GROWING A CULTURE OF QUALITY
(AND MAKING TESTING FUN)

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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
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A MODEL FOR GROWING A CULTURE OF QUALITY

Engage
- Engage the team and get them focussed on the vision for quality

Set the Quality Narrative and Vision

Share
- Share the vision and passion with the wider business

Drive
- Drive process improvements which are quality focussed and moving the org closer to the vision.

Build
- Build relationships outside of the test team and find allies who can help raise awareness

Iterate & Reflect

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?
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

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

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
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!
- Testability as a foundation
- User and Data Driven
- Continuous Improvements

Quality as a Culture
QUALITY ENGINEERING - RAISING THE QUALITY BAR

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

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

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

- Determine value
- Test the idea

- Monitoring
- Analytics
- Observability

Plan
Discover

Understand
Build

Deploy
Learn

Observe
Release

QUALITY METRICS, KPI/OKR

- Test stories and features
- Peer reviews and coding standards
- Static Analysis scans
- Automate tests in CI/CD pipeline
- Hypothesize and adapt
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!
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
Lead by example, being active in the external communities
Engage and inspire guilds and specialist communities.
Performance Guild
Accessibility Guild
Security Guild

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Automation Guild

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Exploratory Guild

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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

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Invited along to IT team meetings to discuss Testing
Training sessions to engineering teams on Testing
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.

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
EXPLORATORY AND RISK BASED TESTING
Get Feedback and Review
Sent pulse surveys to key people
Worked through and improved on suggestions
Difficult roads often lead to beautiful destinations.

Be Ready for a Journey
Continuously improving the process will be key.
There will be rocky patches
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! 😊