

# Effective Practice Manager

What a horrible title for a talk

**So what is a practice manager?**

# What's a practice manager?

“manager of a business” - Collins English Dictionary

“...involves decisions, actions and resource allocation to enable the provision of professional services to meet the objectives of the organization” - The Royal Australian College of General Practitioners

# What's a practice manager?

“the individual responsible for the overall testing effort of a department”

**I'm not a practice manager**

**Manager of Testing**

**What is my role?**

# Officially...

“The Manager of Testing is responsible for guiding the overall test strategy of the QA dept. This role is also responsible for working with the other teams within the QA department to help them architect and execute better tests, and for designing, creating and teaching testing techniques to the testers within Hyland.”

**I say it's to...**

Educate people on testing



**I say it's to...**

Promote new ideas

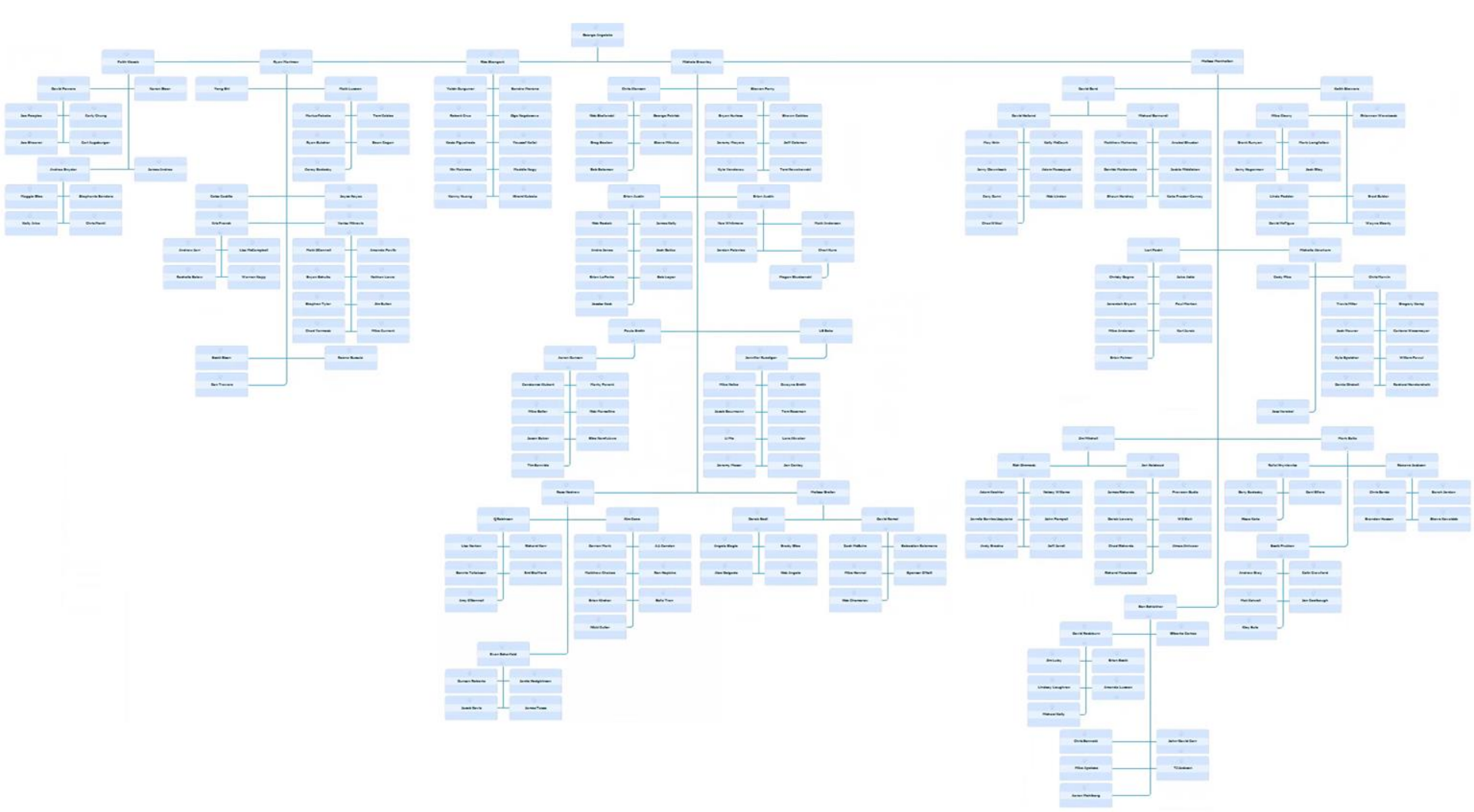
**I say it's to...**

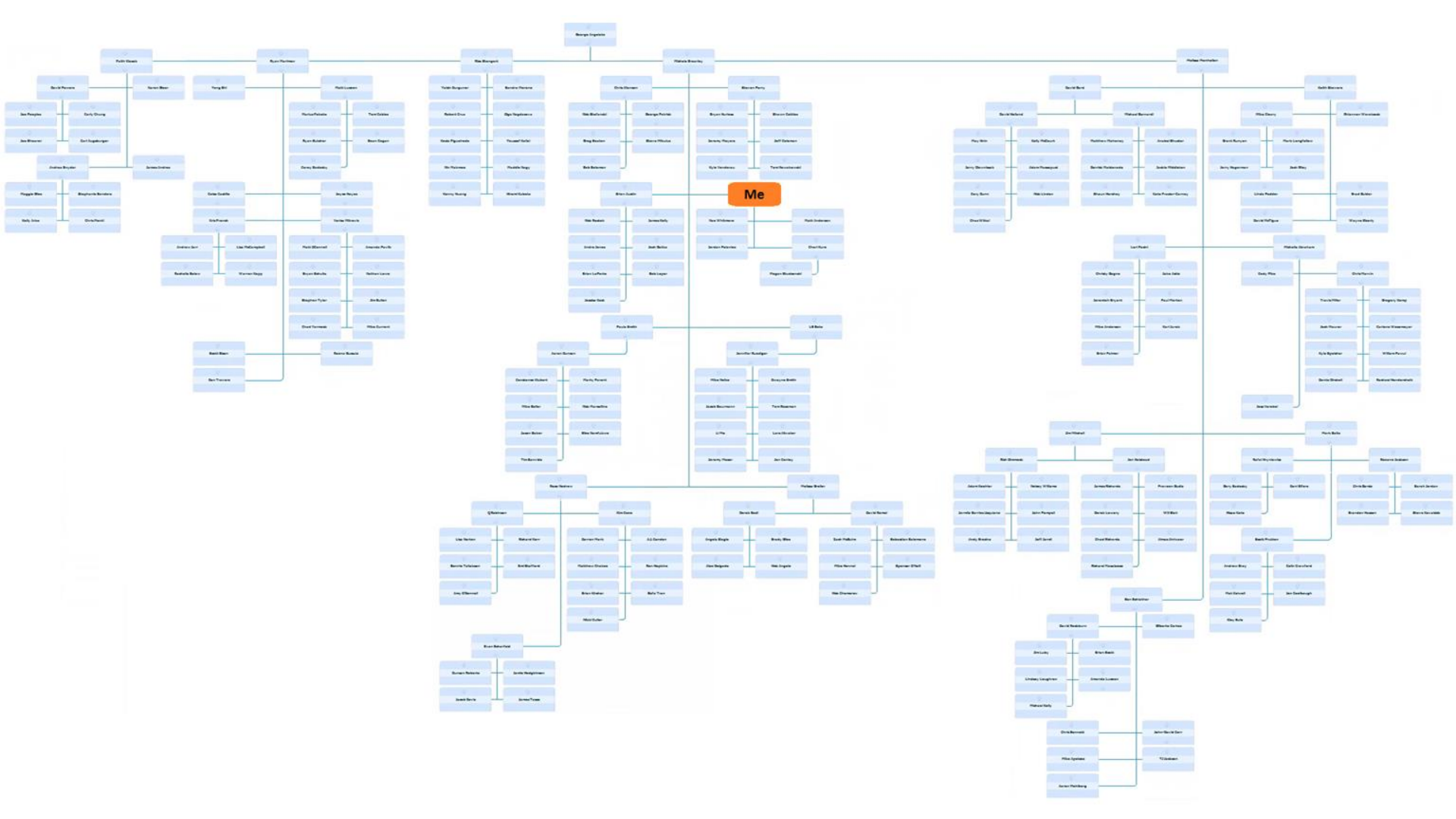
Improve our testing

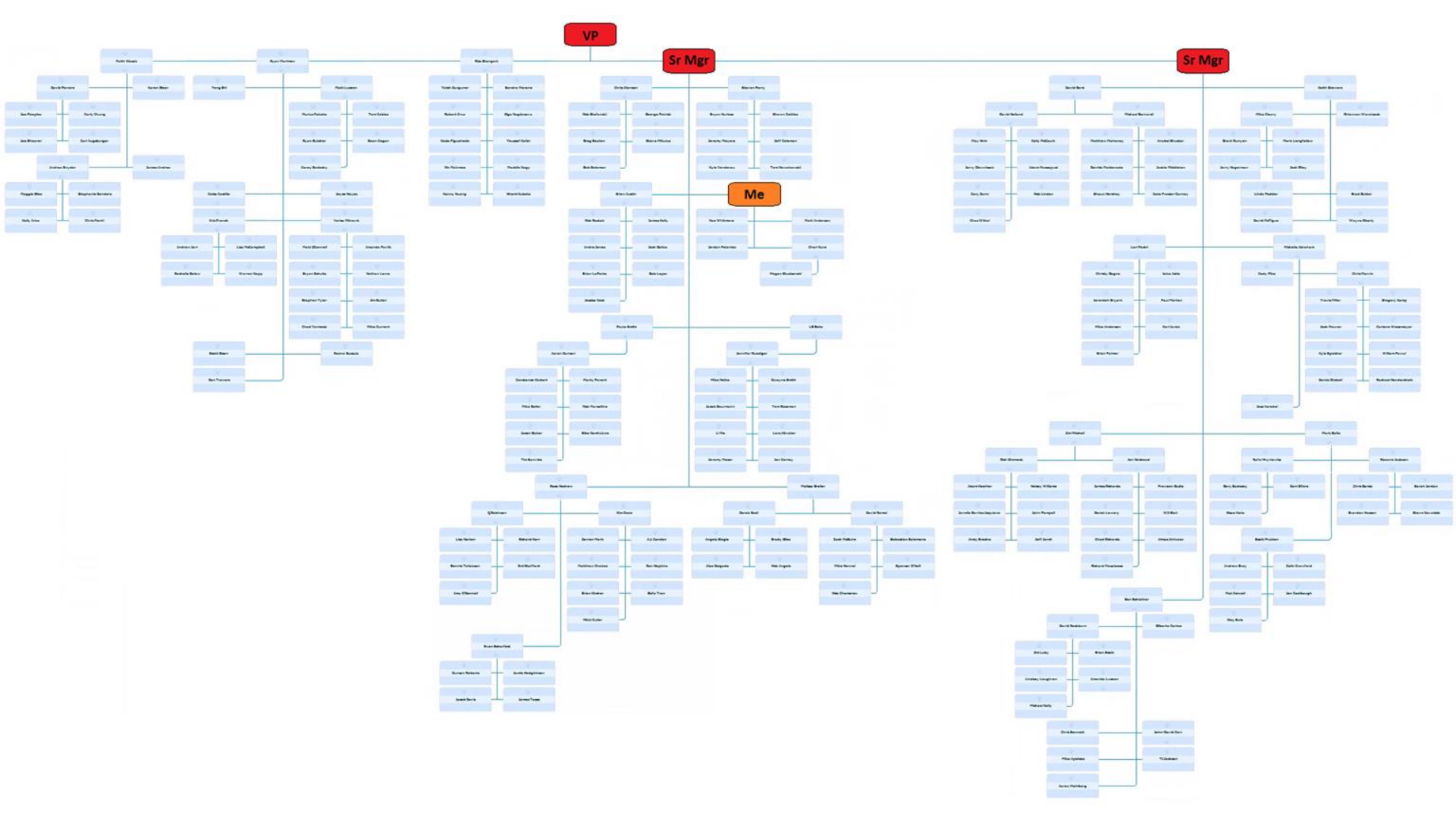
