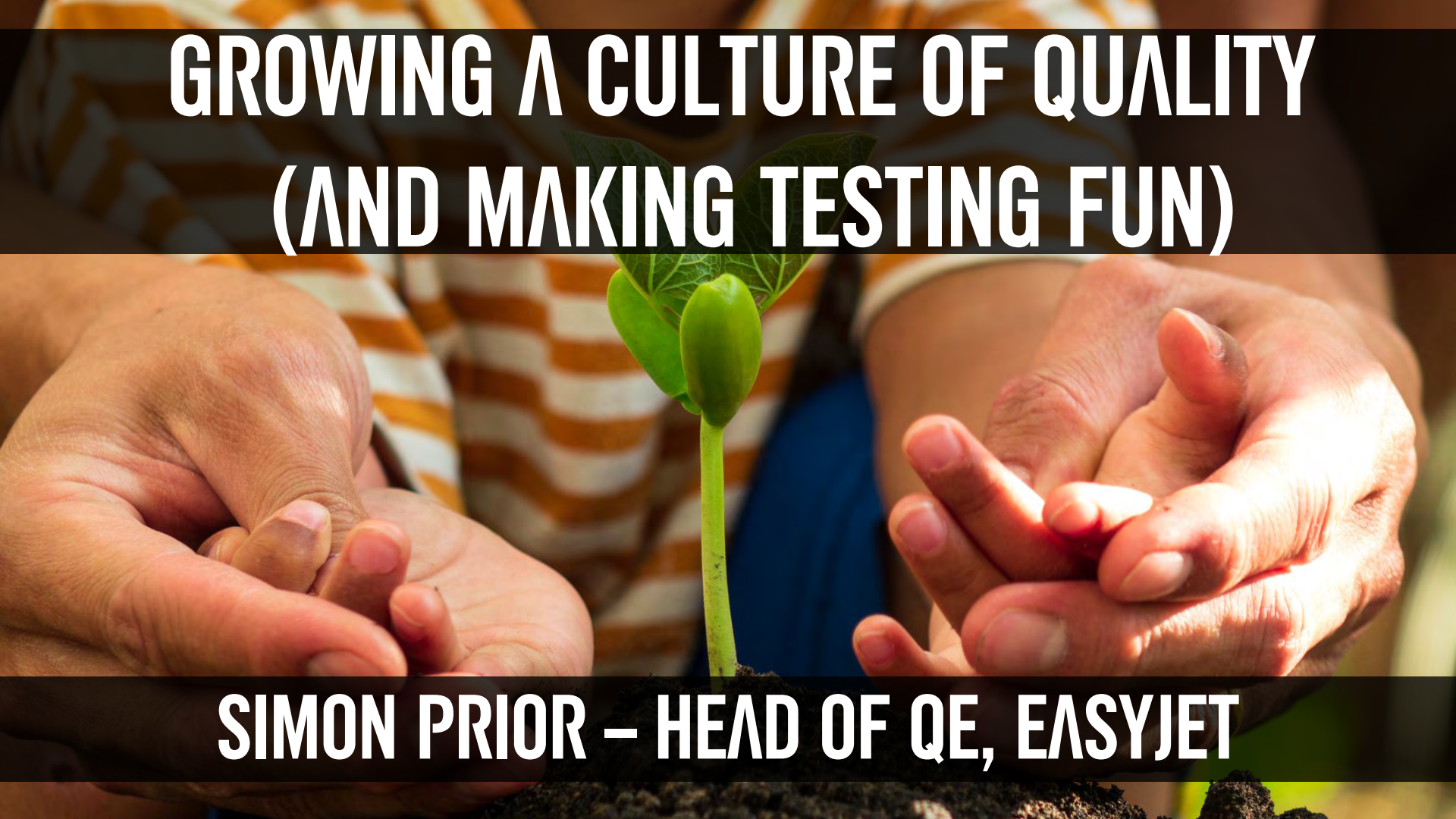
GROWING A CULTURE OF QUALITY (AND MAKING TESTING FUN)



SIMON PRIOR – HEAD OF QE, EASYJET

THE EUROPEAN SOFTWARE TESTING AWARDS 2021

NEURODIVERSITY

TESTING PEERS

Simon Prior
Head of QE – EasyJet
@LeadTestInclude
https://simon-prior.uk

Meetups OF THE MINISTRY OF TESTING

BUCKS

BUCKINGHAMSHIRE

MY MOTIVATION

Ultimately nothing that Simon can do will resolve the wider cultural problems within easyJet.

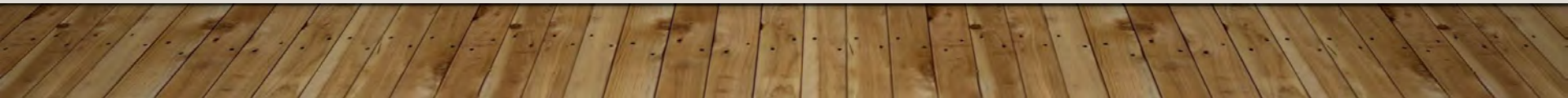
Testing can improve, as we all can, but it will only ever be the tip of the iceberg

CHALLENGE
ACCEPTED!

