

THE VOICE OF SOFTWARE QUALITY

# SOQmag

## THE PERFECT STORM

*DASA expert Deborah Burton on the "modernisation" journey in software development and the role of DevOps*

INTERVIEW

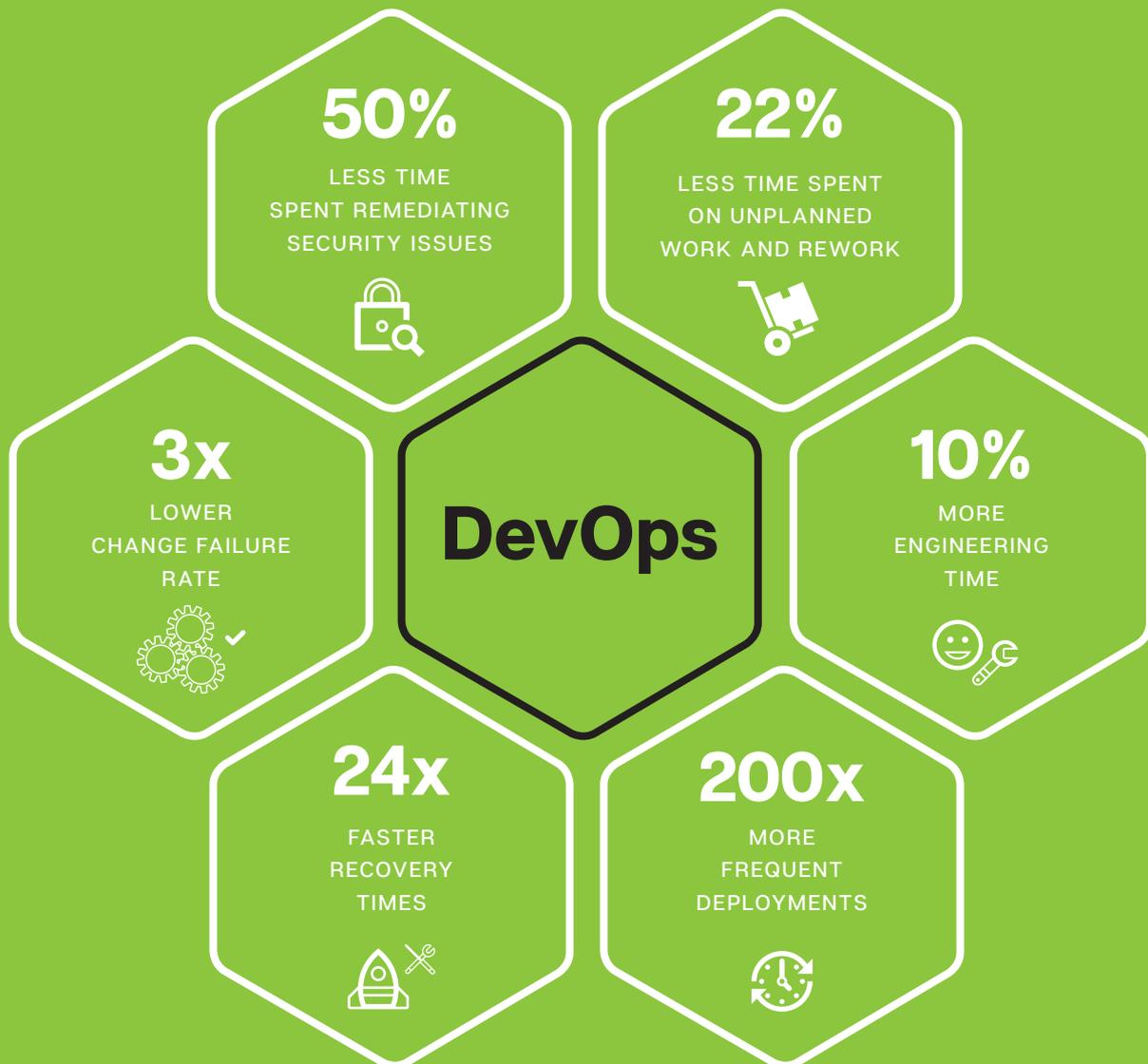
**ADVANCING  
SOFTWARE  
TESTING  
PROFESSION**

*ISTQB® President  
Gualtiero Bazzana on  
his ambitions for the  
scheme*

**WHERE IS QA  
IN DEVOPS?**

*Improve Quality Services  
on testing within the  
DevOps mindset*

# WHAT DOES DevOps MEAN TO COMPANIES:





**Stephan Goericke**  
CEO, International Software Quality Institute

## YOU BUILD IT, YOU RUN IT!

Some people call DevOps a buzzword, others consider it a magic bullet. In my opinion, it all depends on your perspective.

*DevOps can be extremely effective.* Teams decide for themselves how they do things and assume individual responsibility for all related administrative processes. There is only one demand: You build it, you run it! The overarching goal is a fast implementation of stable, high-quality software. But ...

*DevOps can be a complicated undertaking.* To guarantee a successful DevOps implementation, organizations must break down silos. It must include quality, security, business stakeholders as well as the customer. Cooperation is the key to success. And cooperation needs empathy. But do your employees appear to have sufficient capabilities to manage a complex, cross-functional communication?

The team are at the heart of DevOps. Soft skills are more in demand today than ever. Especially the way of working with others determines the quality of the final result.

