





Test Strategy Whitepaper

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Are you planning or in the process of business change in your organization?

If so you will be running an HR transformation programme! HR transformation is the foundation of any business change since without your workforce along for the ride there will be no meaningful change.

In today's competitive business environment, your people and their behaviours drive your success. An important part of this project is the testing of the HR software solutions and we have found that the drafting of a robust test strategy is often done too late to be effective. Review our top tips to shine some light on this topic.

How do you go about HR testing?

The testing of your HR Management System (HRMS) requires the following key ingredients:



Coffee is not enough!

#1 STRONG FOUNDATIONS: Create a TEST STRATEGY

Your HRMS testing workstream can't be isolated from your overall transformation programme so start early with a test strategy. Many successful programmes consider their test strategy whilst selecting the software and implementation partners since the more configuration and customisation involved the more testing is needed.

Your test strategy must be realistic so involve the representatives from other affected departments. Don't let them dictate the strategy though as HR owns the data and the responsibility to deliver the solution!

"A vision without a strategy remains an illusion."

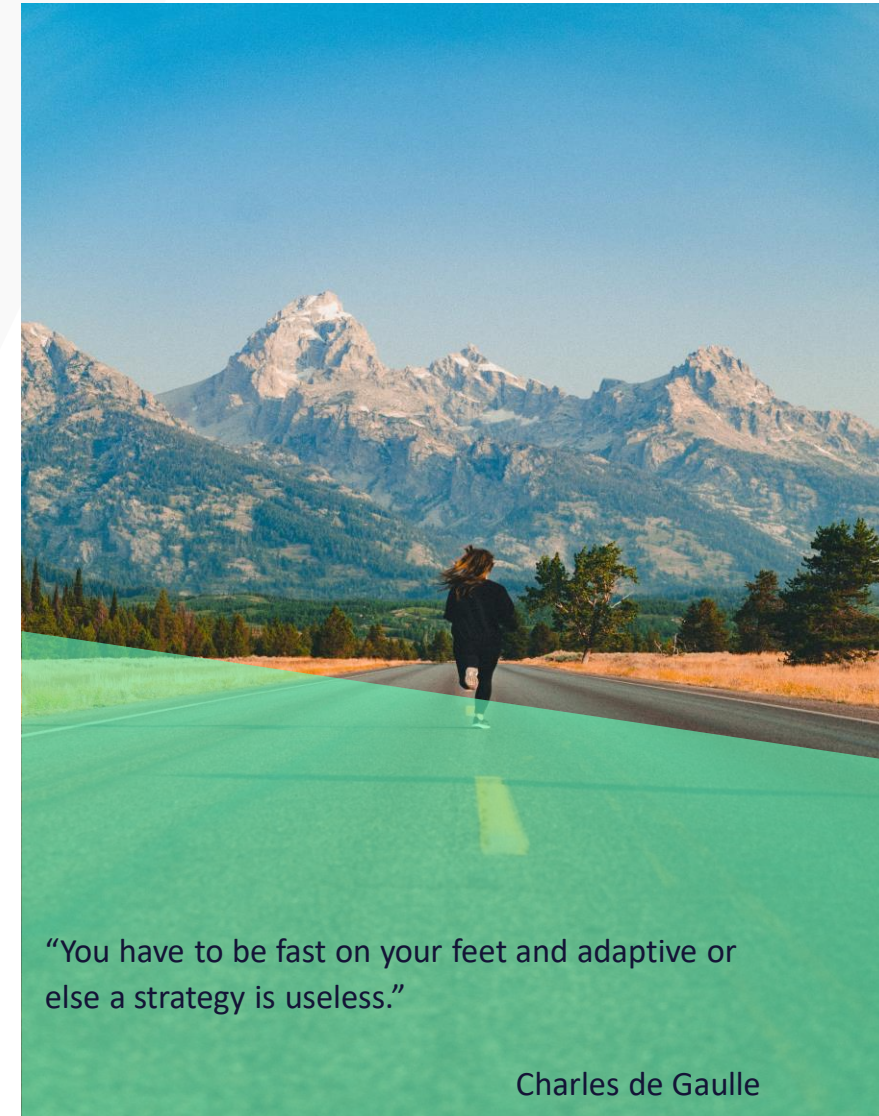
Lee Bolman



#2: ONBOARD TESTING LEADERSHIP

Testing of SaaS solutions requires a different mind-set from other software testing methodologies, so it is not normally sufficient to deploy a standard IT testing resource without supplementing their skill set.