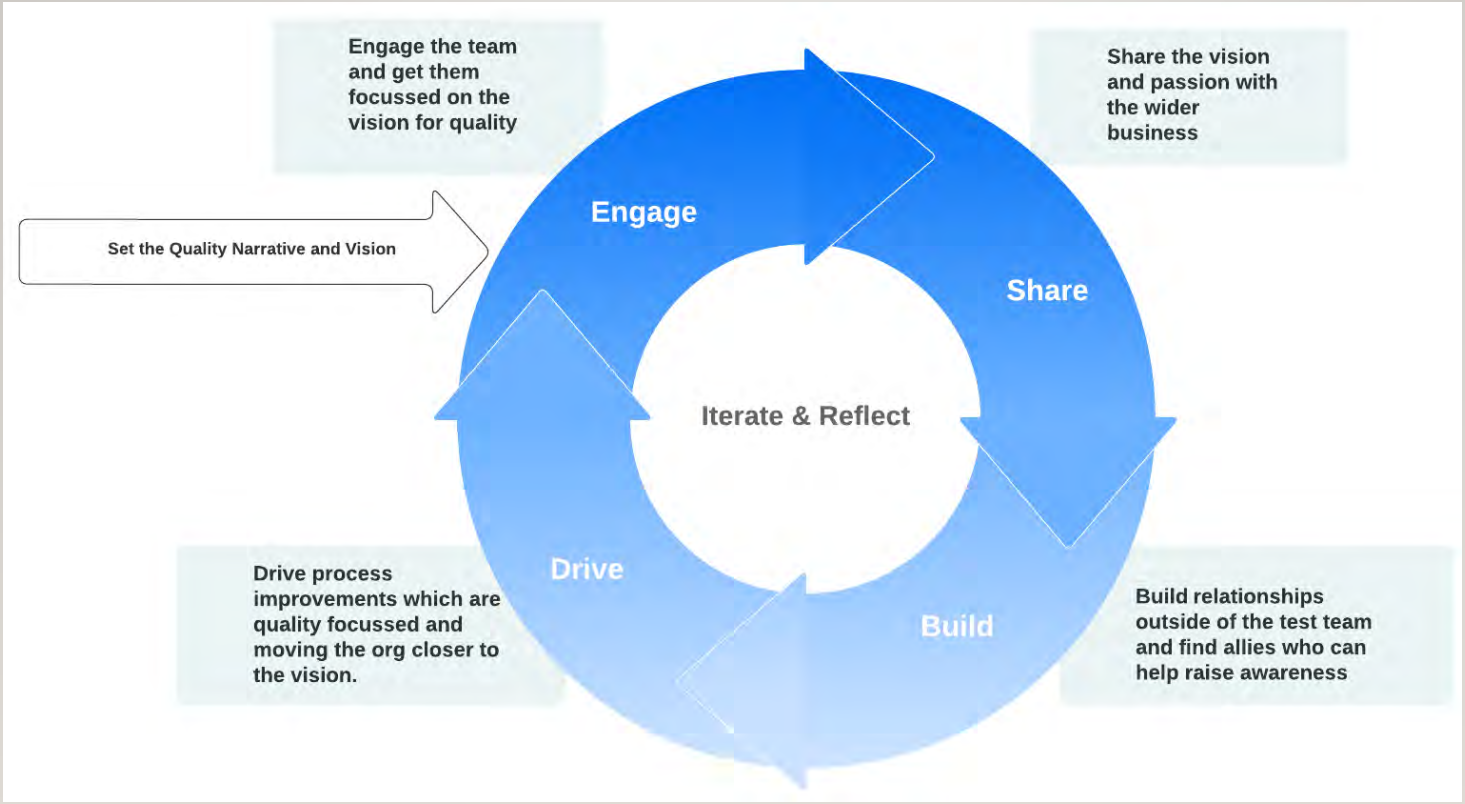
SO…WHAT IS A CULTURE OF QUALITY?

“A SHARED CROSS-TEAM FOCUS OF DELIVERING HIGH QUALITY SOFTWARE THAT MEETS THE USERS NEEDS AND ALL OUR PRACTICES SUPPORT THIS”

SIMON PRIOR – 2020
@LEADTESTINCLUDE



A MODEL FOR GROWING A CULTURE OF QUALITY



Simon Prior 2020

DEFINING YOUR
QUALITY
NARRATIVE

What are the common misconceptions Around QA?

"We Test Everything"

"We just write and execute Test Cases"

"We want to break software"

"Our role is just to find defects"

"We are solely Responsible for Quality"

What Makes a Quality Narrative?

The Quality Narrative is how quality is measured and perceived in your company

Understanding where you are and where you want to be are first steps towards building the right culture

Who owns quality?
How is testing done?
What value does it provide?

Defining our Utopian Narrative

- How do you want Testing to be perceived?
- Can you identify tangible ways for value to be visible?
- Is quality seen at the level it needs to be?

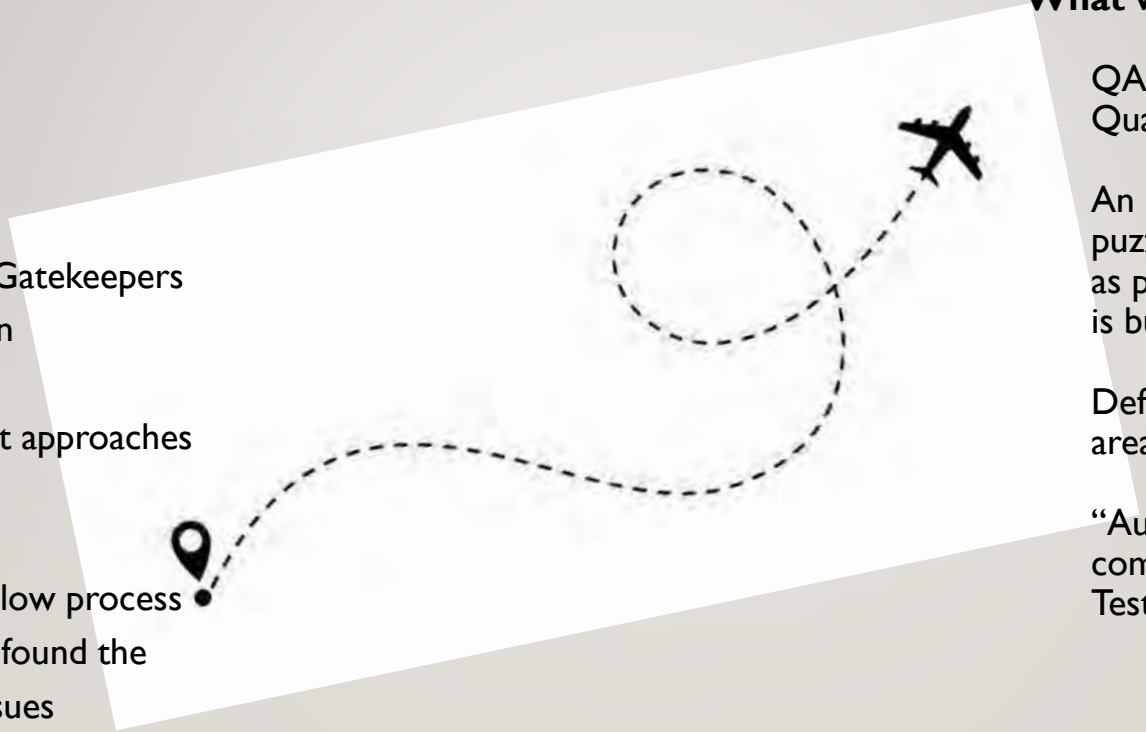
A QUALITY NARRATIVE FOR EASYJET

When I joined

QA seen as Gatekeepers of Production

Very different approaches in all teams

Manual and slow process which rarely found the important issues



What we're aiming for

QA seen as Advocates of Quality

An important part of the puzzle to be engaged as early as possible to ensure Quality is built into a solution

Defined standards across all areas aligned to key principles

"Automation First" approach complimented by Exploratory Testing

How did we get there?