**I say it's to...**

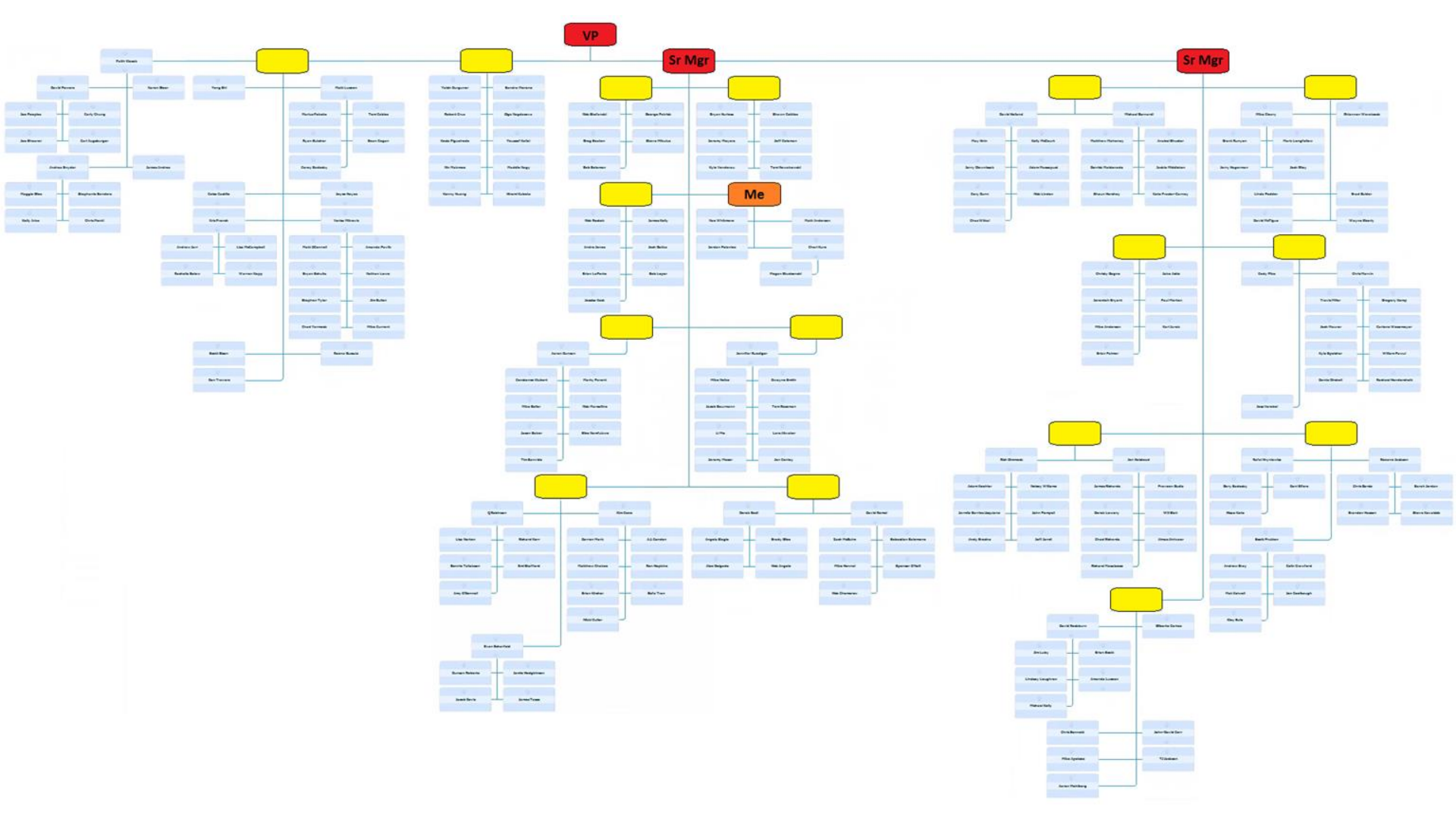
Promote our testing

**My situation**











# Our VP

Loves putting out fires

# New hires

Adding 40+ a year

# New hires

Little to no testing  
experience

# Change averse

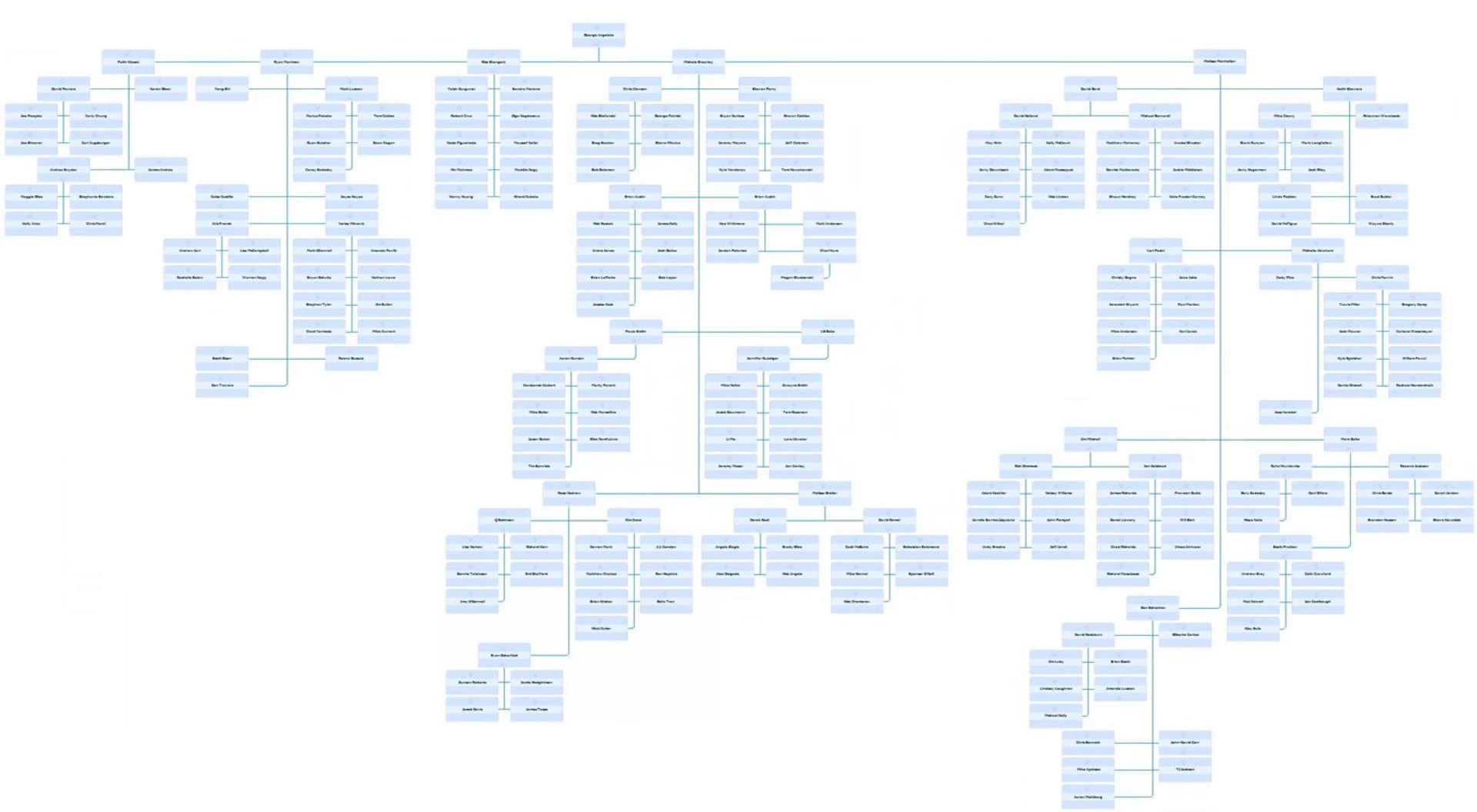
If it ain't broke...

