testable Requirements and Testing Them	Test Scenario Design Techniques	Behavior-Driven Testing	(2:30 PM - 3:00 PM) Scalar USA
	<i>Nancy Kelln, Integritas Solutions Inc.</i>	<i>Phil Ruth and Michael Van Boven, Deloitte Consulting LLP</i>	<i>Rebecca Staton-Reinstein, PhD, Advantage Leadership, Inc.</i>	<i>Timothy Korson, PhD, Qalsys Solutions</i>	<i>Jeff Rogers, ThoughtWorks</i>	(3:00 PM - 3:30 PM) SPAN Systems Corporation
7:30 AM - 4:30 PM	Exhibitor EXPO and Bookstore					
11:00 AM - 4:00 PM	Coaching Sessions - Signup Required					Registration Desk
5:00 PM - 9:00 PM	Attendee Appreciation Night Dinner & Entertainment - Sponsored by <i>Microsoft</i>					

QUEST-at-a-Glance



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Thursday, April 22, 2010

7:00 AM - 8:15 AM	Buffet Breakfast - Sponsored by <i>Wipro Technologies</i>					
8:15 AM - 8:30 AM	Announcements					
8:30 AM - 9:15 AM	Keynote Address					
	The Future of Testing: How Testing and Technology Will Change <i>Joachim Herschmann, Micro Focus</i>					
9:15 AM - 9:45 AM	Morning Refreshment Break - Sponsored by <i>QualiTest</i>					
9:45 AM - 10:45 AM	Concurrent Track Sessions					
Industry Practices	Process Improvement	Leadership / Teams	Measurement	Test Automation	Exploratory Testing	QUEST Theatre
	Process Improvement in a Multi-Model World	Inspiring Passion in Testing Teams	What Constitutes the Value of Testing in Quality Software Delivery?	The Pitfalls of Automation and How to Avoid Them	Automated Exploratory Testing	(9:45 AM - 10:15 AM) Micro Focus
	<i>Thomas Cagley, David Consulting Group</i>	<i>Lynn McKee, Integritas Solutions Inc.</i>	<i>Bernd Haber, Accenture</i>	<i>Bob Crews, Checkpoint Technologies</i>	<i>Yaron Kottler, QualiTest</i>	(10:15 AM - 10:45 AM) Sogeti USA
11:00 AM - 12:00 PM	Concurrent Track Sessions					
Solutions Benchmarking	Process Improvement	Leadership / Teams	Measurement	Test Automation	Exploratory Testing	QUEST Theatre
	An IT CMMi Process Improvement Journey	Leading Your QA Team to Achieve Team and Personal Success	Cheerleading vs. Management by Fact When Improving Processes	Enabling Automation in Your Organization	Integrating Exploratory Testing into an Existing Process-Based Organization	(11:00 AM - 11:30 AM) uTest
	<i>Hemant Julka, Emirates Group</i>	<i>Kent Swagler, Metro St. Louis</i>	<i>Rebecca Draxten, Medtronic, Inc.</i>	<i>Deakon Provost, State Farm</i>	<i>Gretchen Henrich, LexisNexis</i>	(11:30 AM - 12:00 PM) Checkpoint Technologies
12:00 PM - 1:00 PM	Expert Chats & Lunch					
1:00 PM - 2:00 PM	Concurrent Track Sessions					
Industry Practices	Quality Management	Performance Testing	Measurement	Test Automation	Security Testing	QUEST Theatre
	Managing Quality the Cost Effective Way	Server Monitoring: The Casablanca Method for Performance Measurement	Application Technical Quality Measurement: Truth From the Source	Optimizing Modular Test Automation	Ensuring Application Security throughout the SDLC	(1:00 PM - 1:30 PM) ThoughtWorks
	<i>Deepika Mamnani, Wipro Technologies</i>	<i>Joey Robichaux, Radview</i>	<i>Jay Sappidi, CAST Software</i>	<i>David Dang, Dang IT</i>	<i>Laura Craig, IBM</i>	(1:30 PM - 2:00 PM) Odyssey Information Services
2:00 PM - 2:30 PM	Afternoon Refreshment Break - Sponsored by <i>Scalar USA</i>					
2:30 PM - 4:00 PM	Concurrent Track Sessions					
Workshops	Quality Management	Performance Testing	Measurement	Test Automation	Acceptance Test-Driven Development	QUEST Theatre
	Developers and Testers: Working Together in the Application Lifecycle	Performance Validation and Optimization of Large Enterprise Applications	Implementing Measurement Across CMMI Maturity and Capability Levels	Manual Testing to Automation in 15 Minutes or Less	Leading from Behind: Team-based Acceptance Test-Driven Development	(2:30 PM - 3:00 PM) Software Certifications
	<i>Ram Cherala, Microsoft</i>	<i>Vinkesh Mehta and Vic Soder, Deloitte Consulting LLP</i>	<i>Charlene Gross, Software Engineering Institute</i>	<i>John Miner, Original Software</i>	<i>Jim York, FoxHedge Ltd</i>	(3:00 PM - 3:30 PM) QAI Global Institute
7:30 AM - 6:00 PM	Exhibitor EXPO and Bookstore					
9:45 AM - 4:00 PM	Coaching Sessions - Signup Required					Registration Desk
4:30 PM - 6:00 PM	Exhibitors Wine and Cheese Reception and Raffle - Sponsored by <i>EXPO Exhibitors</i>					

QUEST-at-a-Glance

Friday, April 23, 2010

7:00 AM - 8:15 AM	Continental Breakfast				
8:15 AM - 8:30 AM	Announcements				
8:30 AM - 9:25 AM	Keynote Address				
	Crowdsourced Testing for Mobile Apps: Assuring Quality with a Global Testing Community <i>Doron Reuveni, uTest</i>				
9:25 AM - 9:45 AM	Morning Refreshment Break				
9:45 AM - 10:45 AM	Concurrent Track Sessions				
Industry Practices	Globalization	Organizational Change	Requirements-Based Testing	Virtualization / Cloud	
	Expert Panel: Building Effective Global Teams	Enabling Change Within Your Organization	From Futility to Traceability: The Evolution of Requirements Based Testing	Deploying Virtual Lab Automation in Cloud Environments	CSTE / CSQA Practice Exam
	<i>Moderator: Mike Ennis, Accenture Yolonda Davis-Kennedy, Wellpoint Bernd Harber, Accenture Dawn Knesek, BP Richard Lay, PepsiCo</i>	<i>Neil Potter, The Process Group</i>	<i>Clint Sprauve, ThoughtWorks</i>	<i>Ravi Gururaj, VMLogix</i>	<i>QAI Proctor</i>
11:00 AM - 12:00 PM	Concurrent Track Sessions				
Solutions Benchmarking	Governance / Quality Gates	Organizational Change	Web-Based Testing	Virtualization / Cloud	
	An Effective IT Solutions Delivery Process with Quality Gates	Organizational Change: A Personal Journey	Testing Web Applications: A Practical Approach	Running Virtual Services Testing Environments in the Cloud	CSTE / CSQA Practice Exam
	<i>Kenneth Brown, Nationwide</i>	<i>Geree Streun, Boston Scientific Corporation</i>	<i>Walter Mamed, JWT.com</i>	<i>Chris Kraus, iTKO, Inc.</i>	<i>QAI Proctor</i>
12:00 PM - 1:00 PM	Lunch - Grand Prize Drawing				
1:00 PM - 3:00 PM	Concurrent Track Sessions				
Workshops	Assessments/Audits	Personal Effectiveness	Testing Effectiveness		
	From Audit Requirements to Checklist to Evidence Gathering Plan	Increasing your Personal Value Within Your Organization	From Ideas to Action: Your Roadmap to Take Testing to the Next Level		CSTE / CSQA Practice Exam
	<i>Linda Westfall, The Westfall Team</i>	<i>Jeanette Bordelon, Bordelon Consulting, Inc.</i>	<i>Susan Herrick, Hewlett Packard</i>		<i>QAI Proctor</i>

QUEST-at-a-Glance

One-Stop-Shopping Bookstore

As part of the QUEST total learning experience, you can browse the One-Stop-Shopping Bookstore and purchase books authored by renowned leaders in the software engineering, quality, and testing industries. The Bookstore will be open Wednesday and Thursday during the conference for your shopping convenience.