BEHIND EVERY

GOOD

TEAM

IS A GREAT

LEADER

Earned the teams trust
Showed my passion
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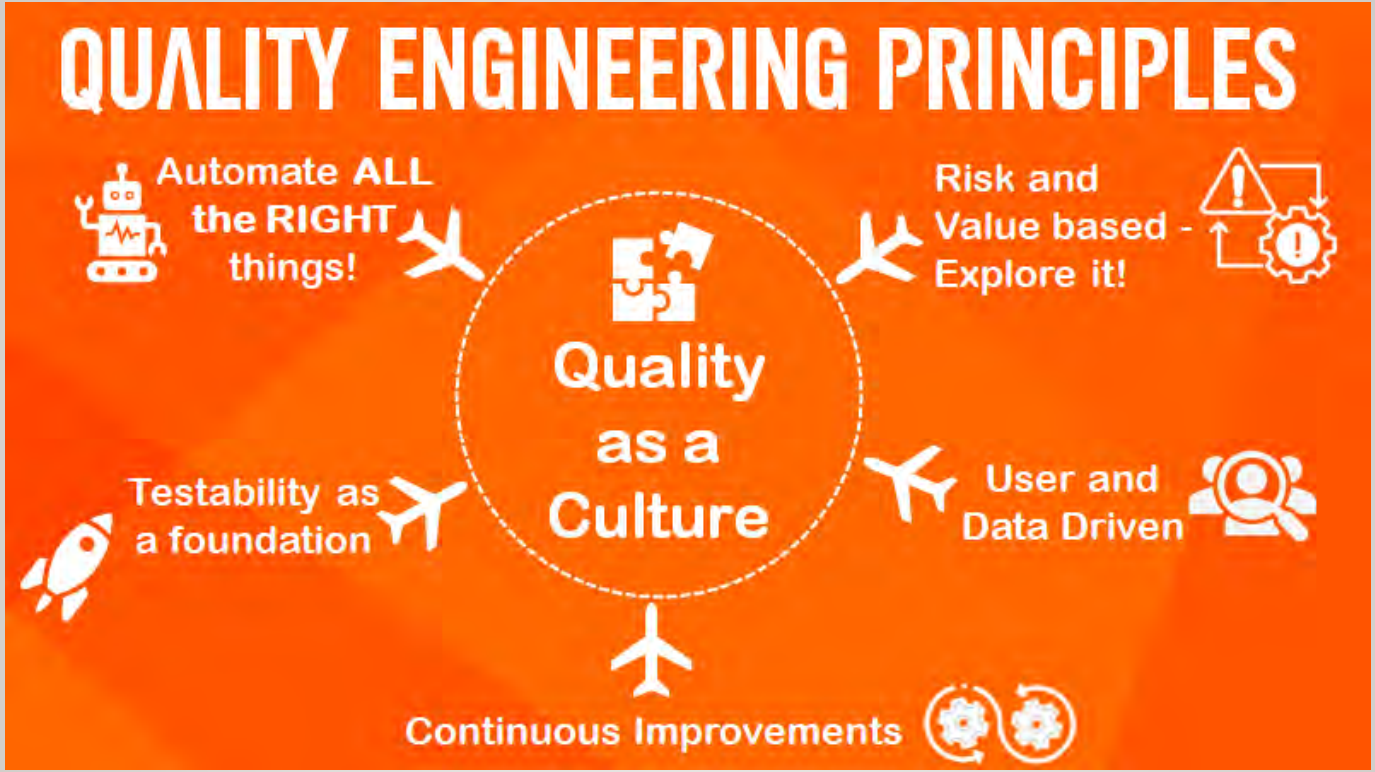
Collaboratively, we worked on principles we all believed in!

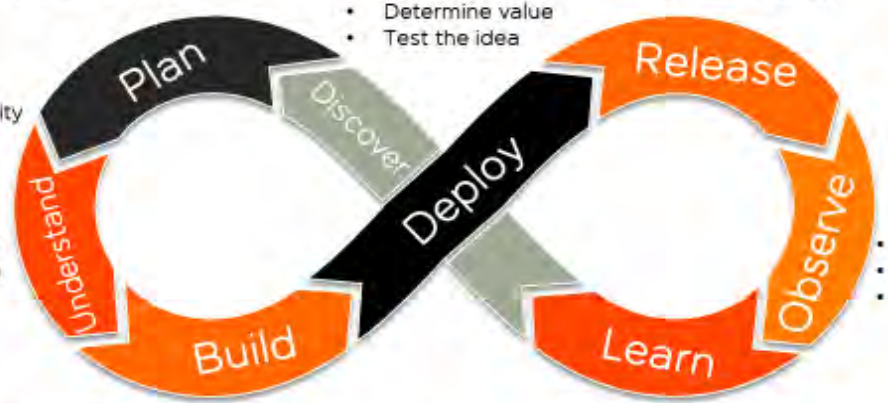

QUALITY ENGINEERING PRINCIPLES
Automate ALL the RIGHT things!
Risk and Value based - Explore it!
Quality as a Culture
Testability as a foundation
User and Data Driven
Continuous Improvements

QUALITY ENGINEERING – RAISING THE QUALITY BAR

- Risk Impact analysis and review
- Test Strategy
- Test assumptions

- Test in production (Smoke / Sanity / Witness Testing)

- Determine value
- Test the idea



- Requirement traceability and mapping
- Testability
- Test data creations
- Environments
- Define System Quality Characteristics (NFRs)