The good news is that almost all of those skills can be acquired. The authors of the current issue have dealt intensively with aspects of quality and skills in DevOps. You can read the results of their analysis in the following pages. I wish you a pleasant thought-provoking reading.

Yours sincerely,

A handwritten signature in black ink that reads "Stephan Goericke".

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# HAVE YOU SEEN ...



The main objectives of this roadshow are to reinforce the importance of the test process in the software product development lifecycle and to publicize the initiatives SSTQB as a center of collaboration between companies and institutions have in place to support this.

Agustina Gay of iSQI joined the first stop of the SSTQB Roadshow on March 30th in Málaga, presenting iSQI not only as the SSTQB's certification partner, but also explaining about the importance of certifications for IT professionals.

**TWO FURTHER STOPS ARE PLANNED THIS YEAR, THE SSTQB LOOKS FORWARD TO HAVING YOU AS THEIR GUEST:**

**La Coruña:** 25th of May, 2017

**Mallorca:** 26th of October, 2017

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**iSQI JOINS  
THE SSTQB  
ROADSHOW  
MÁLAGA,  
SPAIN!**



## FORWARD TESTING at the UKSTAR Conference!

The first UKSTAR Software Testing Conference was in London on 27-28 February, 2017. UKSTAR offered two days of introspection and forward-thinking for software professionals who have worked tirelessly to bring testing to the fore and to renew the determination and passion to advance the role of testing in the years ahead. Conference participants had the opportunity to gain a world leading ISTQB® certification with iSQI.

## RE@AGILE LAUNCH EVENT – BRINGING TWO WORLDS TOGETHER



On the 16<sup>th</sup> of February, the first IREB® CPRE RE@Agile launch event took place in Utrecht, Netherlands. The International Software Quality Institute (iSQI) and IREB® experts gave a preview to the new RE@Agile products.

The “RE@Agile Primer” was in the focus of the event. Stefan Sturm, Managing Director of the IREB® GmbH, highlighted the importance of extending the IREB® portfolio and the other IREB® experts presented the benefits of the new product: It connects the target groups of traditional Requirement Engineers and Professionals who have limited knowledge of RE, but are involved in agile

development processes. This reflects the motivation for “bringing two worlds together”.

The RE@Agile Primer imparts of how RE methods and techniques can advantageously be applied in agile development processes, and how techniques from the agile approach can improve the RE practice.

**MORE INFORMATION ABOUT  
THE RE@AGILE PRIMER: [HERE](#)**

# WHERE IS QA IN DevOps?

*This issue of SQ Mag focusses on DevOps. But why does a magazine related to Software Quality even pay attention to DevOps? Simply put, there's no mention of Software Quality or Quality Assurance within the term. It's simply DEvelopment and OPerationS. So, isn't DevOps the final death blow for QA and testing? Should this be an obituary for the profession of testing? A final farewell to Quality Assurance? Or do we still need software testing and QA in a DevOps future? To answer these questions we'll be taking a look at how DevOps came to be and what role (exploratory) testing can play within the DevOps mindset.*

# O

Once upon a time we had Waterfall projects in which the business told a business analyst what they wanted from IT to prevent any difficult communication with the techies who were obviously speaking a totally different language. The business analyst talked with the design team and/or software architect to come up with a technical solution. The design team transcribed their ideas in large documents which were handed over to the development team (preferably by using a process in which the documents are handed over digitally to prevent any need to talk to each other). The developers started building something and threw it over a wall, along with the documents from the design team. On the other side of the wall there were testers who started testing. Basically all they did was checking if the software that was built matched with what was written in mentioned documents. If this was the case then the finished software was thrown over another wall and Operations made sure the software found its way to the end users. Everyone knew what was expected of them. Everyone played their part in this big software development machine. Just like the original Ford cars, software fell of the conveyor at the end of the process and everyone lived happily ever after.

### ➤ 3 Amigos

*You may have heard of the movie '3 Amigos', but not everyone (yet) knows of the term related to Agile. In short it's about a collaboration between three parties: Developer, Tester and Business (Product Owner). However, currently the term is often used for generally any collaboration/communication where Agile teams and/or other stakeholders are involved. Goal of the 3 (or more!) Amigos is to create a general understanding of what is needed, how this can be created and when it is considered done and of provable sufficient quality.*

However, at around the turn of the century the fairytale finally shattered when end users began complaining (louder than before) that the software did not provide the functionality they so desperately needed. And in 'the old days' such complaints were hushed by telling the end user that technical possibilities weren't advanced enough to meet their requirements. And everyone accepted this. Currently technical debt is no longer an excuse to not deliver what the business needs. Computers are powerful enough and software has grown enough to meet most (if not all) requirements most everyday businesses throw at them. The software development conveyor began creaking and shrieking more and more. End users blamed ops, ops blamed testers, testers blamed developers who in turn pointed to the design documents that didn't tell them what the business really needed. Or at least, they hadn't been able to interpret them that way. Things had to change. And so they did. In 2001 a group of key figures in the industry locked themselves up in a ski resort in Utah and a few days later they emerged to the outside world again carrying the manifesto that changed the software development business forever: Agile was born<sup>1</sup>.

Business actually talked with developers and testers (it eventually even earned itself a name: the 3 Amigos principle<sup>2</sup>). Walls were broken down. Software development became a collaboration process in which everyone was involved. Right up until the moment when the software was done and needed to be promoted to production. Then it was thrown over one last wall to Ops. Everyone wished them good luck with it and the next sprint was started in which new potentially shippable products were designed, built and tested. And what happened on the other side of this final wall was of no concern for the Agile team.