MEET THE AUTHORS

Robin F. Goldsmith, JD	<i>Discovering REAL Business Requirements for Software Project Success</i>
Neil Potter	co-author, <i>Making Process Improvement Work - A Concise Action Guide for Software Managers and Practitioners</i>
Rebecca Staton-Reinstein, PhD	<i>Get Great Requirements</i> <i>The Hard Job of Making Software Work: Building the QA Function Step-by-Step</i> <i>Success Planning: A 'How-To' Guide for Strategic Planning</i> <i>Conventional Wisdom: How Today's Leaders Plan, Perform, and Progress Like the Founding Fathers</i>
Timothy Korson, PhD	<i>Object Technology Centers of Excellence</i>
Linda Westfall	<i>The Certified Software Quality Engineer</i>
Bob Galen	<i>Scrum Product Ownership - Balancing Value from the Inside Out</i>
Carol Dekkers	<i>The IT Measurement Compendium: Benchmarking and Estimating Success with Functional Size Measurement</i> <i>Program Management TOOLKIT for Software and Systems Development</i>



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- Certified Manager of Software Quality (CMSQ)
- Certified Software Process Engineer (CSPE)
- Certified Quantitative Software Process Engineer (CQSPE)
- Certified Software Project Manager (CSPM)
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Roundtables - Special Interest Groups

Wednesday, April 21 during Lunch

Conference attendees have a wealth of knowledge and experience to share. That is why we are turning some of our circular tables at lunch into special interest group roundtable discussions. Look for the topic signs at these specially designated tables and join in the group discussion over lunch. This is also an excellent opportunity to connect with others who share your topic of interest and add them to your network of professional contacts. All you need to bring to the table are your questions and your experience.

Expert Chats

Thursday, April 22 during Lunch

Have you ever thought about having lunch with an industry expert to seek out information relevant to your needs? At Thursday's lunch, you'll have that opportunity. You can engage in an open group chat with an industry expert on a "hot topic" within the quality and testing profession. Look for the industry expert signs at specially designated tables and join in the lunchtime chat.

No prior sign-up is required, but seating will be based on a first come - first serve basis.

Coaching Sessions

Sign-up at Registration Desk

Have you ever heard an interesting idea or solution in a conference presentation and would have liked to discuss it further with the speaker? But, when you tried to talk to the speaker immediately at the end of the presentation, you found that the conference schedule just didn't allow enough time?

Included with the QUEST conference experience is the opportunity for you to meet one-on-one with conference speakers or the professional QAI instructors in an informal setting to discuss how to turn ideas into solutions that address your specific needs.

- ◊ Speakers will be available for free coaching sessions on the day of their conference presentation.
- ◊ Sign-up sheets with available speakers and times will be posted at the conference on Wednesday and Thursday.
- ◊ Sign-up during the conference is required to reserve your coaching session.



Internet Café

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If you need a place to connect back to your office there will be a designated place available to check emails or make a cell phone call. Wireless Internet access will be provided in a sit-down area for your convenience.



Ways to Connect

Standardizing Software Metrics: The Good, the Bad, the Why are You Doing This to Me?

Mike Farabelli

General Manager of Process Improvement, Microsoft

Wednesday, April 21 - 8:30 a.m.

Just how powerful are metrics? The answer may surprise you. How you plan, standardize, and socialize metrics throughout the organization can significantly enhance the value you deliver to the business. The old adage "what gets measured gets managed" is as true in software as it is in any other functional area. Standardize too much and you lose transparency of measurements, accountability, and agility. Standardize too little and you have tribal silos. Like many companies with diverse businesses, Microsoft employs a decentralized, P & L approach with the challenge of determining the proper mix of practices, processes, and metrics to standardize across the business. Mike will share Microsoft's approach to standardizing its maintenance metrics for enterprise customers with an eye toward achieving the proper balance between standardization and localization of metrics. He will share the lessons learned with respect to metrics selection criteria, metric standardization process, metric operational definitions, guidelines for management to properly interpret the metric findings, and grass roots promotion of adoption to ensure success.

Attend Mike's keynote and hear about:

- Microsoft's approach to standardizing its maintenance metrics for enterprise customers
- Lessons learned in regard to the process of selecting, standardizing, operationalizing, and implementing metrics across an enterprise
- How bottom-up promotion will produce the greatest success for your standardization program



Mike Farabelli is General Manager of Process Improvement, an organization within Microsoft's Quality and Business Excellence Group. As a part of Microsoft's drive for excellence, Mike and his team are responsible for translating the voice of customer requirements into the reality of business process. Mike has had decades of experience working with technical communities on metrics and process improvement. His experience includes conducting process improvement for Ernst & Young as a Partner in the Washington D.C. practice. Mike was also the first Vice President of Marketing for Telcordia, a Bell Labs spin off. In that role, he was responsible for commercializing the central services organizational spin off. As Vice President of Services Marketing at Cisco Systems Inc., Mike developed Cisco's enhanced engineering services. His passions are translating the voice of the customer for cultural change and the global impacts of international affairs.

Optimizing Application Quality through Software Quality Transformation

Sumithra Gomatam

Senior Vice President and Head of Testing Services, Cognizant

Wednesday, April 21 - 9:50 a.m.

Quality transformation is a top-down exercise. It involves identifying and seizing improvement opportunities across various functions in the software development lifecycle. Every aspect of the SDLC plays a significant role. Software application quality can only be achieved through a dedicated effort that entails optimization of environments, ITIL functions & tools, data, infrastructure, processes, and test methods. This radical shift requires a potent mix of thought leadership and an innovation-driven approach to quality assurance that includes governance transformation in operational excellence, as well as transformation of the delivery model, technology and test management processes.

In her talk, Sumithra will discuss ways to achieve consistent quality that is benchmarked against best-in-class organizations. She will highlight alternative approaches to building an innovation-centric organization that can drive quality optimization across all touch points and critical functions.

- Discover ways to build quality into the application - rather than wrapping it around
- Learn ways to ensure predictability in quality, cost, and schedule



Sumithra is the Business Leader of Cognizant's Testing Services practice. She has over 22 years of experience in the IT industry spanning essential functions such as corporate strategy, customer relationship management, business development, delivery management, and operations management. Sumithra has played a crucial role in growing several key accounts with her strong delivery management and business development skills. Cognizant's testing practice has grown phenomenally under her leadership, as well. Today, with over 10,600 career testers, Cognizant's testing practice is acclaimed in the industry and has established itself as one of the fastest growing business units in the company.

Keynote Presentations

The Future of Testing: How Testing and Technology Will Change

Joachim Herschmann

Director of Product Management, Micro Focus

Thursday, April 22 - 8:30 a.m.

During these challenging economic times and, in coming years as well, test and quality professionals, and development organizations as a whole, will be under ever-increasing pressure to test better and test faster. In the face of rapid technology changes, vastly more complex systems, globalization, and new regulatory burdens, changes in the way we test and develop software are critical. Deeply embedded software, SOA, mobile devices, cloud computing, and technologies of which we aren't even aware affect testing and often make it much more difficult. Dynamically interacting systems that continuously morph themselves make it almost impossible to even know what we are testing. While new approaches like agile and lean development are rapidly gaining popularity, they too pose new challenges and opportunities for software quality. Join us as we delve into these and other emerging trends that impact testing. Explore the ways that these powerful forces will result in burgeoning new test technologies and require software leaders to change the way they think about the quality professional role, test technologies, and processes.

In his presentation, Joachim will address:

- The technical challenges of the quality role, now and in the future
- New test technologies on the horizon
- A new way to think about software development and quality assurance



Joachim Herschmann is the Director of Product Management for Micro Focus, formerly Borland Software. He is responsible for overseeing the evolution of Micro Focus' testing suite of products and solutions. His previous roles at Borland included Solutions Marketing Manager of Lifecycle Quality Management for the EMEA region. Joachim came to Borland in April, 2006, through the acquisition of Segue, a leading testing solution provider. While at Segue, Joachim spent several years as technical account manager and technical consultant in the area of software testing and quality assurance. Joachim has more than fifteen years of IT and business experience, more than half of which is in the consulting and testing business.