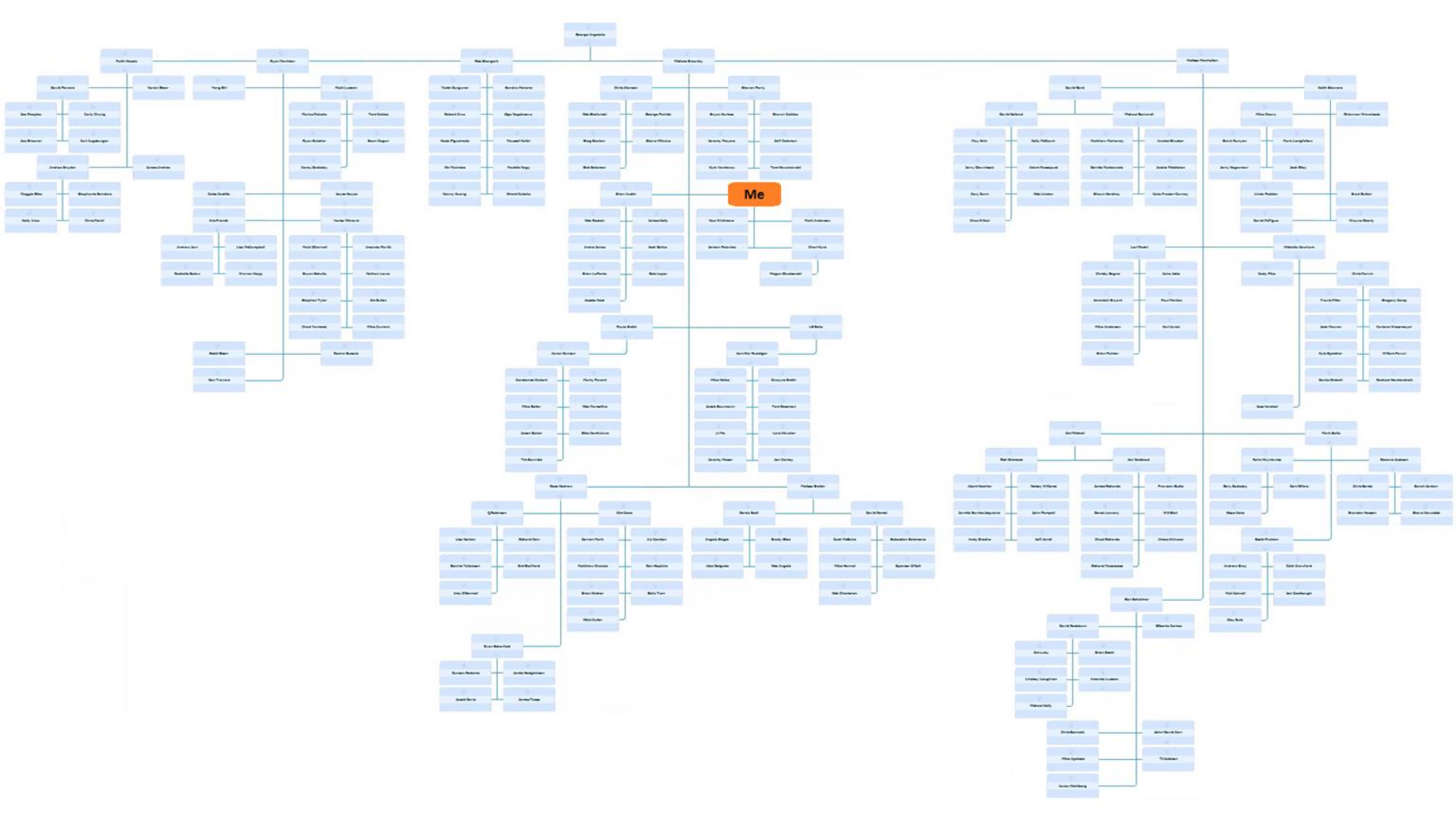
# Training

New(ish) program

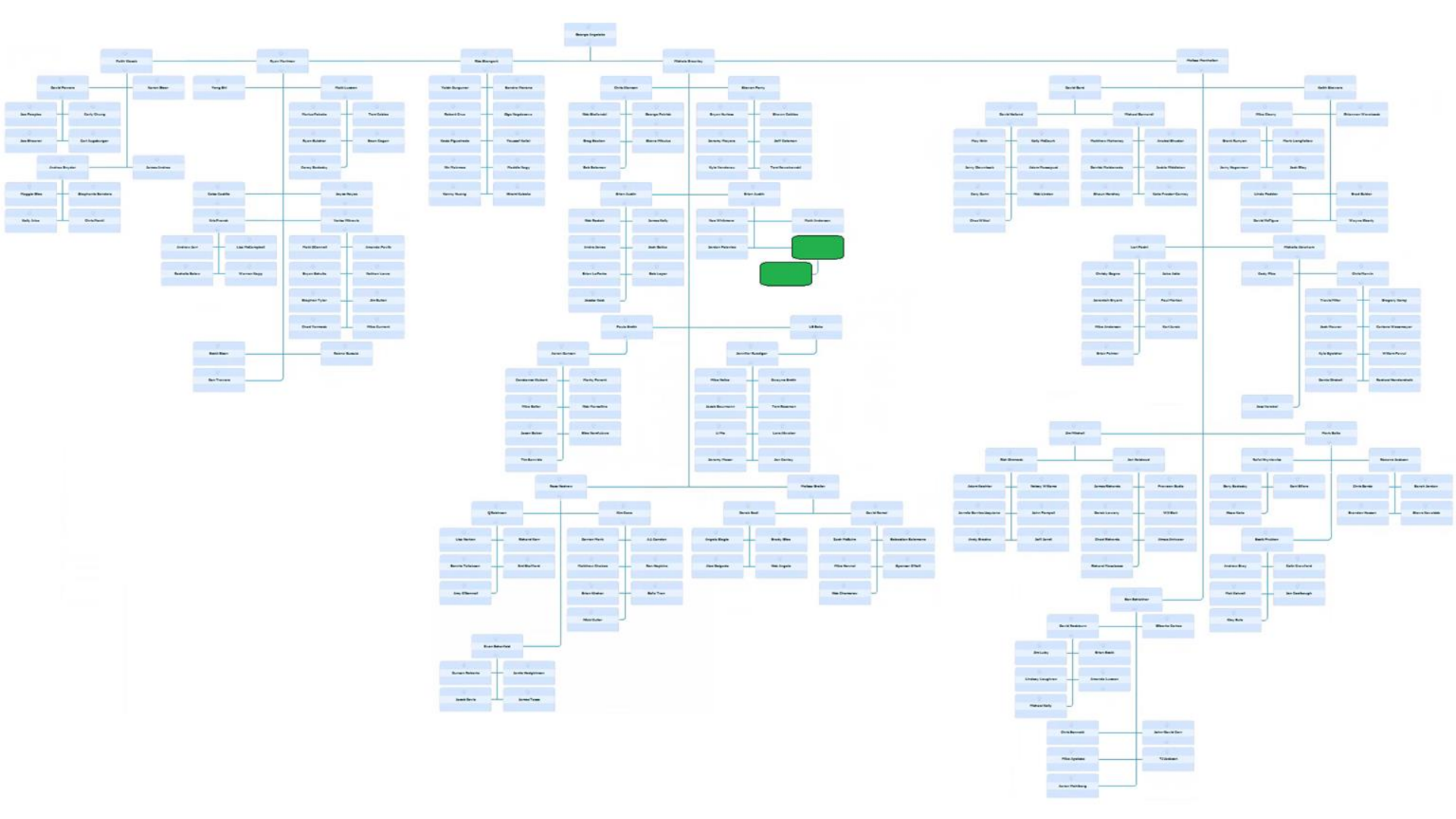
# Training

Ridiculously understaffed









**Decisions made for me**

# **Manage QA Education**

# Task Forces

# Customer ~~Engagement~~

# Automation

**Making my own decisions**

# Internal training

Promoted QA Ed

~~Changed it~~



# Games lunches

Every 2 weeks

Thanks Paul

# Improving tester roles

Job Families

# Conferences

Took over the “budget”

Promoted attendance

# Conferences

## Attendees

CAST 2013 - 3

CAST 2014 - 4

TQ 2014 - 3

STP/Star 2014 - 3 or 4

## Talks

CAST 2015 - 2/5

## Testing Talks

# Brought in help

Paul Holland - RST

# Brought in help

Matt Heusser & Pete Walen  
Intro to ET

# Brought in help

Matt Heusser & Jim Holmes  
LST, automation



# Local test community

Meetup

# Local test community

NOSQAA

# Having a title

## Sounding Board

**Areas of improvement**

**Going it alone**

**Expecting change to be easy**

**Expecting change to be fast**

**Asking permission**



**What I want for the department**

Trying to



**Stop ~~testing~~ everything**

# Documentation expectations

**Non-production bugs**

**Test environment**

**Pairing**

# Charters & Sessions

**But we don't have  
time to change**



**Change old, non QA Ed  
Training**

**Get testers in the code**

**What I want for myself**

**Respected resource**

**Trust & confidence  
to direct our testing**

**Educate customers**

**Automation**

**So, let's talk**