Strangely enough the Agile principles don't seem to apply for Operations. It's clear that this can cause huge issues when delivered shippable software is promoted to production the first time. The software may react differently than expected once implemented, there may be more work involved in deploying the software and/or maintenance might turn out to be very time-consuming and/or error-prone.

<sup>1</sup> <http://agilemanifesto.org/> (2016-12-27)

<sup>2</sup> <http://blog.gdinwiddie.com/2009/06/17/if-you-dont-automate-acceptance-tests/> (2017-01-24)

## WHERE IS QA IN DevOps?



↗  
**Kaspar van Dam,**  
Consultant at Improve  
Quality Services,  
The Netherlands.

With over 10 years of  
experience in IT, Kaspar  
advises colleagues  
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published a number  
of articles on test  
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of work and Continuous  
Communication and is a  
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### Enter: DevOps.

With DevOps this final wall was broken down<sup>3</sup>. Operations became part of the software development process and the (rest of the) Agile team became part of software delivery and maintenance. A simple principle applied: eat your own dog food<sup>4</sup>. Knowledge of the finalized product and how it behaves in production became an essential part of the iterative development process. DevOps teams have two choices: keep building software that won't (entirely) do its job in production and get to a point where you spend all available time on keeping the software afloat. Or build better software that requires less maintenance and free up time to keep creating even better and more innovative software. Needless to say, most teams went for this last option. Basically we went from the Ford conveyor belt to the Formula one pit street where every team member is intimately involved to win the race.

Now, back to the main question of this article. Where is QA in DevOps? The term itself already implies DevOps is an effort mainly by Development and Operations. Just like Agile, DevOps originated from daily practice and was a way to get Ops more involved in development and testing of software. It's related to many trends in Software Development which were (and still are) booming when the term was first used in 2009: e.g. Lean, ITSM, Continuous Delivery/-Integration, etcetera. So, we can say goodbye to those expensive (and often annoyingly critical) testers! Hurray! Thanks to Operations we learn from production. Developers can build some nice automated regression tests which are part of the Continuous Development/-Integration pipeline. Quality Assurance is dead!  
Right?

Truth be said, some companies actually did say goodbye to testers. And they're still standing. They claim that developers are best at automating tests, they know best what

software they've been building and why. So they are perfectly capable of testing their own work, together with the end user (representative). Indeed with DevOps there's a strong focus on test automation. Like Agile the work pace is high: Software is developed iteratively during short sprints, so regression tests need to be running all the time. This can only be achieved by using test automation. So, maybe developers are indeed the best testers (test automators) in this 'new and improved' Formula One pit street?

However, like Elisabeth Hendrickson claimed at the OnAgile Conference in 2015<sup>5</sup>, test automation can only be used to check if software meets a certain expectation. *And checking is not testing!*<sup>6</sup> This means that Test Automation will most certainly not replace the QA specialist. Mainly because there are two things at which humans still (massively) outperform computers and those are learning and creativity. Both important aspects used in exploratory testing. Therefore test automation should mainly be used to free up time for the software tester to focus on testing using exploration and experimentation. So maybe the earlier mentioned old school software tester (expensive, annoyingly critical) is indeed dying (or actually quite often already dead and buried...). But the Quality specialist who helps create a creative, quality focused mindset based on continuous learning to the entire DevOps team is very much alive and kicking!

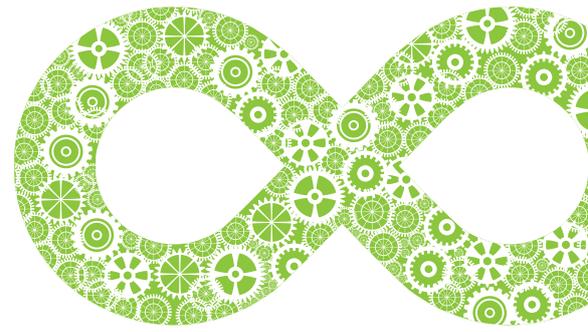
So, where is QA in DevOps? It's very much at the center of it. The software tester has always been right between Dev and Ops. Trying to slow Developers a bit down when too eager at change and innovation. And at the same time putting some effort in taking Operations along in the inevitable change that's on its way to them. Within DevOps this role is probably more important than ever before! The Quality specialist (or Quality Analyst, Quality Engineer or even Quality Ambassador) is in the driver seat and uses his/her creativity and

<sup>3</sup> <https://legacy.devopsdays.org/events/2009-ghent/> (2017-01-23)

<sup>4</sup> <http://www.forbes.com/sites/michaeldefranco/2014/03/04/not-eating-your-own-dog-food-you-probably-should-be-2/> (2017-01-23)

<sup>5</sup> <https://www.thoughtworks.com/insights/blog/qa-dead> (2016-12-22)

<sup>6</sup> <http://www.developsense.com/blog/2009/08/testing-vs-checking/> (2017-01-23)



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**Berry Kersten,**

*Berry is an experienced software tester. His passion for quality and agile software development is reflected in several publications and presentations.*

*Regarding DevOps, Berry is a certified DevOps Master and he shares his knowledge at conferences like the upcoming DevOpsDays in Amsterdam and in Ghent last year.*

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ability to learn to set a certain pace for the entire team in which software is released as soon as possible while maintaining a certain level of quality. This can be done by keeping an eye on the big picture. Decide what tests need to be automated and when it's better to test manually. It can be decided to execute tests manually because risks are low and tests only need to be done once (or every once in a while). However it's also possible that an experienced tester expects to get more out of manual testing compared to automatic checking of software, which could be useful when risks are actually high! This is where learning and creativity plays a central part. One of the biggest weapons this quality ambassador has to take advantage of this human touch to QA is Exploratory Testing. This can ultimately give insight if delivered software is actually of sufficient quality. It's basically a mean to set the speed limit at which the (software development-) car drives as fast as humanly and technically possible while staying on the road and not falling apart in the process.