Specific skills and experience in your testing team will make the whole experience smoother.



“You have to be fast on your feet and adaptive or else a strategy is useless.”

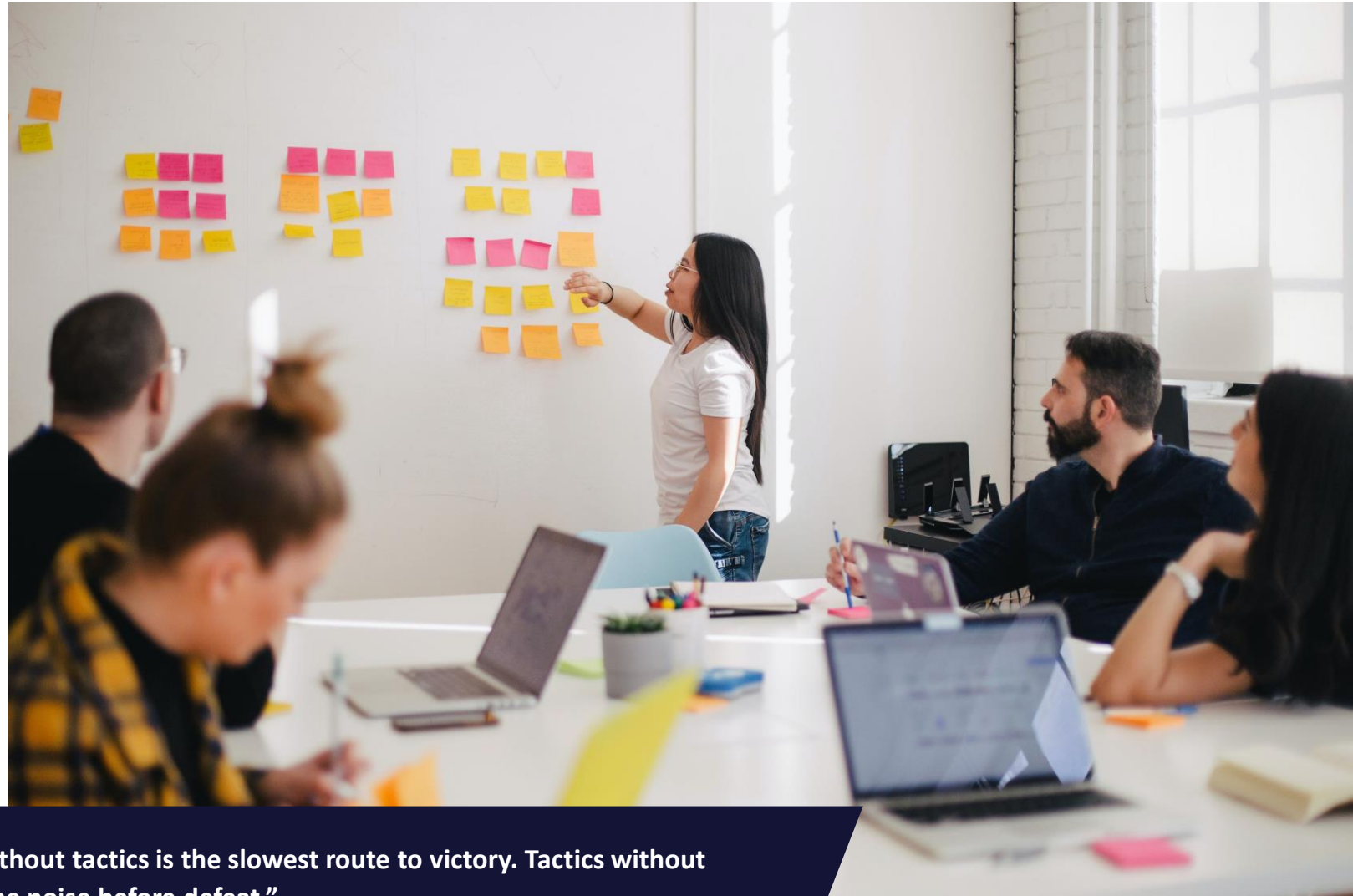
Charles de Gaulle

#3: DEVELOP A TEST PLAN

It's time you go a step further and get your Test Lead to create a test plan for your HRMS testing.