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Keynote Presentations

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Crowdsourced Testing for Mobile Apps: Assuring Quality with a Global Testing Community

Doron Reuveni

CEO & Co-Founder, uTest

Friday, April 23 - 8:30 a.m.

Mobile applications are making big headlines. Historically, “mobile apps” meant games, maps, and music. But today, mobile applications are making deep inroads into enterprise organizations in industries as diverse and mature as healthcare, banking, technology, and retail. These applications are accessing internal systems like ERP, CRM, inventory management, and communication tools. More clinical, financial, and customer data is being accessed by mobile devices than ever before.

With so much critical data flowing to smartphones, the pressure is immense to ensure that mobile applications, the ones your company produces and the ones employees use, are stable, private, and secure. The testing methods that have worked for web and desktop applications, however, won't suffice for mobile – the testing matrices are simply too complex. QA departments must assure quality across handset makers and models, wireless carriers, OS, and browsers. Beyond that, they must account for location-based testing, which has proven difficult and prohibitively expensive. This unmet challenge calls for a fresh approach – crowdsourcing. By tapping into a diverse community of professional testers who operate outside the lab environment, companies can build an on-demand testing team that complements their existing efforts and meets their coverage requirements.

In his presentation, Doron will address:

- The mobile application adoption curve of enterprises and the implications for QA leaders
- The differences between mobile testing vs. web or desktop testing, and how traditional methods fall short of meeting mobile's “in-the-wild” testing requirements
- The growing trend of crowdsourcing in mobile testing and how it augments existing teams and efforts



Doron Reuveni co-founded uTest in February, 2007. Since its inception, uTest has provided functional and load testing services through a community that includes more than 25,000 professional testers from 160 countries around the globe. He is a published author and expert in testing methodologies for web, desktop, and mobile applications. Prior to uTest, Doron was the Senior Vice President of Technology at Enigma, Inc., delivering large-scale software implementations through his global team of product managers, developers, QA professionals, and project managers. He has more than 20 years of experience delivering software applications to Fortune 500 companies as well as young, agile startups.

Keynote Presentations

Wednesday, April 21 - MORNING**Enabling Business Agility by Transforming QA****Sripriya Kalyanasundaram**, *Cognizant***Track 1: 11:00 - 12:00**

To remain competitive in today's business environment, it is essential that your critical applications are supported by rapid, cost-effective, and defect-free software. Businesses today are looking at the IT and QA functions as drivers of change in enabling business agility. IT organizations need to realign themselves to create this agility by establishing a synergy between the business, IT, and QA teams. This is possible only when every entity in this ecosystem discovers ways to achieve operational excellence by reducing the cost of operations, increasing the speed of transition, and improving the quality of delivery. Inventing newer approaches to computing and quality assurance and adopting industry best processes and metrics can help your organization excel in delivery. In this presentation, Priya will explain how successful QA organizations are leveraging best-in-class practices and techniques to enable business agility. You will learn easy and adoptable ways to make your QA organization more effective, efficient, and agile.

Collaborative Problem Resolution Through Effective Communication**Paul Trompeter**, *GDI InfoTech***Track 2: 11:00 - 12:00**

Emotionally, it can be a touch and go situation in a test group. The stress of schedules, budget crunches, pressure to "get the numbers up!", and constant talking about "problems" is always a part of the landscape. A tester needs to know how to communicate effectively within this environment. A team of managers, developers, and testers need to know how to collaborate well to resolve issues efficiently. What are the fundamentals of a successful collaborative environment? What are the factors that impact effective communication? This session will answer these questions and show you how to prioritize and deal with disruptive elements. Several case studies will be presented giving you tangible examples of how to manage communications and collaboration within a project team environment.

Requirements and the Role of Testers**Robin F. Goldsmith, JD**, *Go Pro Management, Inc.***Track 3: 11:00 - 12:00**

Testers need to know what the requirements are in order to confirm that the system meets those specific specifications. Yet, too often, testers receive requirements that are late and inadequate. Thus, how to get timely, testable requirements is increasingly becoming a tester's major concern. To solve this problem, some testers attempt to define and document the requirements themselves. However, since testers may be neither skilled in nor positioned for this task, they may still end up with inadequate requirements definitions and now they have diverted time from their primary testing responsibilities. This interactive session reveals seldom recognized issues that may impact or even defeat the tester's requirements gathering efforts and suggests more appropriate ways that testers can contribute effectively to getting the clear and accurate requirements essential to their work.

Effective Test Planning: Scope, Estimates, and Schedule**Shaun Bradshaw**, *Zengility***Track 4: 11:00 - 12:00**

Most test managers and leads regularly find themselves in the unenviable position of having to deliver a "test plan" explaining what will be tested, how long it will take, and how many people and resources will be required. Unfortunately, they are expected to deliver this plan based on very limited information. To assist in alleviating some of the torment that comes with this activity Shaun Bradshaw will present a shortened version of his half-day class on test planning. Shaun's presentation will briefly explain useful and proven methods for identifying the testing scope, assessing risks that may impact testing, prioritizing test activities, and estimating resources. These are techniques that can be used immediately to derive valid test plans for your own organization.

Smart Ways to Reduce Regression Testing Cycle Times**Sivamani Jayaraman**, *Keane, Inc.***Track 5: 11:00 - 12:00**

"The testing team takes forever to test a simple release. The implementation date is not going to change, what can they do in the time that's left?" This complaint is commonly heard in the meeting rooms of development projects, especially those that are iterative in nature. To solve this dilemma, some organizations compromise quality and eventually increase maintenance costs. Others end up investing in test automation, only to realize that there is no significant improvement. In his presentation, Shiva reveals the strategies, techniques, and tools that can be adopted to establish optimum regression test beds. He will discuss the science behind risk based testing that helps to identify defect free and defect prone zones, thus ensuring adequate test coverage without reaching the point of diminishing returns. Tips that guarantee a return on investment from automation will be discussed, as well as detailed information on techniques such as visual test design for business coverage, isolation & decoupling strategies, and the follow-the-sun model.

Thursday, April 22 - MORNING**Process Improvement in a Multi-Model World****Thomas Cagley**, *David Consulting Group***Track 1: 9:45 - 10:45**

Model based process improvement typically has centered on a single model or framework as the lynch pin to control software process improvement within an organization. The use of a model or framework is an excellent means of reducing random activity. Unfortunately, one model does not cover the whole organization. Process improvement has matured to a point where the span of control must be extended, which suggests the use of more than one model, CMMI, ISO, ITIL and Business Process Re-engineering to name a few. In this session, Thomas will discuss how to manage process improvement in a complex, multi-model environment. Join Thomas to discuss what drives change, how you can chart change in an organization that must accommodate multiple models, and a process to plot the course of change holistically.

Inspiring Passion in Testing Teams**Lynn McKee**, *Integritas Solutions Inc.***Track 2: 9:45 - 10:45**

Some of the most successful and highly regarded test teams are comprised of individuals passionate about their role and committed to performing at their best. Unfortunately however, testing is sometimes viewed as a less than fulfilling role, requiring little or no skill, and individuals enter the role underwhelmed and unaware of the positive and rewarding challenge it can bring. So, how can individuals be inspired to be passionate about their role as testers? As managers, leaders, and colleagues committed to the success and excellence of the software testing industry, we play an important role in inspiring others. How do we generate this inspiration in others? How do we maintain our own passion and motivate ourselves to continue to grow and stretch our definitions of excellence? This session will share how passion has its own energy, one that is observable and transferable, and how this energy can influence others to follow us in our pursuit to enhance the profession of software testing.