**(Exploratory) testing in DevOps**

So, what is exploratory testing? To quote James Bach<sup>7</sup>:

*'The plainest definition of exploratory testing is test design and test execution at the same time. This is the opposite of scripted testing (predefined test procedures, whether manual or automated). Exploratory tests, unlike scripted tests, are not defined in advance and carried out precisely according to plan.'*

This is exactly the form of testing that focusses on the two earlier mentioned things in which we humans still excel in comparison to computers: learning and creativity. A computer, and thus an automated test, cannot perform exploratory testing like humans do. And that's the main reason why exploratory testing is so extremely important within any software development project, but even more within DevOps projects where test automation is a necessity, however no silver bullet.

While all team members, Ops included, tend to more and more focus on speed, speed and just speed. It's up to the tester to also keep a focus on learning and creativity in order to keep a balance between speed and quality. QA is the accelerometer for the entire DevOps team that helps make software development as fast as possible while maintaining a certain level of required quality.

Does this mean every Software Tester should start specializing in Exploratory Testing? Is Exploratory Testing the last thread that keeps QA alive? I believe it is and like James Bach and Michael Bolton claimed before, I'd like to point out that software testing in general is all about exploration and experimentation<sup>8</sup>. Or at least, it should be! Therefore, exploratory testing is essential to keep delivering high quality software as fast as possible. Especially when dealing with a DevOps environment which may be considered the next logical (and maybe even inevitable) step within software development. So, testing through exploration and experimentation is (one of) the ultimate means to put QA (back) in DevOps. It can help prove that QA might even be more important than ever before within this DevOps environment. Not per se the test specialist as a person, but more the general mindset of the entire DevOps team. A mindset in which quality, learning and creativity plays an important role and where 'quality thinking' becomes part of the teams DNA. That's where QA is in DevOps.

The authors would like to acknowledge their colleagues Huib Schoots and Joris Meerts for their contribution to this article. ■

<sup>7</sup> [http://www.satisfice.com/articles/what\\_is\\_et.shtml](http://www.satisfice.com/articles/what_is_et.shtml) (2016-12-27)

<sup>8</sup> <http://www.satisfice.com/blog/archives/856> (2017-01-23)

# WANTED: EXPERTS FOR EFFECTIVE DEVOPS



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**Paula Jones,**

*Paula Jones has been working for TSG for three years and has worked in training sales and development for many years prior to that.*

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# W

## What benefits does DevOps offer?

DevOps provides more flexibility in software development. Through continuous integration, delivery and testing organisations can release more often with increased confidence that the release will be reliable, stable and provide what the customer wants.

Importantly DevOps can help release bottlenecks. Automation can offer significant efficiencies and improve the effectiveness of testing. In theory, DevOps delivers speed to market, greater productivity, early identification of risk and better products.

The business and technical benefit of DevOps is becoming increasingly obvious to organisations; the cultural aspect should not be underestimated – more productive teams working in a collaborative environment, improved people engagement and potential for professional development for team members.



*DevOps is a professional and cultural movement that calls for change from inside the organization. Paula Jones, Training Sales and Development Manager, TSG, explains what kind of skills a DevOps expert needs.*



**Managers have a responsibility to help develop and train their teams to become more competent**

**What skills do you need to be an effective member of a DevOps team?**

DevOps professionals are responsible for everything from designing and maintaining systems to streamlining the development itself; so organisations are looking for people who can cross-over between disciplines. A tester will need a broad range of competencies, not focused on one single technology, in areas such as Continuous Testing, Test Driven Development, Automation, Testing in an Agile Environment and development skills. Although development isn't seen as a core skill testers are usually mandated to have, in a DevOps environment, this skill allows tasks to be completed more quickly and is extremely useful.

**How important are soft and management skills?**

DevOps requires people to take a strategic view but also to be prepared to 'muck in' and get their hands dirty. Participants will need to be able to display empathy, not just for their team but also all those involved in the wider project. The ability to work in multiple camps and to understand and communicate issues across the DevOps space is a rare skill and highly sought after, so managers have a responsibility to help develop and train their teams to become more competent in at least some of these complex requirements.