- Monitoring
- Analytics
- Observability

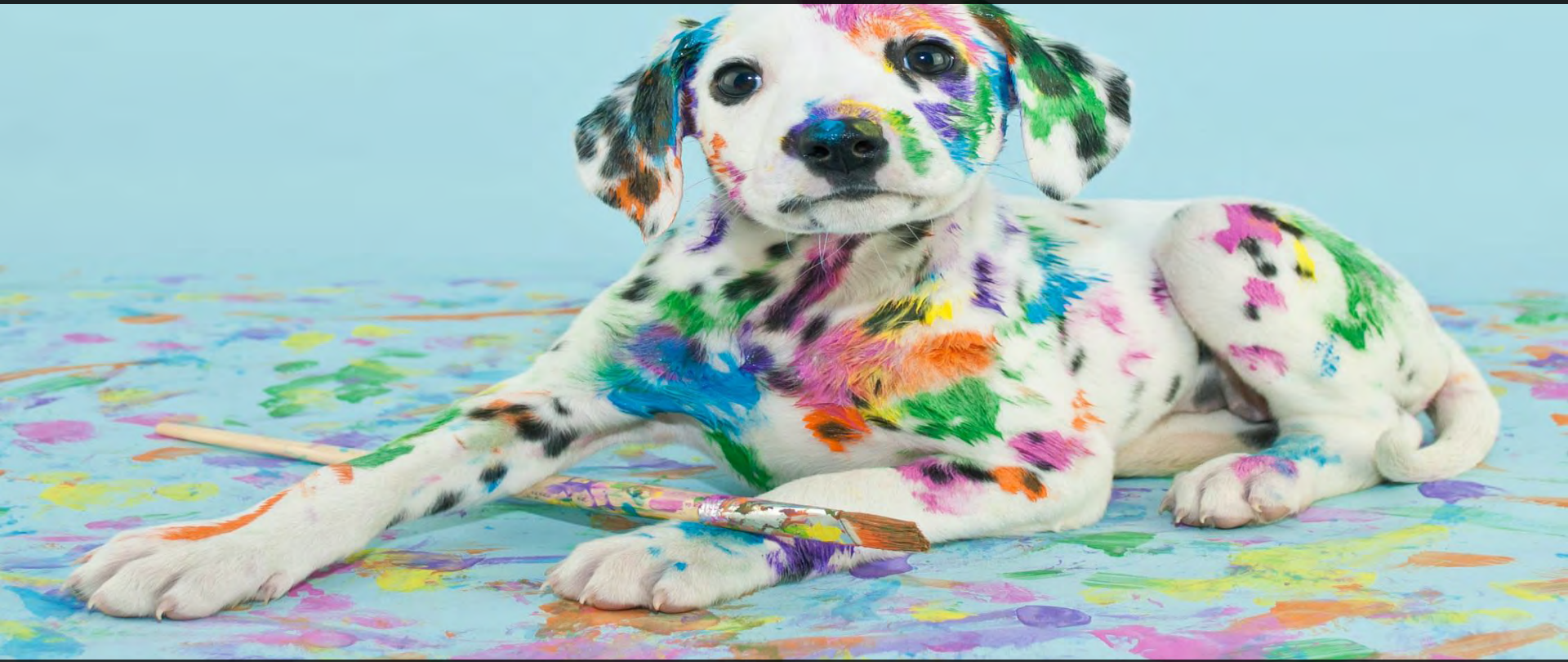
- Test stories and features
- Peer reviews and coding standards
- Static Analysis scans
- Automate tests in CI/CD pipeline

- Hypothesize and adapt

QUALITY METRICS, KPI/OKR

Empower and Grow Team

Created a “safe-to-fail” environment



Gave them the confidence to speak up and “talk about testing”

Created Testing Career Paths
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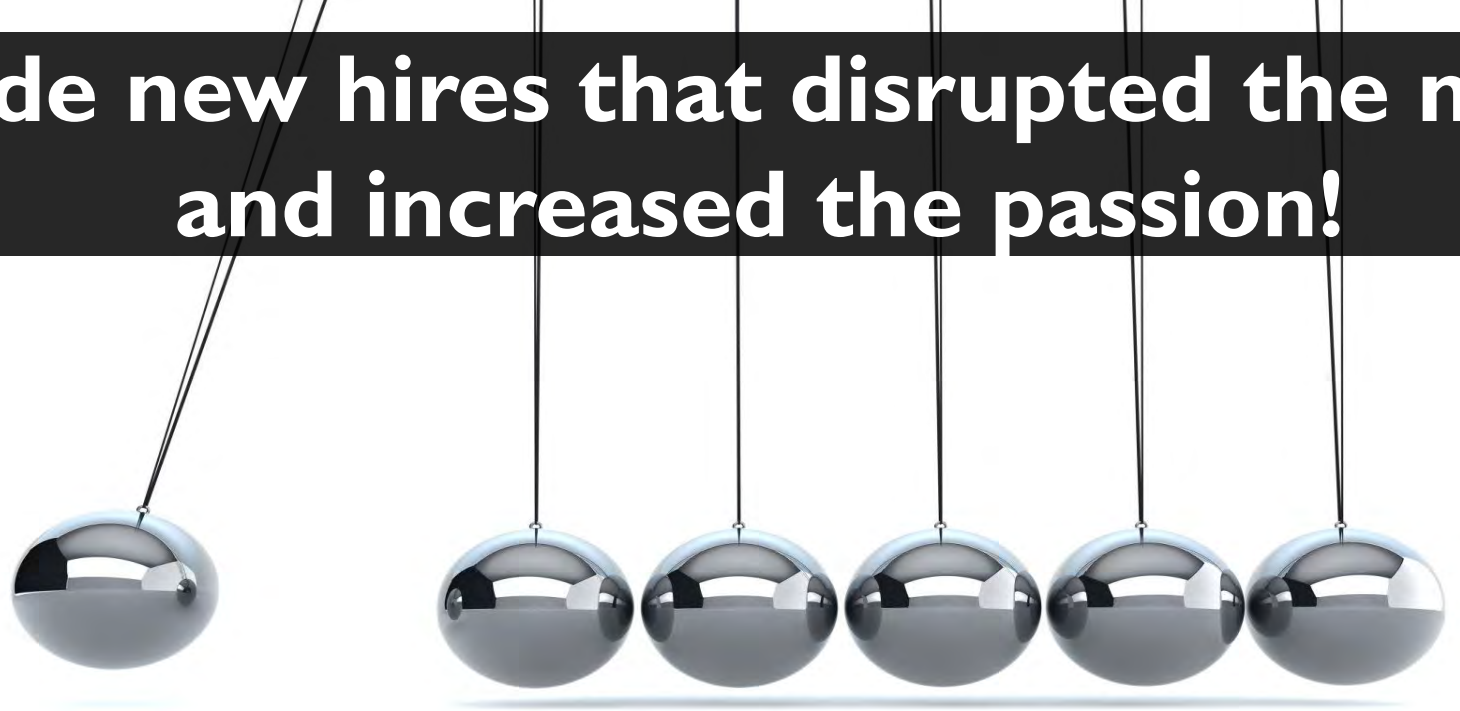
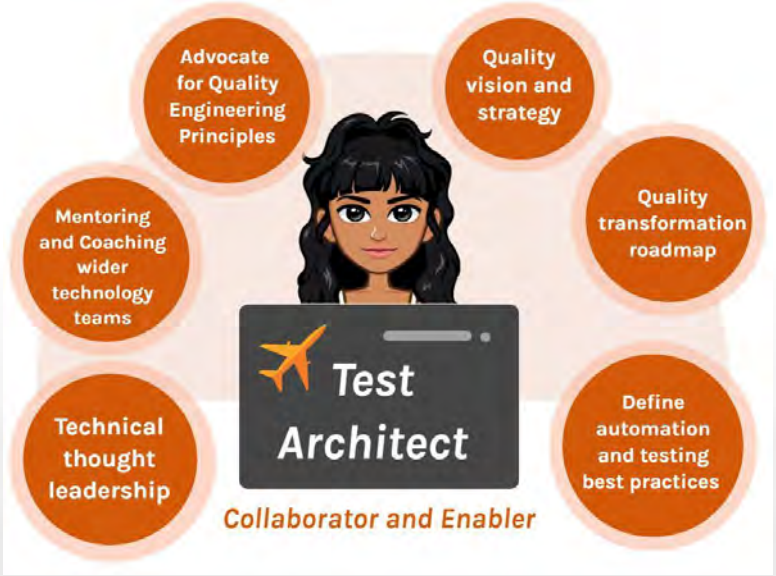
Made new hires that disrupted the norm and increased the passion!