What Constitutes the Value of Testing in Quality Software Delivery?**Bernd Haber**, *Accenture***Track 3: 9:45 - 10:45**

High quality is a competitive advantage. Think of brands that are perceived to have high quality, Mercedes Benz, Gucci, or Ritz Carlton. The same is true for software development, high quality systems lead to competitive advantage companies. Too often, however, companies do not think about quality holistically. Instead, they try to "test-in" quality at the end of the development lifecycle. There is a better way to deliver. Rather, view quality holistically through centralizing quality-related activities and improving overall testing maturity. Join Bernd as he discusses how software testing relates to the complete software delivery life cycle and quality assurance. Bernd will reveal how high maturity software testing operations lead to high quality, increased productivity, and cost efficiency as well as how centralizing software testing yields higher ROI and increased operational excellence.

The Pitfalls of Automation and How to Avoid Them**Bob Crews**, *Checkpoint Technologies***Track 4: 9:45 - 10:45**

Organizations take on the challenge of test automation for a variety of reasons, but the overriding factor is always to realize a return on investment and, it is a significant investment. If the organization cannot save or earn more money using automation tools, then they should not be using the tools. After all, why make the investment? Objectives toward the goal of realizing an R.O.I. often include a faster testing process, better software though more validation, fewer resources required, and reduction in human error. Why then do so many organizations fall victim to the same common pitfalls? Why is it that so many automation solutions become "shelf-ware"? Is it the automation software or the resources? Or is it, perhaps, the lack of a planned automation methodology and approach? Bob will address all of these challenges and explain how organizations can tackle them head-on!

Automated Exploratory Testing**Yaron Kottler**, *QualiTest US***Track 5: 9:45 - 10:45**

Automated exploratory testing (AET) is about getting the best of both worlds. It is a method that integrates test automation with the exploratory testing approach. When combined correctly, automated testing and exploratory testing complement one another significantly boosting productivity. When you integrate the keyword driven testing approach (KDT) with session based ET (SBET), you enjoy the efficiency of automation combined with simultaneous learning, test design, and test execution. In this session, Yaron will introduce the AET methodology and demonstrate how to implement it in your day to day testing work. AET can increase your testing efficiency by allowing you to focus on the core testing activities and reducing the need for activities such as set up, pre and post steps, and gathering results. The result is a fast and accurate test execution phase.

Industry Practices Sessions*For detailed speaker biographies, please see session abstracts on-line*

Thursday, April 22 - AFTERNOON**Managing Quality the Cost Effective Way**Deepika Mamnani, *Wipro Technologies***Track 1: 1:00 - 2:00**

Quality Management programs often fail because they are viewed as a cumbersome, expensive activity which is often impractical in a rapidly changing business environment. In this session, Deepika will present a real time business scenario demonstrating how simple and innovative techniques can be leveraged to improve efficiency, reliability, and most importantly, to achieve business benefits. Deepika will discuss simple quality controls included as part of quality programs that can bring about strategic value to organizations. She will explain the importance of having management map quality goals to their business goals before embarking on a quality program. Learn how to define quality dimensions and control quality in a cost effective manner.

Server Monitoring: The Casablanca Method for Performance MeasurementJoey Robichaux, *Radview***Track 2: 1:00 - 2:00**

There are two main objectives when performing load testing, what happens to your application and what happens to your back end servers. It's easy to observe the first, but understanding the second can be trickier. Monitoring tools capture such a variety of metrics that it is difficult to determine which are truly meaningful. The actor Claude Rains solved this problem in Casablanca by announcing, "Round up the usual suspects." That's exactly where you should begin. Servers use finite resources when running applications. When they run short, performance suffers. The "usual suspects" include CPU, memory, and disk. Joey will use real examples to show how to measure the effect of load on these components. Discover how a single metric can tell you when a server is becoming so bogged down that it is no longer performing efficiently.

Application Technical Quality Measurement: Truth from the SourceJay Sappidi, *CAST Software***Track 3: 1:00 - 2:00**

Lack of visibility into the technical health of critical applications creates business and financial risks including outages, security breaches, degraded performance, data corruption, and excessive costs. The challenge of controlling internal quality is exacerbated by the multiple languages and technologies integrated into modern business applications whose different tiers include user interface, business logic, and data management as well as interactions with legacy and enterprise systems. Consequently, non-functional defects that go undetected by functional testing create some of the greatest quality problems. Manual reviews are employed to weed out some of these non-functional defects; however, they are time consuming, inefficient, and not comprehensive. Jay will discuss the importance of incorporating automated application quality analysis to measure the quality of multi-tier applications across their component technologies and languages to identify pathological interactions and violations of coding standards. You will hear how to leverage internal benchmarking insights to mitigate risks, control costs, and improve productivity.

Optimizing Modular Test AutomationDavid Dang, *Dang IT***Track 4: 1:00 - 2:00**

Many companies have recognized the value of test automation frameworks. Appropriate test automation frameworks maximize ROI on automation tools and minimize script maintenance. One of the most common frameworks is the modular test automation approach. This approach uses the same concept as software development, building components or modules shared within an application. For test automation, the modular approach decomposes the application under test into functions or modules. The functions or modules are linked together to form automated test cases. While this approach encourages reusability and maintainability, there are many challenges that must be considered and addressed at the start of a project. In his presentation, David will address the components, benefits and challenges of a modular test automation approach.

Ensuring Application Security throughout the SDLCLaura Craig, *IBM***Track 5: 1:00 - 2:00**

In this climate, it's not a matter of if your applications will be subjected to an attack; it's a matter of when. Web site security and compliance should be a top priority for organizations intent on protecting sensitive company, customer and employee data, on meeting regulatory and corporate compliance requirements, and on defending against the high cost of a data breach. Web sites and their applications are high-focus targets for hackers since they provide a direct route to corporate or personal data. This session will begin with a brief overview of some of the most common attacks hackers are using, such as Cross-Site Scripting and SQL Injection. We will also discuss best practices organizations can follow to address security flaws earlier in the software development lifecycle. Finally, we will review the importance of white box and black box testing approaches and tools available to ensure the quality and security of applications.

Friday, April 23 - MORNING**Enabling Change Within Your Organization**Neil Potter, *The Process Group***Track 2: 9:45 - 10:45**

After you have spent some time planning your improvement effort, it is time to make those plans a reality. Implementing your plan, however, may feel overwhelming. In this session, Neil will describe techniques for deploying new practices across the organization. These techniques address the problems of resistance, unwieldy solutions, and slow deployment. Join Neil as he discusses applying selling strategies to deploy new practices, increasing the speed of deployment, understanding and addressing resistance, reducing the risk of failure, and delaying policy document creation and edicts until each solution has been practiced and well tested. Learn to be a change leader in your organization, selling in the way people want to be sold, focusing on results, and dealing with resistance.

From Futility to Traceability: The Evolution of Requirements Based TestingClint Sprauve, *ThoughtWorks***Track 3: 9:45 - 10:45**

For many years, it has been an ongoing challenge for development organizations to keep up with changing software requirements. Agile and iterative development techniques have forced standard requirements based testing practices to evolve and adapt. In this session, Clint will discuss how these changes affect IT organizations and how RBT is constantly evolving to address the impact of this change. Included in this presentation will be a practical approach to requirements based testing, an exploration of what RBT was and what it is today, a discussion of how behavior driven development has impacted RBT, and suggestions for managing requirements based testing in mixed-methodology shops.

Deploying Virtual Lab Automation in Cloud EnvironmentsRavi Gururaj, *VMLogix***Track 4: 9:45 - 10:45**

Development and test labs in software engineering organizations continuously demand computing, storage, and networking infrastructure upgrades and support. To address the challenges in providing these resources, IT administrators have moved toward lab server consolidation powered by virtualization from vendors like Citrix, Microsoft, and VMware. This lab consolidation is usually accompanied by a management layer called virtual lab automation (VLA). Together, this enables the lab to operate as a private, on-premise cloud. Many VLA technologies and products can now leverage public cloud infrastructures such as Amazon Web Services. This session will review virtual labs enabled in private, public, and hybrid clouds as well as how these virtual labs help the software engineering process of development, build, and test. Ravi will also discuss key areas of consideration for organizations adopting or evaluating this approach including security, the business model benefits of the public cloud infrastructure, operational flexibility, user access models, and compliance.