**How and where can I learn DevOps skills?**

Formal training has an important part to play in staff development along with practical experience and on the job mentoring. In addition to specific DevOps training out there a whole host of other skills development approached that can add real value. Suitable courses exist that teach the required skills including practical courses such as Introduction to Test Automation, or certification courses such as iSQI's Certified Agile Tester, iSQI Certified Agile Essentials and the ISTQB® Agile Tester Extension. ■

# THE PERFECT STORM

*New Digital Business Models are creating Disruption in the market and DevOps plays a critical role, says Deborah Burton. She is Managing Director of DASA, a global initiative to develop standards for DevOps competencies.*

*The “modernisation” journey in software development is driven by organizations seeking business transformation to meet the ever-changing needs of their customers. DevOps is a key enabler and cornerstone to success.....*

## ONLY “FAST-MOVERS” WILL BE ABLE TO MEET THE CHALLENGE

*In this SQ interview Deborah Burton explains why DevOps is a game changer.*

# D

**Deborah, how would you define DevOps?**

At DASA we agreed from the start that DevOps isn't a thing. It's not a product, standard, specification, framework or job title. It's about culture, experiences, ideas, collaboration. When talking to others it depends on what their role is in an organization, and different stakeholders have different definitions. To one it's about culture, mentality, collaboration. To another is about automation of development and data center processes. Others may put the emphasis on Lean and Agile methodologies or underline organizational aspects. The fact is lots of definitions exist for DevOps. They all explain one or more benefits for companies to get the best out of their IT Services. At DASA we believe DevOps is about experiences, ideas, and culture to create high-performing IT organizations.



# THE PERFECT STORM

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**Deborah Burton**  
is Managing  
Director of DASA, a  
global initiative to  
develop standards  
for DevOps  
competencies.

## Is it here to stay?

DevOps is a game changer. Most of us with a background in the IT Best Practice training space have experienced different cycles of innovation in the information technology industry. Typically, these cycles came in the form of infrastructure (mainframe, distributed, virtual), application architectures (monolithic, client-server, n-tier) or (IT Best Practices Processes/Methods) like ITIL®, PRINCE2®, TOGAF®, COBIT® Lean, Agile, Scrum. What's different today, they now need to embrace mobile, social and cloud technologies all essential pillars to the new digital business models. That's why it is the 'perfect storm' for companies looking to transform their current business models to stay relevant, and competitive to meet and exceed the expectations of their clients.

## Organizations are “tearing down the walls“ between IT teams, but not all changes turn into success stories.

### Why is this?

Today, all companies need to be technology companies. Today's Enterprise leaders recognize that IT is a strategic differentiator instead of a mystical capability best left to techies who speak a foreign language. On the one side, there are organizations that have been dramatically transforming by adopting an engineering culture and moving towards a new world of IT. Which can lead to extremely fast concept-to-cash or shorter time-to-market, and much lower operating and

capital expenditures. On the other side, there are organizations that have either lost huge part of their market share or have gone out of business, because their services, products were replaced by a new cutting-edge startup company or even an “App”. To make it into the next decade enterprises regardless of the industries they serve, need to transform their business models to become a “fast-mover”. DevOps is one of the central pillars on which many of the new breeds of IT organizations realize a new modus operandi for delivering IT services. Using DevOps across the entire organization, so-called enterprise DevOps, they can redesign their business and IT organization using a new operating model that says goodbye to traditional demand-supply models, centralized IT operations, and complex value streams with an excess of handovers, waste, and error-prone manual activities.

## How can traditional IT tackle the challenges?

DevOps is increasingly becoming mainstream to IT organizations. RightScale State of the Cloud Report estimates the DevOps adoption rate in 2017 is 78% compared to 74% in 2016.<sup>1</sup> So many IT professionals and traditional IT teams are asking the question how do you do DevOps successfully?

DASA's Niels Loader and Rik Farenhorst underline in their whitepaper titled “The need for new Skills” that many larger corporations have taken significant steps

<sup>1</sup> <https://www.rightscale.com/press-releases/rightscale-2017-state-of-the-cloud-report-uncovers-cloud-adoption-trends>

to working in a DevOps way. The first valuable case studies and lessons learned are written in books, discussed at DevOps conferences, and via social platforms.

These organizations know the highlights of the DevOps practices, understand the potential, and are looking for guidance in avoiding the key pitfalls. They are also seeking to provide some form of clarity for their organizations concerning what DevOps can and will mean to them. That said, the vast majority of IT Enterprises in the world are just about to embark on their transformational journeys. Some of the key questions they ask are: what does DevOps mean for my IT organization?, my IT people? Do our folks have the training, skills, and knowledge? DASA can help answer all of those questions.

**Tell us more about it.**

DASA, the DevOps Agile Skills Association, is an open, global, member driven organization. We develop standards for DevOps competencies that will benefit individuals, teams, and organizations. We provide a competence model and qualification program for DevOps, agile skills development to ensure that companies that embrace our approach to building high-performance IT teams will ensure their IT professionals will be in a position to adopt the new Digital Business Models required for them to reach their IT transformational goals.

**Thank you for the interview, Deborah. |**

# THREE DevOps TRENDS FOR 2017 YOU NEED TO KNOW ABOUT!

*From Anam Malik*

*DevOps is still shining brightly in 2017! There are three new trends which you need to keep on your radar. According to CA Technologies, the following trends will come under the organizational attention this year:*

## 1 Continuous testing to become a topic of interest

To ensure good, quality code in an accelerated pace of development it is important to test rigorously, and more importantly, to test it throughout the DevOps lifecycle. Testing can no longer be the job of quality assurance engineers alone; developers need to be able to test code and make the test results also available to operations.

## 2 Development, security, and operations will unify to become DevSecOps

Lately, Security is continuing to be a major topic this year just as Gene Kim expected. For the code to be safe, it's deployed within a robust security architecture. Security needs to be considered in the testing process.

## 3 Increasing focus on DevOps metrics

To improve the process, it is important that measure the performance first. Indicating the adoption and standardization of DevOps success metrics are gaining ground this year.

