YOU CAN'T GROW WITHOUT PEOPLE

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15.10.2020

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CONTEXT

MY PAST

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https://michaelscodingspot.com/wp-content/uploads/2018/11/small-startup-or-big-organization.png

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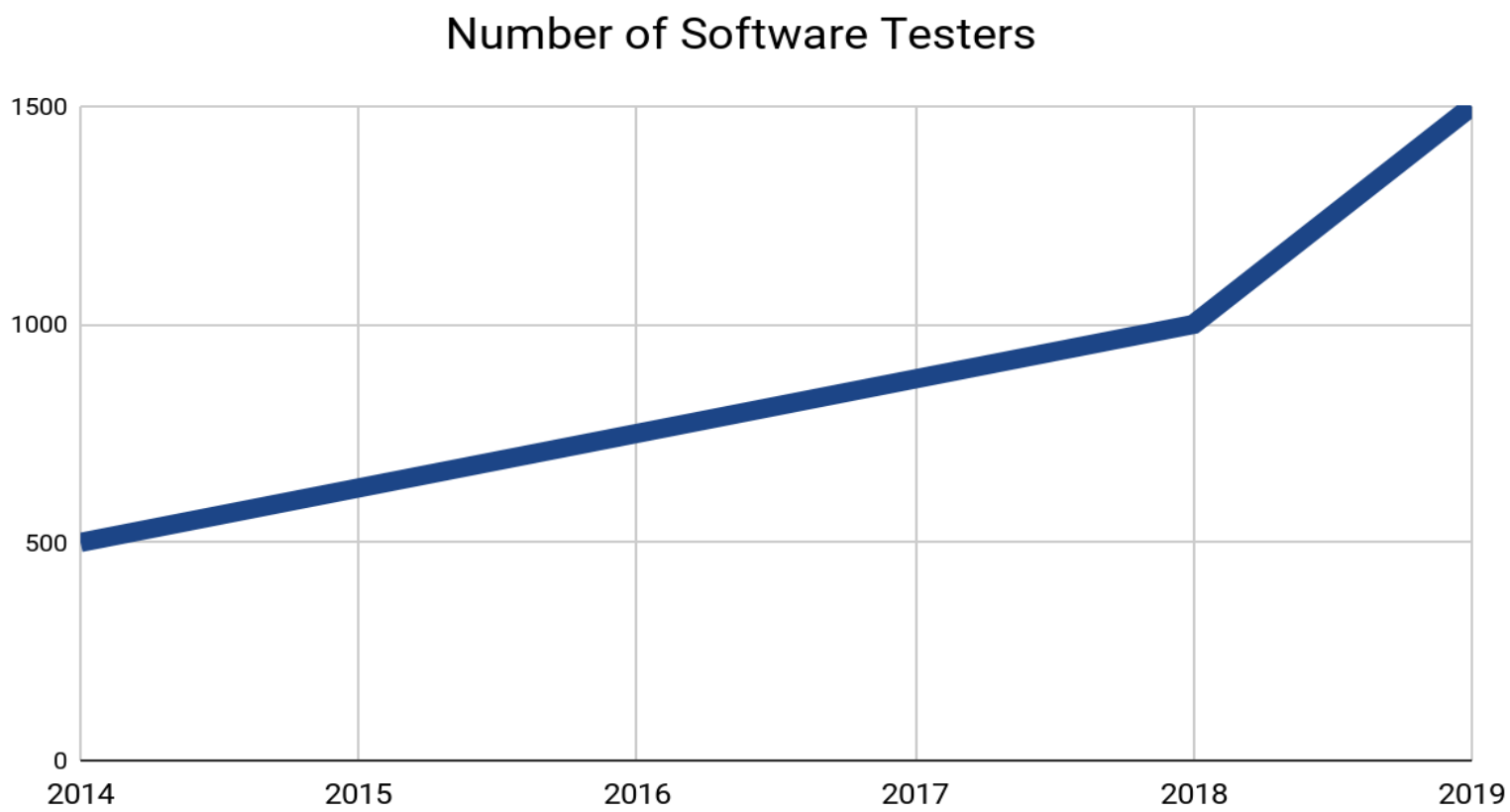
UNDERSTANDING THE SCALE

TESTERS POPULATION



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QUALITY MANAGEMENT OFFICE

- In-house Quality Center of Excellence which focuses on **People Excellence** and **Project Excellence** initiatives.
- QMO is responsible for**:**
  - gathering and share best practices
  - ensuring that we know how to start and perform testing activities
  - professionally helping people grow through developing training, e-learnings, and organizing Meet-ups
  - forming Experts Networks
  - developing competencies for Test Engineers
  - providing value-add consulting services

COMPETENCES

QUALITY CONTROL

Testing from user interface by emulating actions of end user to ensure that software does what it is supposed to do and doesn't do what it isn't supposed to

- Select test strategy and plan testing
- Analyze product requirements
- Create and maintain test documentation
- Create and track defects
- Execute tests
- Manage quality risks
- Collect metrics
- Perform test closure activities

TEST AUTOMATION

Writing test scripts to automate test execution in order to get frequent feedback on software quality and decrease release cycle