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Industry Practices Sessions

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Wednesday, April 21 - AFTERNOON**Writing Testable User Stories and Acceptance Criteria****Megan Sumrell, Mosaic ATM****Track 1: 1:00 - 2:00**

Switching from traditional requirements to user stories can be a challenging transition. Teams often struggle with writing effective user stories and corresponding acceptance criteria. In her talk, Megan will take a deep dive into writing user stories and their acceptance criteria. Using a case study, Megan will explain the INVEST model. She will discuss where user stories and acceptance criteria fit into agile teams. Finally different ways to express acceptance criteria will be explored. Participants will leave with tips and strategies to take back to their teams that will improve the testability of their User Stories.

SAP Payroll Testing: A Two Year QA Journey**Tom Herauf, Scotiabank****Track 2: 1:00 - 2:00**

Recently, Scotiabank outsourced its payroll system to SAP managed by an external vendor. The quality assurance effort to integrate and test the system within the existing infrastructure was a challenging two and a half year experience. Prior to the go live date, the QA team had executed over 6,000 unique test cases and raised over 1,000 problem logs during eight QA cycles of payroll. The project team ran in parallel for more than four months with many more defects noted and fixed during this phase. As the QA Director of this initiative, Tom will walk through the experience of coordinating the many teams, systems, and external vendors required to make this project successful. In this session, Tom will cover the QA project management methodology used, the integration of systems, the tools and techniques to manage timelines and cycles, resource balancing, audit reviews, and the processes for ensuring quality is maintained.

Requirements Management Best Practice and Implementation**Thomas Allen, AT&T****Track 3: 1:00 - 2:00**

In many IT organizations, the task of gathering and specifying project requirements is assigned to team members, not because they have the requisite skills and knowledge base to perform that task, but instead because they have the time to do it. All too often, a non-disciplined approach to requirements specification results in requirements that are "fuzzy" -- ambiguous, imprecise, incomplete, non-testable, mutually exclusive, just plain wrong, or missed entirely. As a consequence, we wind up developing and delivering the wrong product, and we may not discover that until user acceptance test time. This presentation will focus on a disciplined approach to requirements, what is involved, who is involved, the requirements process life cycle, and benefits to projects and customers. Requirements implementation and evolution in the framework of the AT&T IT Unified Process will be presented as an example.

Test Planning Approaches for a Smooth Test Execution**Rebecca Sergio, Hewitt Associates****Track 4: 1:00 - 2:00**

You have been given the assignment of creating a test plan for a new project, but where do you begin? Key testing approaches established early in the project life cycle can allow for smoother testing at the end, when time is short. This session stresses the importance of testers joining the project team early to prepare test plans that will help to uncover or even prevent requirement defects. Early in the project, defect triage guidelines should be developed that determine when the project will be ready for release into production. This session explains how to gain confidence that the test plan thoroughly tests the project by using a requirements and test case traceability approach. A good test plan will help you to have smooth sailing on the surface even while being very busy beneath the waves.

Quick and Easy Risk Based Regression Testing**Rene Orlin, Reed Construction Data****Track 5: 1:00 - 2:00**

Regression testing is usually a large part of any overall project testing effort. Total effort in this area can be reduced by understanding your company or product's overall risk tolerance and by evaluating product changes and feature areas from a risk perspective. Join Rene and learn about the benefits of a risk-based testing approach. These benefits include shortened regression time to meet business objectives and improved alignment with testing stakeholders reducing conflict and improving communication. Risk-based testing also encourages greater growth and development for the testing team. Real world examples of building a risk-based regression testing strategy will be included. Techniques for identifying risks, mitigation strategies, issues vs. risks, and prioritizing testing will be discussed. Learn how moving from a quality/testing vocabulary to a risk-based vocabulary can help you more effectively communicate the value and ROI of quality/testing activities with executives who seem more focused on schedules and revenue goals than product quality.

Thursday, April 22 - MORNING**An IT CMMi Process Improvement Journey****Hemant Julka, Emirates Group****Track 1: 11:00 - 12:00**

Join Hemant as he discusses the continuous process Improvement journey that his information technology unit embarked upon four years ago. This session will provide you with insights into how the organization evolved through this journey with tangible business benefits that impacted the core operations of the larger organization. During this journey, CMMI L3 certification was a significant milestone for the 1800 strong workforce, and a huge turn around for the region in the area of best business practices in software development. Typical pitfalls in process improvement will be explored as well as what it takes to begin and sustain a process improvement journey. Hemant will also reveal practical learnings gained during the experience.

Leading Your QA Team to Achieve Team and Personal Success**Kent Swagler, Metro St. Louis****Track 2: 11:00 - 12:00**

During this session, Kent will share his proven techniques, insights, and lessons learned, not only on how to manage your QA team, but on how to lead them to achieve success for themselves, the team, and the IT organization. Kent will cover all aspects of effective QA team management, including defining clear roles and responsibilities, picking the right team members, building development plans and team competency, providing performance feedback and coaching, and developing winning business cases to justify QA staff positions, hardware and software purchases. You will learn leadership techniques for quickly handling internal and external team conflict, issue resolution, uncooperative IT peers and business users, and marginal employee or team performance. This session is intended not only for those who have recently become QA Managers, but everyone who is in a QA Management role.

Cheerleading vs. Management by Fact When Improving Processes**Rebecca Draxten, Medtronic, Inc.****Track 3: 11:00 - 12:00**

Quick fixes and corrections can address immediate software problems, but often just brush these problems aside to have them pop-up again. Only by understanding the importance of defect measurement in a well-defined quality control process can software problems be addressed with long-term results. In this session, Rebecca will present an approach to software development process improvement. Using a practical case study as an example, Rebecca will discuss prerequisites for process improvement and provide direction for identifying what you want to measure and how. She will also discuss the discipline of remaining objective, ways to measure effectiveness, and how to successfully communicate process improvement.

Enabling Automation in Your Organization**Deakon Provost, State Farm****Track 4: 11:00 - 12:00**

In order to remain competitive, organizations are continually driving to deliver products faster and more efficiently. Complicating this situation further is the push to sustain or decrease current resources. Given these constraints, one possible solution is automated testing. In order to successfully implement an automation team, you must focus on speed, cost, and quality. This session will cover the life of an automation team from inception to their ultimate role as a trend setter within your department. Deakon will help you understand how to implement an automation team within your own organization including gaining approval from management for resources and funding. He will cover how to build the team discussing the necessary skill sets, training, commitment, and structure. The role of the team within the project lifecycle will be explored and, finally, Deakon will present ways for the team to communicate their specific successes.

Integrating Exploratory Testing into an Existing Process-Based Organization**Gretchen Henrich, LexisNexis****Track 5: 11:00 - 12:00**

Have you attended a presentation on a new technique or process that you thought would work extremely well in your organization? You go back to the office "fired-up and ready to start" implementing that new technique or process. Unfortunately, no one else in the organization is familiar with or has even heard anything about this new idea. As humans, we do not welcome change to the processes that we already know work just fine. Thus, you fall victim to the old adage, "If it ain't broke, don't fix it." In her presentation, Gretchen will discuss methods to get the new process, in this case exploratory testing, integrated into the existing one. The discussion will look into the hurdles and roadblocks that might be encountered and what steps can be used to gain acceptance. You will need to be innovative, pick the appropriate time, and have a strategy for integration, possibly starting with small pilot projects to provide proof of concept to those "non-believers" in change.

Solutions Benchmarking Sessions*For detailed speaker biographies, please see session abstracts on-line*

Friday, April 23 - MORNING**An Effective IT Solutions Delivery Process with Quality Gates**Kenneth Brown, *Nationwide***Track 1: 11:00 - 12:00**

One of the biggest reasons projects fail is because no one understands where the project is in the delivery lifecycle. Development is occurring without design specifications, testing is carried out without a strategy or plan, and the project manager has no idea how far along any function is on the initiative timeline. Chaos reigns! In his presentation, Ken will show you how quality gates will help your initiatives progress more effectively. You will see what questions need to be asked at each gate, understand the consequences of the answers, and leverage those consequences in a positive manner for future improvement opportunities. This presentation will show you how to avoid pitfalls with quality gates, using lessons learned, and other practices that will help your solutions delivery process become more successful.