Interested to find out more about the trends? Check out the source!

Source:  
<https://finance.yahoo.com/news/three-devops-predictions-2017-ca-052400857.html>  
<https://techbeacon.com/gene-kim-does16-london-whos-talking-whats-trending>

The full article provides you with additional information regarding the trends and what to expect for this year. What do you believe will be the trend for this year?

# ADVANCING THE SOFTWARE TESTING PROFESSION

## ISTQB® PRESIDENT GUALTIERO BAZZANA ON HIS PLANS FOR THE FUTURE



7  
In March 2017 ISTQB® re-elected Gualtiero Bazzana as President for a second term. He is also chairman of ITA-STQB (the Italian Testing Board) and a respected figure in software testing internationally. An active member of ISTQB® since 2007, Gualtiero was Chair of the Marketing Working Group from 2011 to 2015 and President since 2015. In this interview we ask him what are his plans for his next term? what does he see as the key imperatives for ISTQB®?

### Mr Bazzana, why did you run for ISTQB® President again after two years?

Being the President of ISTQB® is a great honor and privilege. During my initial term a number of actions were initiated which I considered to be relevant:

- ▶ Definition of the new Product Portfolio architecture, composed of three streams (Core, Agile, and Specialist), in response to the requests expressed by our customers in various surveys;
- ▶ Finalization and positioning of Security and Test Automation modules in the new architecture;
- ▶ Launch of the development of new Specialist modules, reflecting skills in high demand from the market.
- ▶ Following the success of the Agile Foundation, launch of the development of new modules at Advanced level in the Agile stream;
- ▶ Start of the strategic evolution of the Core Advanced Level;
- ▶ Clarification of the pre-conditions among the various modules in the portfolio;
- ▶ Running of several market surveys to define the medium-term strategy for ISTQB® and to help Member Boards serving their market better;
- ▶ Development of the global register for certified people (SCR – Successful Candidate Registry), to better serve our customers;
- ▶ Continuous improvement and extension of marketing initiatives and improvement of exam/certificate data analysis;
- ▶ Strengthening of the activities of key working groups (WGs) within ISTQB® including the Exam WG, Process WG, Glossary WG and TBOK (Body of Knowledge) WG;
- ▶ Extension of the ISTQB® outreach thanks to the application of many new Member Boards;
- ▶ Support to the start-up of new initiatives such as the Academia Program, that will extend our presence in the academic world;





Thanks to the above activities, and especially thanks to the excellent go-to-market efforts of Member Boards and Exam Providers in the last two years, ISTQB® has accelerated its growth, improved its financial health and invested in several additional certification modules. This was essential to pave the way for additional sustainable growth in the next years.

Many of these actions have been tracked to closure during my first term, whereas others still need time to be completed. For this reason, I found it natural to be a candidate for a second term; not only to finalize the already mentioned streams but to contribute to defining the medium-long term strategy for the organization.

**Once you said the quality of ISTQB® products shall remain “top priority“. Was the implementation of new certifications partly at the expense of product quality?**

ISTQB® is doing great and it is our intention to perform continuous improvement so that growth continues in all dimensions. As of December 2016 we have achieved 700.000 exams and over half a million certifications; the growth trend is so strong that we forecast to reach one million exams by 2019.

But this is not the most important metrics for us. As a non-profit organization based on the work of volunteers, our most important goal is to continue to adhere to the mission and vision “Advancing the software testing profession“. Since we have become a de facto reference at world-wide level, we have to fulfil the expectations of our stakeholders along the value chain: Member Boards, Accredited Training Providers, Exam Providers, Certified Professionals, Companies that have adhered to the Partner Program and the IT Community at large. As a consequence, the quality of our work products shall remain TOP priority and this is something that has been managed for the latest products we

have launched and those that will be launched in future. In this respect, we will continue to apply a very rigorous product development life cycle, including accurate review activities and release criteria to be satisfied.

We will continue our “open source“ policy, granting free access for anybody to all of our knowledge base (syllabi, glossary, sample exams). This has been a key factor in the widespread adoption of the ISTQB® documents.

For example the Foundation Level syllabus has been downloaded more than one million times in less than two years.

#### **So, evolution instead of revolution?**

With the insertion in the road-map of the latest modules, in particular “Performance Testing“ and “Mobile Application Testing“, the ISTQB® product portfolio has reached a good level of maturity, covering a high proportion of the most important topics and domains as far as testing is concerned. So, for the next two years, the focus will not be on developing a lot of new certification modules but rather on tracking to closure the development of the ones we agreed to put in the road-map and checking their quality and consistency with the overall scheme. Focus will also be put on supporting the Member Boards, Exam Providers and Accredited Training Providers in their adoption; confirming CTFL (Foundation Level) as the cornerstone of the whole

ISTQB® scheme; evolving the Advanced Core modules, taking into account the evolution of the underpinning Foundation Level and harmonizing Advanced with the Specialist modules; inserting new modules where clearly needed by the market or by the evolution of technologies and processes and making available more sample exams.

**The number of ISTQB® Boards continues to grow. How are you supporting Boards in emerging markets? Will it become more difficult in the future to unite all boards under one roof?**

In the last years many new Boards have joined ISTQB®; for them, mentoring activities with established and mature Boards are an important aspect to speeding-up their success and offering value to the local testing community. For new Boards a key focus is to establish ISTQB® Certified Tester Foundation (CTFL) Level certification in their market – the mentoring programme we have in place supports this very well. Moreover, many Boards after having successfully launched the CTFL are now confronted with the go-to-market of the ISTQB® Partner Program, Certified Tester Advanced Level, Agile and Specialist modules; also in this case, a specific structured mentoring and networking activity will be available in order to assist them in this “quantum leap“.