This is a tactical document and takes its aims from the test strategy and its constraints from the programme plan.

The plan defines who does what, how, when and often where!



"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."

Sun Tzu

#4: DEPLOY TEST TOOLS

With SaaS programmes people are at the heart of proving the solution meets your business needs. However in order to allow efficient communication, to keep control of the process and be able to assess how it is going you will also need to deploy the right tools.

Web-based tools are easiest to set up and compliment the remote nature of the work – **avoid long email chains and spreadsheets at all costs!**



“You cannot mandate productivity, you must provide the tools to let people become their best.”

Steve Jobs

#5: ENGAGE TEST PREPARATION AND EXECUTION RESOURCES

Test resources will vary according to your organisation and the stage of the project but they fit into the following broad categories:

- Analyst
- Lead
- Manager

In many successful programmes key resources are back-filled in their day jobs by temporary resources.



“Backfilling the positions of your key personnel is the key to keeping your programme momentum strong.”

Laurence Postgate

#6: CREATE TEST SCENARIOS

A subset of your test plan, test scenarios are what you will finally deal with and track.

You need inputs from the workstream SMEs here especially.



“Test scenarios are the best way to share how we want to use our system. They are much richer than spreadsheets of dry requirements”

Steve Moore

#7: TEST EXECUTION

This is what everything has been building up to and it can be quite daunting.

However if the preparation, people and tools are all in place the test entry meeting should be a breeze.

That is only the start though. Your Test Strategy should set the tone as well as clarify business objectives for this phase.



“Strategy is a commodity, execution is an art.”

Peter Drucker

#8: REPORT TEST PROGRESS

Reporting test progress against the plan and the progress of issues resolution is the engine which drives forward your quality assurance and therefore the success of the programme.

Any high-achieving programme is built on a foundation of communication and being able to measure the progress of tester activity allows the management team to respond in time to prevent risks turning into issues.



“However beautiful the strategy, you should occasionally look at the results.”

Sir Winston Churchill

#9: EXIT THE TESTING

At various points in your programme there will come a point that a stake must be placed in the ground so the next stage can start.

In the case of test stages this will be the test exit meeting where the test manager will gain approval to stop the test stage from all responsible stakeholders.

The test manager ensures that a balance is achieved between what was planned and the inevitable issues raised during testing.



“There’s a trick to the ‘graceful exit.’ It begins with the vision to recognize when a job is over, and let it go.”

Ellen Goodman

#10: THE END IS THE BEGINNING


Once testing is complete there will always be some outstanding issues and indeed more issues will continue to crop up even after launch. By the time testing/familiarisation by business users is complete the launch will be nearly upon you!

The team who will support your ongoing tool, must be up and running with their live operational procedures including dealing with outstanding issues or workarounds, managing user issues/feedback and progressing change requests.

Whether or not you have lined up an Application Management Service Provider (AMS) you will see immediately from those activities that the teams supporting the solution will still need, on an ongoing basis, an issue management and tracking tool and even a way of testing the solution once changes are made.

Your HRMS solution must be designed to continually evolve, and therefore all elements need to be stable, but subject to change controls.

So supporting the quality assurance of the solution and associated business processes will continue to be important. Therefore, the testing team establishing a Quality Assurance Framework and a change management process, will be vital to the ongoing health of your evolving transformation.



“There is always more after the ending.”

Ann Leckie

Please get in touch and we can share further details around each part of the strategy.

The founders have 40+ years of experience in creating robust testing strategies and our team can meet your test management and analytical needs.

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Thank you

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