Advocate for Quality Engineering Principles
Quality vision and strategy
Quality transformation roadmap
Define automation and testing best practices
Collaborator and Enabler
Technical thought leadership
Mentoring and Coaching wider technology teams
Test Architect

Changed our name to “Quality Engineering”

Engage and Inspire

Organised an internal community of practice

Invited engaging speakers from outside of the business

MoT Pro Membership
and
Learning Pathways
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Lead by example,

being active in the external communities

Guilds and Specialist Communities

Performance Guild

Accessibility Guild

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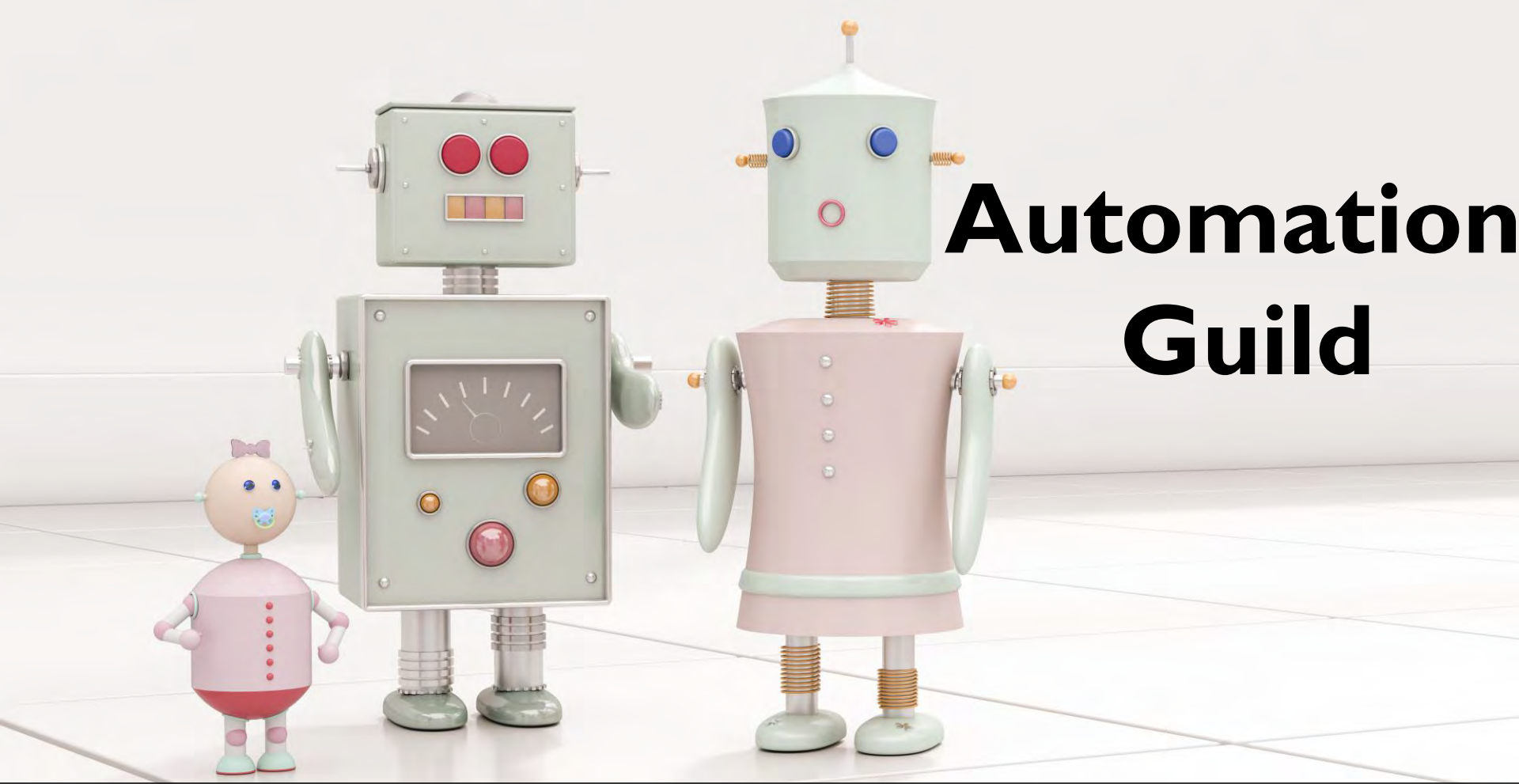
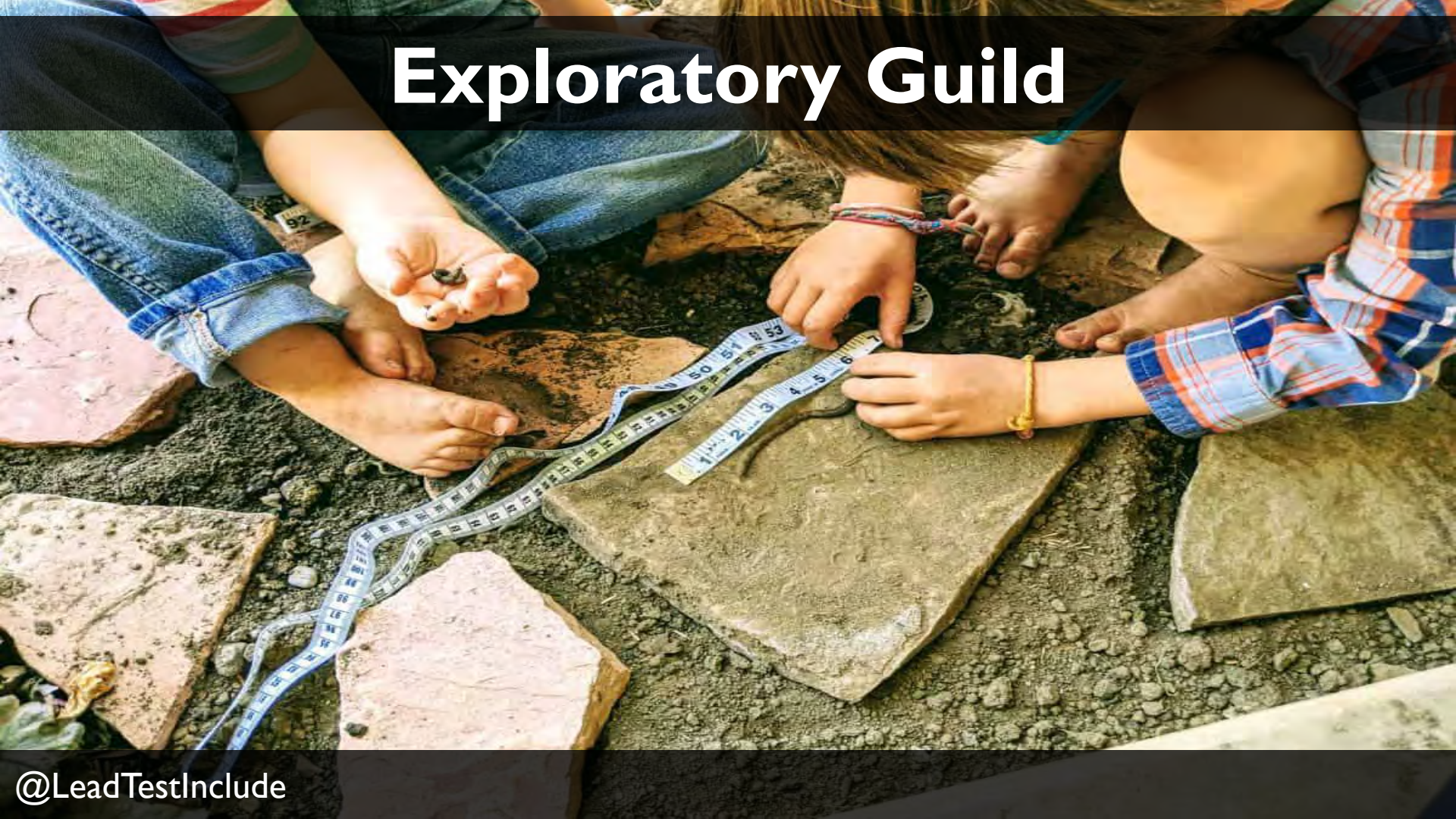
Security Guild