Organizational Change: A Personal JourneyGeree Streun, *Boston Scientific Corporation***Track 2: 11:00 - 12:00**

Companies change for many reasons. They may be expanding or contracting their business, diversifying into new product lines, or even by redesigning or reformulating their current product. In this time of dire economic struggle, organizational change has become the marching order of many companies. So, what is the problem? Organizations are made up of people, who, although they want to change, must evolve through a series of phases to achieve that change. A person must acknowledge change, come to terms with the change details on an internal level, and incorporate that as part of their behavior. Changing behavior is a psychological journey. Geree will discuss a maturity model that will give an actionable view of personal internalization and behavior change. It helps to identify a person's journey through the three phases of personal transition, so that an appropriate, integrated plan can be developed to facilitate that evolution. This maturity model will also help the organization to identify when the change has been fully institutionalized.

Testing Web Applications: A Practical ApproachWalter Mamed, *JWT.com***Track 3: 11:00 - 12:00**

Web-based applications have become the most widely used form of software, not only for e-commerce, but in our personal lives as well. Whether your spouse is booking your next vacation, or you are scheduling an appointment in an acute care facility, responsiveness and reliability are key to your satisfaction and desire to return. The quality assurance group testing these applications faces many challenges, with shorter test cycle times, fewer resources, constantly evolving technology, and instant world wide exposure. Explore how to plan, test, and deploy new or updated websites with confidence using practical, no nonsense methods. Functional and non-functional testing including configuration, usability, performance, and security will be covered. Learn how to use software tools to improve your testing techniques. Automated testing, mobile browsing, and the future of Rich Internet Applications will also be discussed. Take home a new perspective on testing web applications; implement these solutions and reduce your testing anxiety.

Running Virtual Services Testing Environments in the CloudChris Kraus, *iTKO, Inc.***Track 4: 11:00 - 12:00**

Cloud computing already provides excellent value potential for deploying enterprise software with increased flexibility and lower cost of entry. So, how can it improve our testing and delivery lifecycles? The Cloud offers great benefits for development team environments and test labs, increasing options for IT assets to be provisioned "on-demand" to help advance the software development and testing lifecycle. However, there are unique risks inherent in incorporating the Cloud for software test and delivery teams. The challenges of test data volatility, capacity, unexpected costs, and constraints from unavailable dependent IT assets can be greater in the Cloud. In this session, Chris will reveal how development and QA teams can avoid these risks and leverage the Cloud to improve their ability to successfully deliver enterprise software on time and under budget.

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Wednesday, April 21 - AFTERNOON**Testing Within the Shades of Agile****Nancy Kelln, *Integritas Solutions Inc.*****Track 1: 2:30 - 4:00**

There is no cookie cutter solution or step by step guide to follow when determining how to effectively test across varied agile projects. The testing approach needs to be adaptive and scalable to the project methodology, constraints, team dynamics, and corporate culture. Often, the tester will need to change their mindset on testing perceptions, expectations, and deliverables. Although the approach, techniques, and tools leveraged must be flexible, there are key success factors that can be applied almost universally. This workshop will highlight real-world experience of testing successfully within projects of varying degrees of agile adoption. With practical examples, the presentation will provide adaptive test approaches for projects ranging from textbook adoption to experimentation as traditional teams begin their transition to agile. This session will include a hands-on activity.

Building and Sustaining a Successful Testing Center of Excellence**Phil Ruth and Michael Van Boven, *Deloitte Consulting LLP*****Track 2: 2:30 - 4:00**

A Testing Center of Excellence (CoE) centralizes core testing capabilities and processes across the enterprise in order to continuously improve organizational focus on delivery of quality code, removing bottlenecks, and improvement of the overall capacity of the testing organization. The CoE also governs all testing activities across the enterprise and provides standardization of test processes and documentation. CoE's are widely used in the marketplace for organizations with the establishment of new, specialized, and infrastructure technologies. Most Fortune 500 organizations have implemented some notion of a Center of Excellence, even those companies that do not use the term "CoE." In this workshop, Phil and Michael will cover the value proposition of a Testing CoE. They will discuss best-in-class models, tools, and techniques to implement and support the CoE including an approach for developing internal skill-sets and competencies.

Getting Testable Requirements and Testing Them**Rebecca Staton-Reinstein, PhD, *Advantage Leadership, Inc.*****Track 3: 2:30 - 4:00**

Break the cycle of unsatisfactory projects by getting to the source of problems and building a platform for success. Learn to apply the eight key processes for getting great requirements and testing them correctly. Testing, after all, begins in the requirements gathering process. It is important to understand that your customer does know what he wants, even though he has difficulty expressing it. Simple models can be used to make the ambiguous concrete. This hands-on workshop will help you lock in the learning for a subset of these "must-do" techniques. Apply them to any lifecycle, methodology, or technology and see the result immediately in reduced defects later in the lifecycle and in production.

Test Scenario Design Techniques**Timothy Korson, PhD, *Qualsys Solutions*****Track 4: 2:30 - 4:00**

How many test cases do I need? What should they be? How do I know that I have adequate test coverage? Come join Tim's session and together you'll work through a set of practical techniques for systematically clarifying requirements and identifying a comprehensive set of test scenarios from those written requirements. You'll do a few examples together as a group and then you'll have a chance to try your own hand at it. Tim will go beyond standard binary decision tables and consider higher order tables and orthogonal arrays. You'll leave with a link to a free tool you can use to improve test case design in your own organization.

Behavior-Driven Testing**Jeff Rogers, *ThoughtWorks*****Track 5: 2:30 - 4:00**

Behavior-driven testing is the key thread that keeps your software development lifecycle together. Integrating behavior-driven ideas and tools with the long-term goals of your organization will create greater cohesion between the business, development, and testing teams. Using a natural, business language for all team communications, from idea definition to code to manual and automated tests, is the most efficient way to build and support software over the long-term. This workshop will include lecture and hands-on pairing/demos of behavior-driven frameworks, including Cucumber and JBehave. You will return to your organization with personal experience in building manual and automated tests using behavior-driven development testing tools.

Thursday, April 22 - AFTERNOON**Developers and Testers: Working Together in the Application Lifecycle****Ram Cherala, *Microsoft*****Track 1: 2:30 - 4:00**

Developers and testers seem to live on different planets with no shared philosophy, understanding, or tools that create a common approach to quality applications. While developers seem to have all the new IDE's, languages, and tools, testers are burdened with ancient tools, languages, and techniques. In this session, you will learn how to arm yourself and your testers with modern toolsets and techniques that can be shared with your developers, significantly improving quality by moving it up the lifecycle. Learn how you can file rich and actionable problem reports that reduce or eliminate bug ping-pong between testers and developers. Learn to quickly create multi-tier test environments and author complex build, deploy, and test work flows. Enable a high level of collaboration between the developers and testers in your organization and see the difference.

Performance Validation and Optimization of Large Enterprise Applications**Vinkesh Mehta and Vic Soder, *Deloitte*****Track 2: 2:30 - 4:00**

Many organizations consider performance as an afterthought, but building high performance, large enterprise applications is complex. Performance planned as an integral part of your software development is highly effective. The right set of tools, design patterns, and optimization techniques can provide significant improvements. A range of tools that help improve your productivity with static code analysis, profiling, load testing, and production monitoring. These tools provide valuable information required for design and configuration. On very large applications, certain optimization and design techniques work better for building highly scalable applications. Additionally, the performance optimization approach for batch is different than for online or web services. In this learning session, you will discover what works and what doesn't on very large enterprise systems giving you practical information to help optimize your next large application.