Questions asked by Christin Senftleben.

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## COLLABORATION BETWEEN ISTQB® AND iSQI ON MOBILE APP TESTING CERTIFICATION ANNOUNCED!

iSQI's Certified Mobile App Professional (CMAP) has become a well established qualification around the world and is already recommended by a number of ISTQB's Member Boards.

On the 24th of March, 2017 the ISTQB® General Assembly (in Lima, Peru) confirmed that iSQI's CMAP Mobile App Testing – Foundation Level certification will become part of the ISTQB® product portfolio.

An ISTQB® working group has been established to support integration of the CMAP product and align documentation including the syllabus, exam and accreditation guidelines and glossary.

ISTQB® President Gualtiero Bazzana welcomes

this collaboration, "Mobile testing has been a top-priority in the latest surveys that ISTQB® has conducted among the global testing community, hence, we are happy that the ISTQB® Product Portfolio will soon be extended in this direction. The CMAP Foundation syllabus will be totally aligned to all the ISTQB® rules and guidelines"

Stephan Goericke CEO of the iSQI Group stated "Establishing a common standard in mobile app testing certification is a positive step for test professionals. CMAP has been very well accepted by the market with its focus on practical skills and we are delighted that ISTQB® has recognised the value of this certification". ■

*With over 30,000 certifications per year, iSQI paves the way for successful career development.*

*Join an exclusive insight into iSQI's world.*

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## ARE TMMI® AND ISTQB® CERTIFICATION COMPLIMENTARY?

ISTQB® qualifications are internationally recognised as the standard in certification for test professionals. The syllabi support the education and skills development needs of testers in testing "good" practices.

ISTQB® Certified Tester Foundation Level provides essential core skills with specialist and advanced knowledge in test management, test analysis, agile testing, security testing, test automation and more also available. Testers attending ISTQB® accredited training courses will gain knowledge to support them in their day to day job roles and also ideas for improvement. Often there are multiple ideas for improvement and all seem valuable and relevant. The question then comes to mind where to start? Which test improvement idea should get priority and why? This is where the Test Maturity Model integration (TMMi) comes in.

TMMi® is the world's number one model for test process improvement. Test improvement models provide a pre-defined scale of test maturity which is mapped to a core body of testing practices, e.g., those defined by ISTQB®. The different maturity

levels provide a common path to be taken for improving test process. In other words, it provides a tentative priority ranking for improvement ideas taken from the ISTQB® course. It tells you where to start the improvement process, which in turn depends on the maturity of your project or organization.

The TMMi Professional qualification is appropriate for anyone who wants an understanding of the TMMi model. This includes people in roles such as test process improvers, test consultants, TMMi (lead-)assessors, business stakeholders, test managers, and members of a Test Process Group. Using the TMMi will support an organization or project to prioritize the ideas taken from ISTQB® courses and turn them into concrete test improvement actions. Too often testers attend a course, come back with great ideas for improving their testing, but business as usual takes precedence and strategies to make the change are not available. Complimenting ISTQB® courses with a TMMi initiative can make the most of investments in training and certification and make improvements happen. ■

# WHAT'S

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## UKTB AND iSQI JOIN FORCES ON MOBILE APP CERTIFICATION

The International Software Quality Institute (iSQI), which promotes certification for software testing professionals, signed a cooperation agreement with the UK Testing Board (UKTB) for iSQI's Certified Mobile Application Professional (CMAP) certification. UKTB is the UK's official ISTQB® National Board and accreditor for the ISTQB® training and certification scheme.

CMAP was developed by an iSQI special interest group, which is comprised of international test experts; it is the standard adopted by several of ISTQB's National Boards and Exam Providers globally.

Stephan Goericke CEO of the international iSQI group states: *"CMAP has become a global standard in mobile application testing and is already established in the UK with excellent feedback from individuals and organisations – we are delighted that UKTB have endorsed CMAP recognising its value to the UK testing community. We are delighted to sign this agreement today at the ISTQB General Assembly meeting in Seoul".*

Geoff Thompson, Chairman of the UKTB welcomes the agreement, saying: *"This is an exciting step forward for the UK software testing community. iSQI is a UKTB authorised exam provider in the UK for ISTQB exams and working with them to promote CMAP in the UK will be of tremendous benefit".*

Find more information about the CMAP portfolio of mobile app testing certification here: <https://www.isqi.org/en/mobile.html> ■

# HAPPENING

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## IREB® – SETTING THE STANDARD IN REQUIREMENTS ENGINEERING CERTIFICATION

IREB® and REQB® join forces to enhance professionalism in Requirements Engineering (RE) by providing a RE certification scheme. Consequently, there will be a single RE certification scheme in the future, presented under the IREB® brand. *"IREB®CPRE (Certified Professional for Requirements Engineering) is increasingly growing in importance. Its reputation and importance are further strengthened. As a certification specialist for the IREB® scheme, we therefore support the pooling of forces",*

says iSQI's CEO Stephan Goericke. With iSQI, you have an experienced IREB® partner at your side who is well-versed in the IREB®CPRE and can advise you competently. Through powerful and innovative testing procedures, its excellent international network and the availability of online examinations at more than 5,200 PEARSON Vue test centers, iSQI is a major contributor to the international growth of IREB®CPRE. ■

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## iSQI JOINS FORCES TO ADVANCE IT-STANDARDS IN CUBA

At the beginning of 2016, the International Software Quality Institute (iSQI) started a 2-year project in Cuba supported by the KfW DEG. The mission of DEG, a subsidiary of KfW, is to promote business initiative in developing and emerging market countries as a contribution to sustainable growth and improved living conditions of the local population. In March 2016 iSQI conducted the first ISTQB® Certified Tester – Foundation Level exam in cooperation with an HASTQB (Hispanic America Software Testing Qualifications Board) accredited training provider.