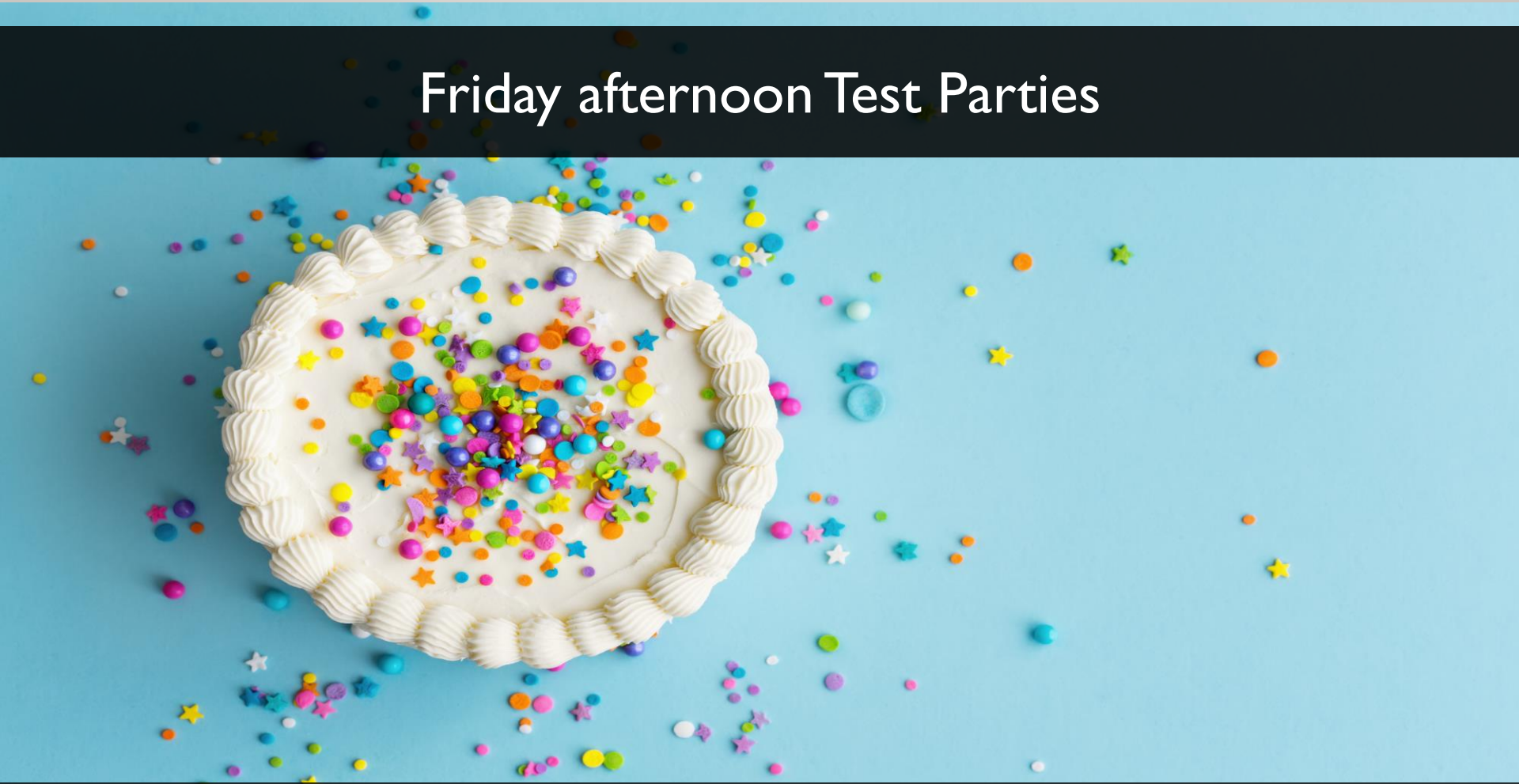

Automation
Guild

Exploratory Guild



We started the TEST Party!

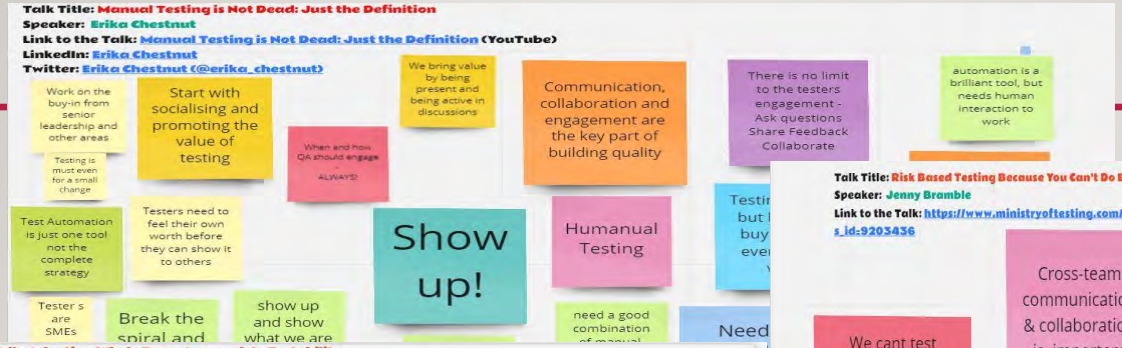
Friday afternoon Test Parties

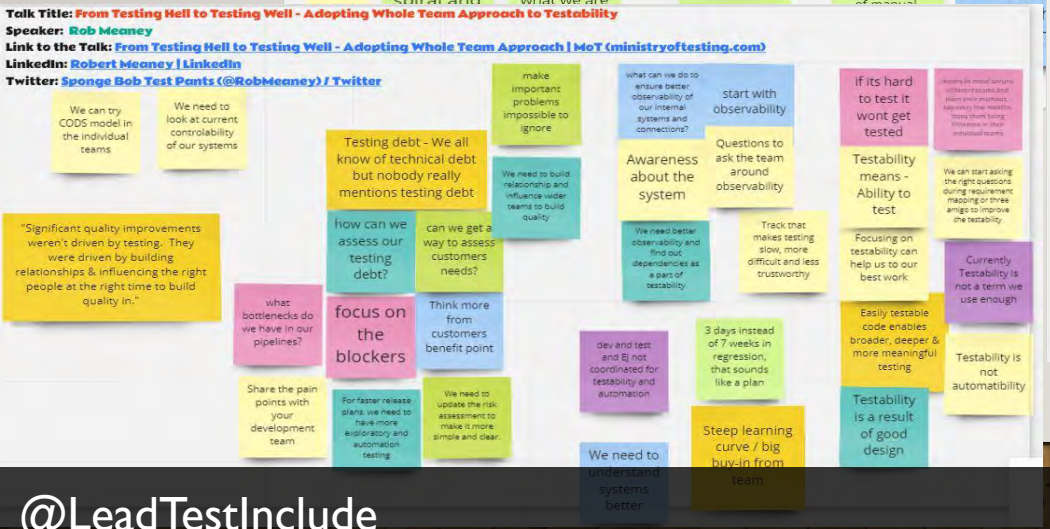