Implementing Measurement across CMMI Maturity and Capability Levels**Charlene Gross, *Software Engineering Institute*****Track 3: 2:30 - 4:00**

Organizations are always searching for practical approaches to incorporate CMMI® practices. Using a goal driven measurement called the Goal-Question-(Indicator)-Measure or GQ(I)M, this workshop will present a structured, practical approach that is closely aligned with the practices of the Measurement and Analysis (MA) Process Area. We will discuss the evolution of measurement needs as organizations move up the maturity and capability levels. We will review the issues surrounding failure of measurement programs, an approach that emphasizes understanding "why" people measure, and an implementation method that ensures both well-understood data and relevant reporting. Charlene will demonstrate the necessity of this approach as the foundation for the more complex environment of higher capability and maturity levels.

Manual Testing to Automation in 15 Minutes or Less**John Miner, *Original Software*****Track 4: 2:30 - 4:00**

Even in today's world of pervasive automation, manual testing is still a vital part of the software testing process. But is there a way to make manual testing less manual? In this workshop, you will explore the issue of manual testing and determine if there is a way to solve the problem other than the traditional response of throwing more resources at it. And, once you have optimized your manual testing process, how easy is it to jump to automation in a seamless and painless manner? Attend this workshop to learn more. John will cover how to execute a manual test with "assistance," the pragmatic difficulties of automated testing, and how best to execute an automated regression test.

Leading from Behind: Team-based Acceptance Test-Driven Development**Jim York, *FoxHedge Ltd*****Track 5: 2:30 - 4:00**

Agile teams deliver features quick and often. This rapid delivery is made possible by chunking features into small valuable bits. The development team can then swarm on a small bit and rapidly turn its requirements into a working feature for the customer. Testing is essential in this process to ensure a good fit for the customer and to focus the team. In this workshop, you will explore a team based, customer acceptance test driven approach that shifts testing from the end to the beginning of the development cycle. In this approach testing shepherds all development activities throughout the cycle. This workshop will include a case study and exercises to help you understand how to lead from behind.

Friday, April 23 - AFTERNOON**From Audit Requirements to Checklist to Evidence Gathering Plan**Linda Westfall, *The Westfall Team***Track 1: 1:00 - 3:00**

Checklists are used to bring order and structure to a quality audit and to ensure complete coverage within the audit scope. They are lists of yes or no questions that correspond to the audit requirements. In this workshop, you will learn how to translate each audit requirement, from a standard, process, specification, etc., into one or more precise, measurable, and factual checklist items. For each of these items, you will learn to determine what objective evidence must be gathered in order to determine if the answer to the checklist item is "yes" or "no." You will also understand how to create an objective evidence-gathering plan for each of the checklist items. This plan will encompass a variety of evidence gathering techniques. An industry-based case study, using interactive discussions and hand-on exercises, will be employed during this workshop to illustrate and practice learned skills.

Increasing Your Personal Value Within Your OrganizationJeanette Bordelon, *Bordelon Consulting, Inc.***Track 2: 1:00 - 3:00**

Are you ready to take control of your success? This workshop will help you increase your personal value within any organization. Join me as we walk through a 5 step plan for positive change. Each step will take you through a journey consisting of an understanding of how your situation may have evolved, an assessment of where you want to be and where you think you are, an identification of the gaps, an understanding of the actions needed to help you move toward your goals, and finally, action. Jeanette will demonstrate how your thoughts (good or bad) are easily apparent to others and why that really matters. You will leave packed with information and a personal improvement plan that, when executed, will bring about the change you want to experience - increased value within your organization, increased self-esteem, even improvements in your personal life. As you begin to take action, others will see a change and begin to view you and the value you bring in a new light.

From Ideas to Action: Your Roadmap to Take Testing to the Next LevelSusan Herrick, *Hewlett Packard***Track 3: 1:00 - 3:00**

So, where do you go from here? QUEST 2010 is drawing to a close. You've spent the week attending tutorials, workshops, and presentations where you've been inundated with exciting and motivating ideas. You can hardly wait to start applying these ideas back in the real world. Yet, far too often, conference attendees return to work with great intentions that fade away under the pressure of their day-to-day commitments. What you need now is a game plan that will help you put what you've learned to work for you. By combining a thought-provoking presentation with collaborative hands-on activities, this workshop will give you the opportunity to assess the current level of testing maturity within your organization in terms of people, process and technology, determine your target level, and set up a plan that will put you on the road to getting from where you are today to where you need to be.



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Expert Panel: Building Effective Global Teams

Friday, April 23

Track 1: 9:45 AM - 10:45 AM

As the complexity of software continues to increase and the business' tolerance for defects and management's willingness to fund large testing efforts continues to decline, new and better ways to test must be identified. One way to reduce cost and increase quality is to tap into a larger, more flexible pool of resources. A global testing organization provides disparate skills at various price points and in diverse time zones enabling on-demand testing services to companies. The benefits of such organizations are significant, but there are also many management challenges. The planning, mobilization, and operation of global test organizations requires meticulous management of expectations among test service buyers and providers, business sponsors, and project stakeholders. Communication and cooperation between all these participants is critical to the success of a global test organization. This expert panel will address these and other issues related to establishing and managing a global testing team.

Mike Ennis, Accenture LLC**About the moderator...**

Mike Ennis is a Senior Manager in Accenture's Technology practice, specializing in planning and executing testing efforts. Mike has a deep technology and testing background and has led numerous test teams both on and off-shore. Additionally, Mike has conducted test assessments, created process improvement initiatives, test strategies, test plans, and has led execution efforts at various clients. He has over 19 years of experience with all phases of testing. Mike is a Certified Software Quality Analyst, a Certified Foundation Level Tester, and a respected speaker, mentor, and coach at large, international software testing conferences. Mike also drives Accenture's Global Certification Program.

Yolonda Davis-Kennedy, Wellpoint**About the panelist...**

Yolonda Kennedy is a testing architect with over 12 years of experience in leading quality and testing initiatives. Before joining Wellpoint this year, she worked for PepsiCo for 10 years where she has held positions including Quality Assurance and Test Manager in PepsiCo's Enterprise Test Center of Excellence. Yolonda was a key player in developing PepsiCo's Enterprise Test Center of Excellence and, more recently, was instrumental in helping to define PepsiCo's managed service operating model for offshore testing. Yolonda holds a BS in Computer Science/Mathematics and an MBA in Information Technology, as well as several testing and quality certifications.

Bernd Harber, Accenture LLC**About the panelist...**

Bernd Haber is a member of Accenture Test Services, the company's Global Testing Practice and Testing Community of Practice. Bernd assists clients in conducting testing assessments providing total quality assurance feedback for best practices. He also supports strategizing and implementing testing organizations, such as TCoE mobilization with corresponding business process development and execution. Bernd specializes in the field of test strategy development, process performance and quality assurance, risk-based testing, as well as test metrics and measurements. Bernd has been with Accenture for more than 17 years and holds a master's degree in Mechanical Engineering and Computer Aided Manufacturing.

Dawn Knesek, BP**About the panelist...**

Dawn Knesek McClain has over 12 years of experience specializing in ERP applications and quality assurance. Dawn's QA experience ranges from test analyst activities such as writing and executing test scripts to QA management responsibilities such as developing global test strategies and standards, overall test planning, test design, test execution, and reporting of testing metrics. She has managed a variety of teams, many with a blend of consultants, company employees, and offshore testing resources. Dawn's projects have included a number of technologies including data warehouses, "package" applications, custom applications, middleware integration, and EDI and ERP applications including SAP, Peoplesoft and Oracle. Dawn's most recent testing effort was leading integration and end user testing for the U.S. on BP's Global HCM SAP Program. Dawn obtained her Project Management Professional (PMP) certification in 2006.

Richard Lay, PepsiCo**About the panelist...**

Richard is a Sr. Manager in PepsiCo's Enterprise Test Center (ETC) which supports all of the various PepsiCo business units, such as Frito-Lay, Quaker, Gatorade, etc. Richard led the ETC global sourcing effort which resulted in a multi-year test managed services agreement. Richard has over 20 years of IT experience including development, architecture, quality assurance, consulting and testing. Prior to PepsiCo, Richard worked for Accenture, Texas Instruments (TI), Boeing and Harris. While at TI, Richard was part of the team that led to the Defense Systems & Electronics Group, now part of Raytheon, winning the Malcolm Baldrige Quality Award and achieving SEI CMM Certification. Richard holds a Bachelor's degree in Computer Science/Mathematics and is ITIL certified.