CEO Stephan Goericke and COO Ronald Huster visited Cuba's capital again in order to advance future development and success of the project. The main focus is to promote international standards in the field of IT throughout Cuba.

The aim is to establish international IT standards in the Cuban software industry. iSQI supports the sustainable development of IT education and training facilities in Cuba. ■

# DEFINING THE FUTURE



**A** AS OF MAY 1ST iSQI BV IN THE NETHERLANDS HAS A NEW MANAGING DIRECTOR, FRANK FRAMBACH. HE CONSIDERS HIS JOB AT iSQI AS THE IDEAL OPPORTUNITY TO DEVELOP INNOVATIVE STRATEGIES AND IMPLEMENT THEM SUCCESSFULLY. FRANK FRAMBACH BROUGHT WITH HIMSELF MANY YEARS OF SOLID EXPERIENCE IN SOFTWARE DEVELOPMENT, CERTIFICATION AND LICENSING OF COURSEWARE COMBINED WITH CONSULTING. WE ASKED HIM HOW HE CAME TO JOIN iSQI AND WHAT HIS PLANS ARE FOR THE FUTURE.

# DEVOPS IS MORE THAN JUST A BUZZWORD

**What are the reasons that made you decide to join the International Software Quality Institute? Tell us a bit about your professional background.**

Recently I started my role at iSQI BV as Managing Director. Just a few weeks in, I already feel at home. The very warm welcome I have received from everyone within iSQI, as well as from our partners at the Testnet event recently was wonderful.

A short look in my rear-view mirror shows that I have just spent the last five years at Quint Wellington Redwood (QWR) where I was globally responsible for the Quint Solutions (QS) business line. QS enables Training Providers to optimize their business model, through this experience I have a better understanding of the challenges they face. Before that I had been with EXIN for more than 4 years where I was responsible for certification in various markets. This has helped me understand the certification industry and the value to the professionals. Going back one more step, before EXIN I had been with Centric for more than seven years where I was responsible for Software engineering in the Southern part on the Netherlands.

There were a number of things that I liked and that attracted me to iSQI. When you are invited to meet and discuss accepting a position like this, the „chemistry“ is an important factor. My first meetings with Stephan Goericke (CEO), Monika Posh (CAO) and Ronald Huster (COO) gave me a very positive impression of iSQI. This has only become stronger now that I am on board. I have already enjoyed the enthusiasm and drive within the whole organisation. The other reason was the market in which iSQI operates.

**What made you decide to go into the Quality and Testing industry? And what do you see as iSQI's key role in the industry?**

There actually are two key drivers that motivated me from a content point of view to accept the position at iSQI and therefore enter the Software testing and Quality market.

Firstly, over the last decades we have seen how the Business and IT of organizations have moved closer to each other. iSQI's portfolio supports this change and is even ahead of the curve with new certifications for professionals.

Secondly, during my time in the software industry I learned that testing is one of the key factors to a successful deployment. Now with „new“ areas such as Requirements Engineering, Agile Testing, DevOps, Usability Testing etc. we are entering into a dimension where testing and „the Business“ are coming closer to each other. I can only see this grow more in future.

**You mentioned Requirements Engineering, what are the trends you see?**

Yes, I think IREB (Requirements Engineering) will only become more important. What I also see is that DevOps is more than just a Buzzword. During my time at QWR, the DevOps Agile Skills Association (DASA) was founded based upon the need to create a platform in which the DevOps community could work together to determine the skills needed. The market has embraced DevOps and DASA, Professionals are getting certified in DevOps because the organizations see the value in it.

Internet presence is no longer just a landing page to support your organization. The role of the Internet has changed businesses and the need to change and adapt quicker to the market's needs defines the future of companies. Big companies such as Netflix and Amazon or even your local Bank, without a DevOps / Agile approach companies react to slow and are passed by... only to find that they are losing the race. ■

# DEVOPS BINGO!

*A game to play at Conferences and Meetings*

## **HOW TO PLAY:**

*Print a game card for each player and fill it with the DevOps terms. Mark each block when you hear the DevOps term during a conference or a meeting. When you get five blocks horizontally, vertically, or diagonally, stand up and shout "Bingo!"*

## **GAME CARD**


## **DEVOPS TERMS:**

Quality Management | Development | Operations | Philosophy | Interaction | Automation | Requirement | Continuous Delivery | Cross-functional | Quality Strategy | Cost-efficiency | Improvement | Digitalization | Business culture | Challenge | Flexibility | Innovation | Agile | Revolution | Open Source | Software-defining | Collaboration | Code | Speed | Infrastructure

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# PREVIEW

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Guest feature by agile  
marketing evangelist and  
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