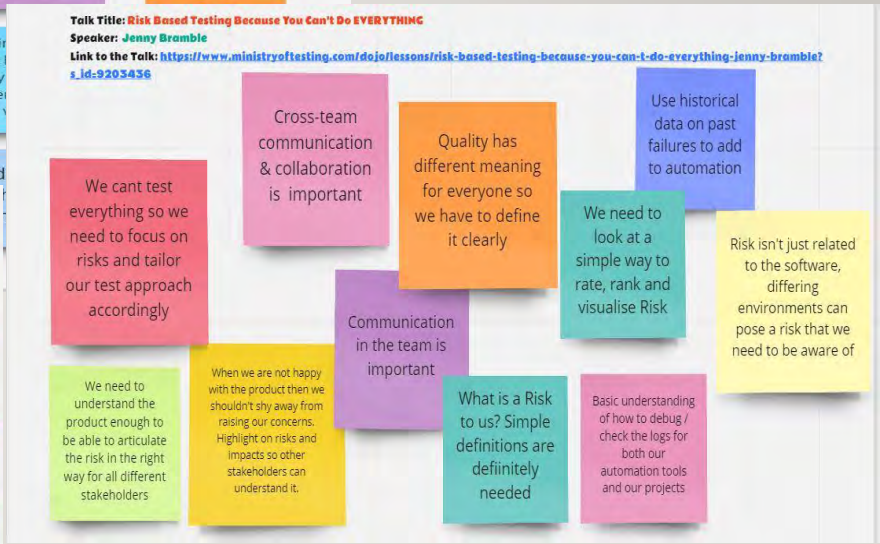
Exploratory test a system within the estate as a group

Invited all across the company including IT leaders

Watch a talk and whiteboard actions!