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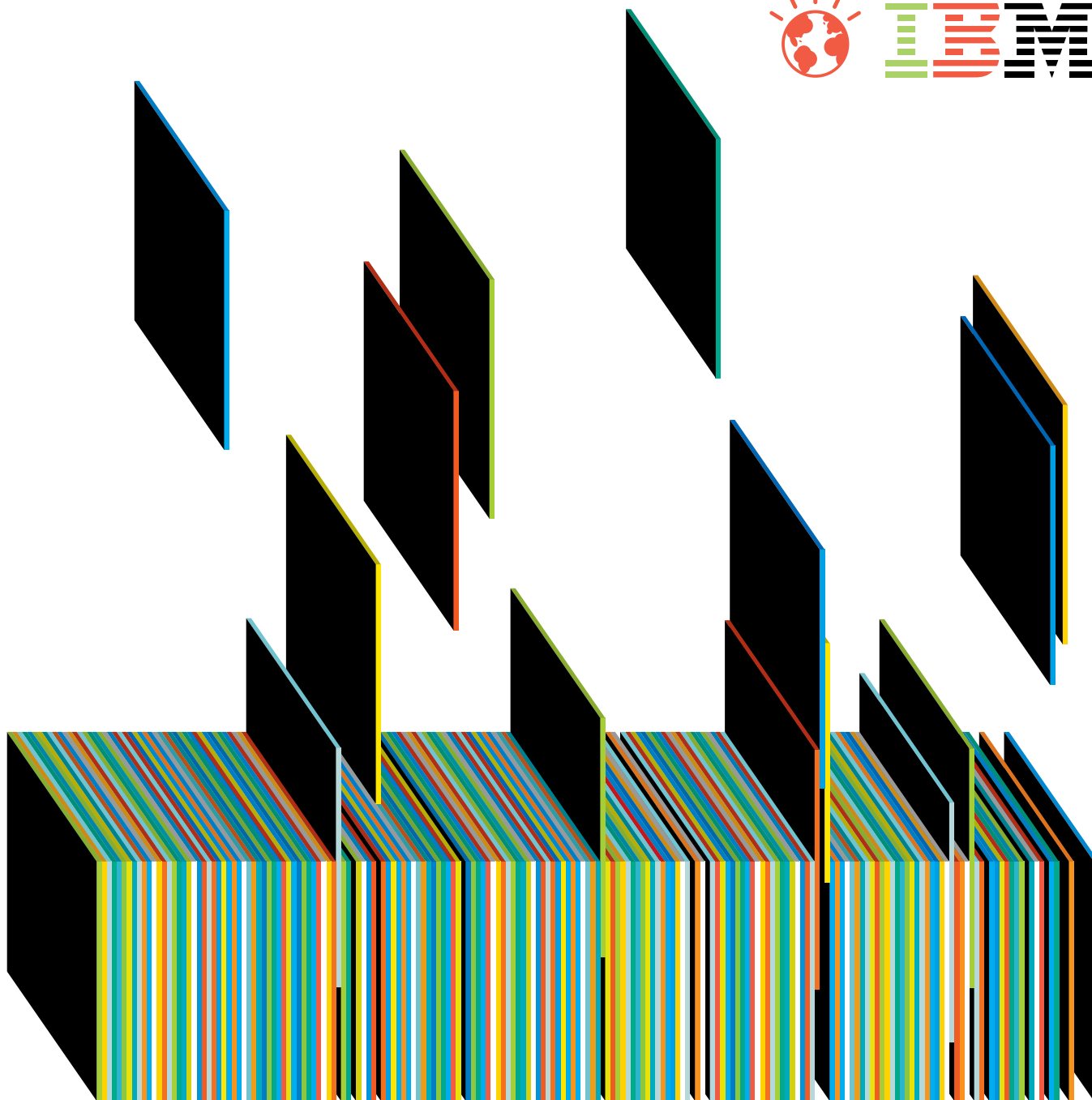
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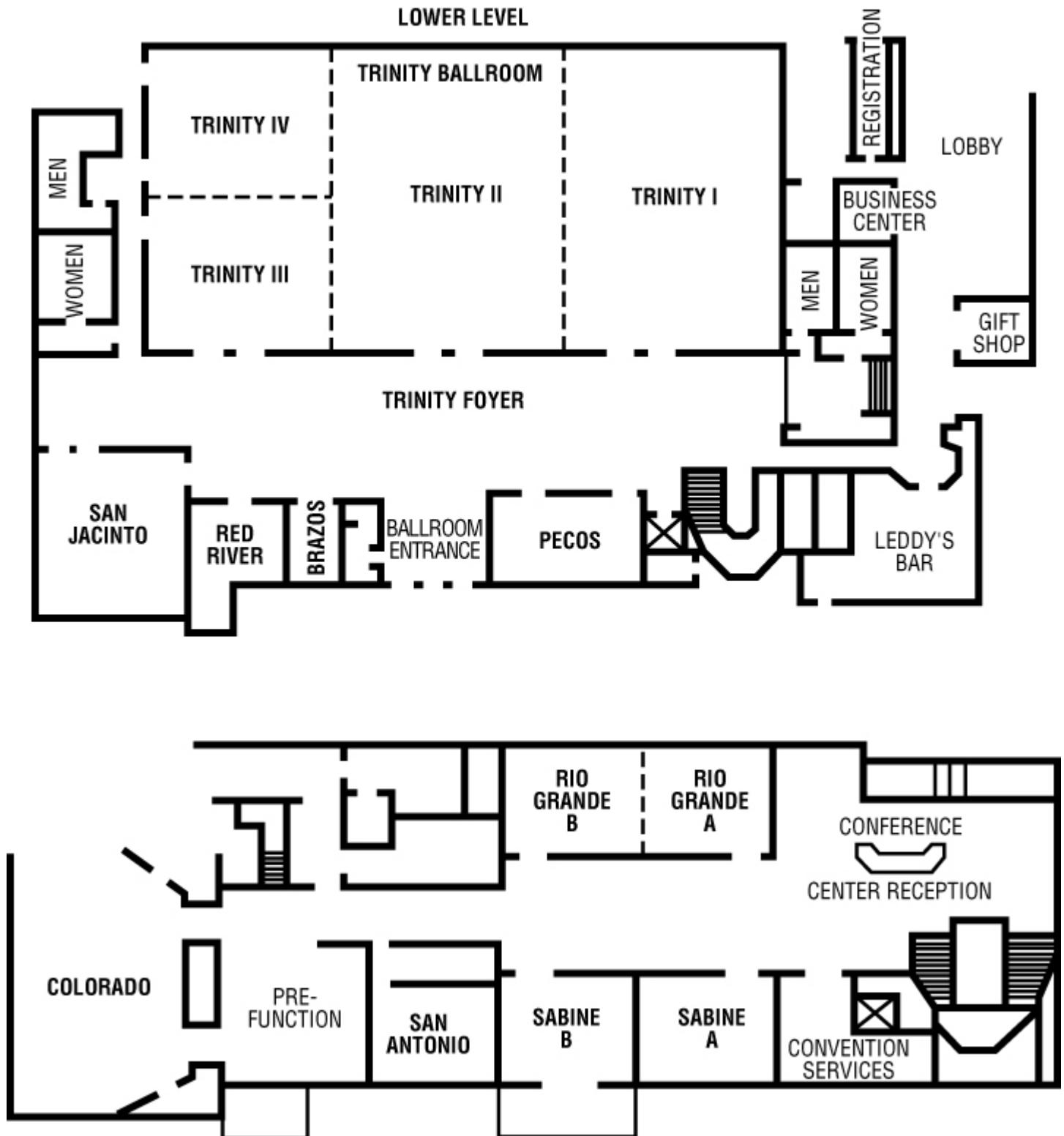
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