Changed the perception of what we do in QE!

Find Every Opportunity to Speak About Quality!

Lunch and Learn sessions to wider organisation

Invited along to IT team meetings to discuss Testing

Training sessions to engineering teams on Testing

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Find Your Allies

Searched out the voices within other teams who got what we were trying to achieve

Convinced them and
they became advocates

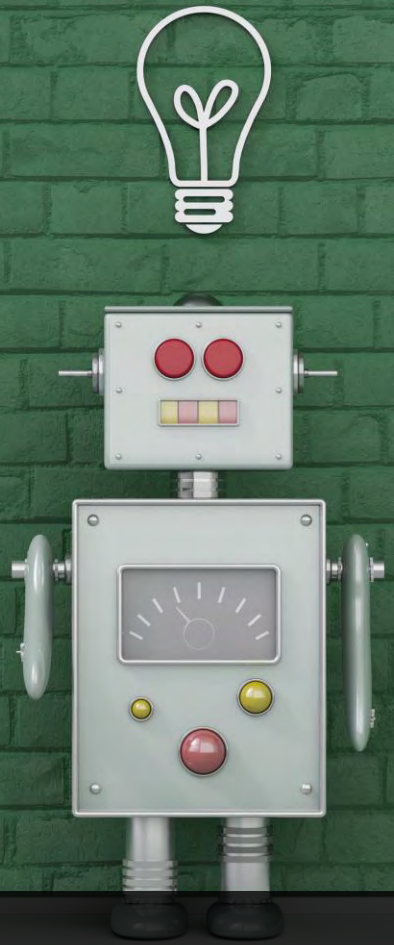
The more people who believed in our message, the better it stood of being heard

Visibly Make Test Process Improvements

Collaborated on ideas to improve the processes

Demonstrated to the business how the ideas helped improve quality

TEST AUTOMATION PROGRESS



TESTABILITY REVIEW

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EXPLORATORY
AND
RISK BASED
TESTING
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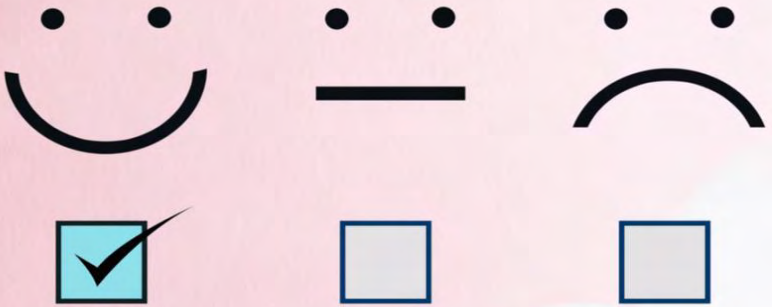
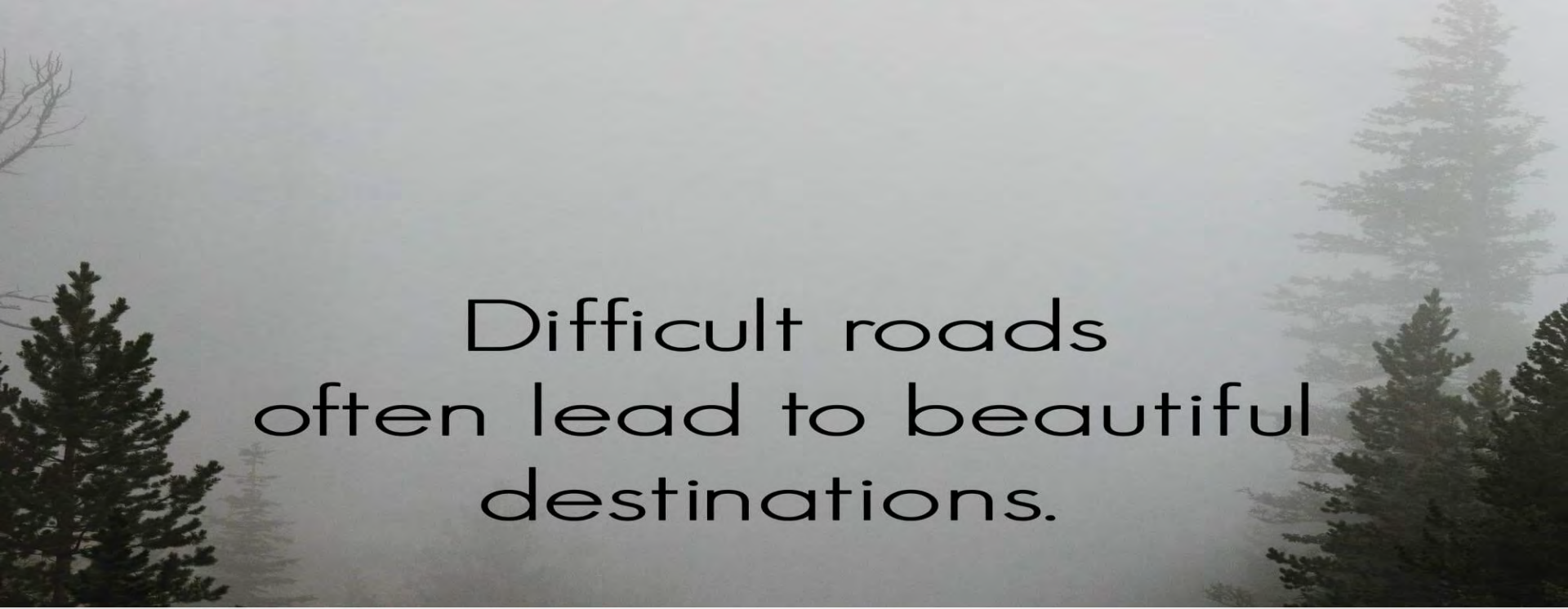
Get Feedback and Review

Sent pulse surveys to key people



Worked through and
improved on suggestions



Be Ready for a Journey

Continuously improving the process will be key

There will be
rocky patches
@LeadTestInclude
BillArtinger

A Culture doesn't
have a definitive end

IN SUMMARY

The longest journeys start with the first step

Overcommunicate

Share successes, no matter how small

Collaborate

Promote the importance of Quality

Have fun! ☺

THANK YOU! ☺