- Create and maintain Test Automation Framework
- Write and run automated tests on different test levels
- Create and share test execution reports
- Integrate test automation into CI process
- Track defects
- Collect metrics

SOFTWARE ENGINEER IN TEST

Testing of technically complex solutions when testing from user interface is either not enough or not possible at all

- Perform Quality Control
- Perform Test Automation
- Perform Security testing
- Do Performance testing
- Automated generation of test data
- Set up test environment
- Develop test automation tool
- Perform technically complicated tasks

WHY KNOWLEDGE MODEL WAS CREATED

Employee perspective

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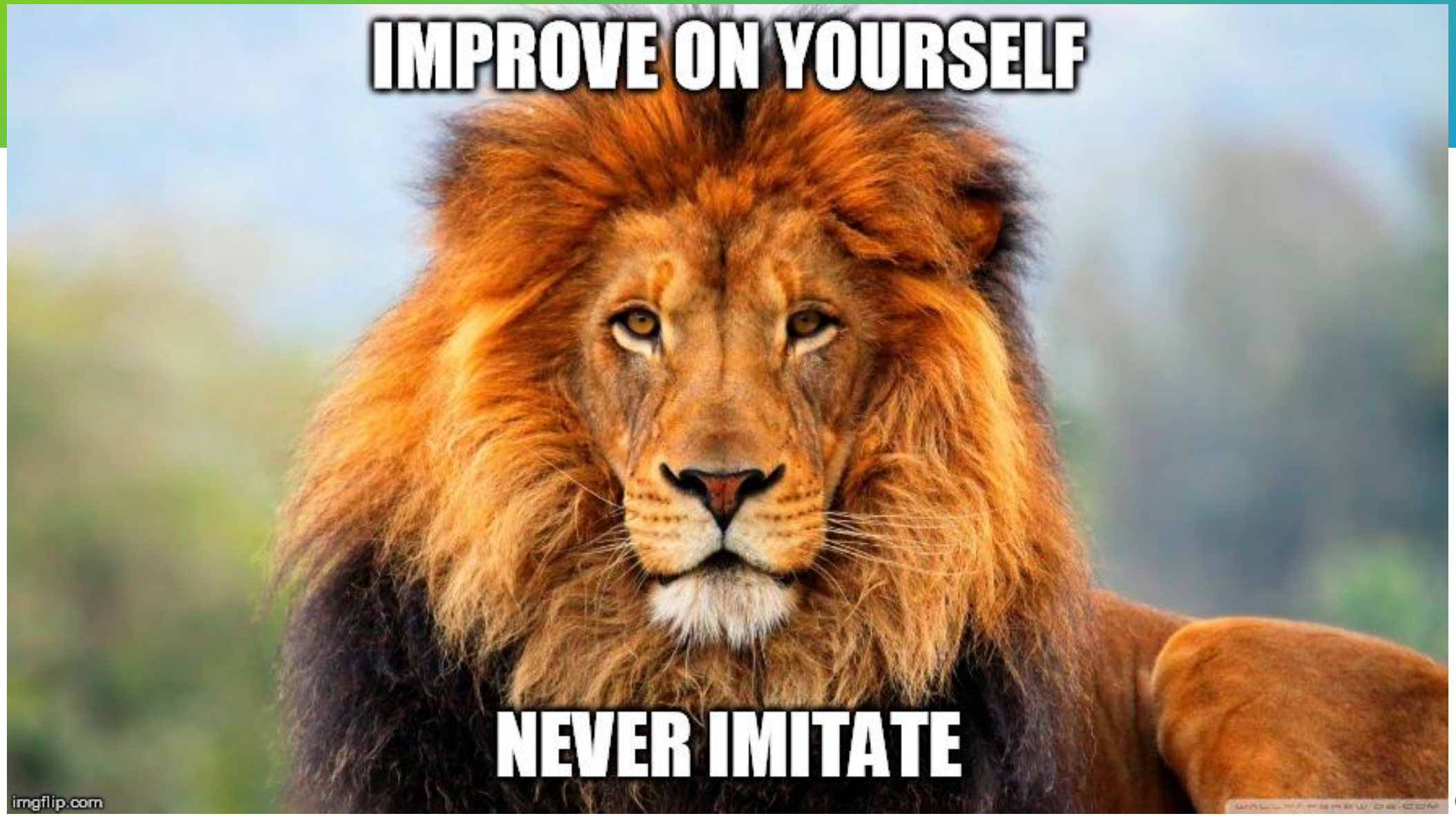
I WANT MORE MONEY
makeameme.org



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TIRED.
JUST TIRED.
Lawlz.org - Create. Share. Amuse

SO WHAT WOULD YOU SAY
PROJECT MANAGERS DO HERE?
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WHY KNOWLEDGE MODEL WAS CREATED? EMPLOYEE PERSPECTIVE

- Problems it tries to solve:
  - What should I do to get more $?
  - I would like to grow, how?
  - I need to learn new things, which?
  - I am burned out
  - I want to become PM/BA/other there is nothing interesting in testing?

WHY KNOWLEDGE MODEL WAS CREATED

Company perspective

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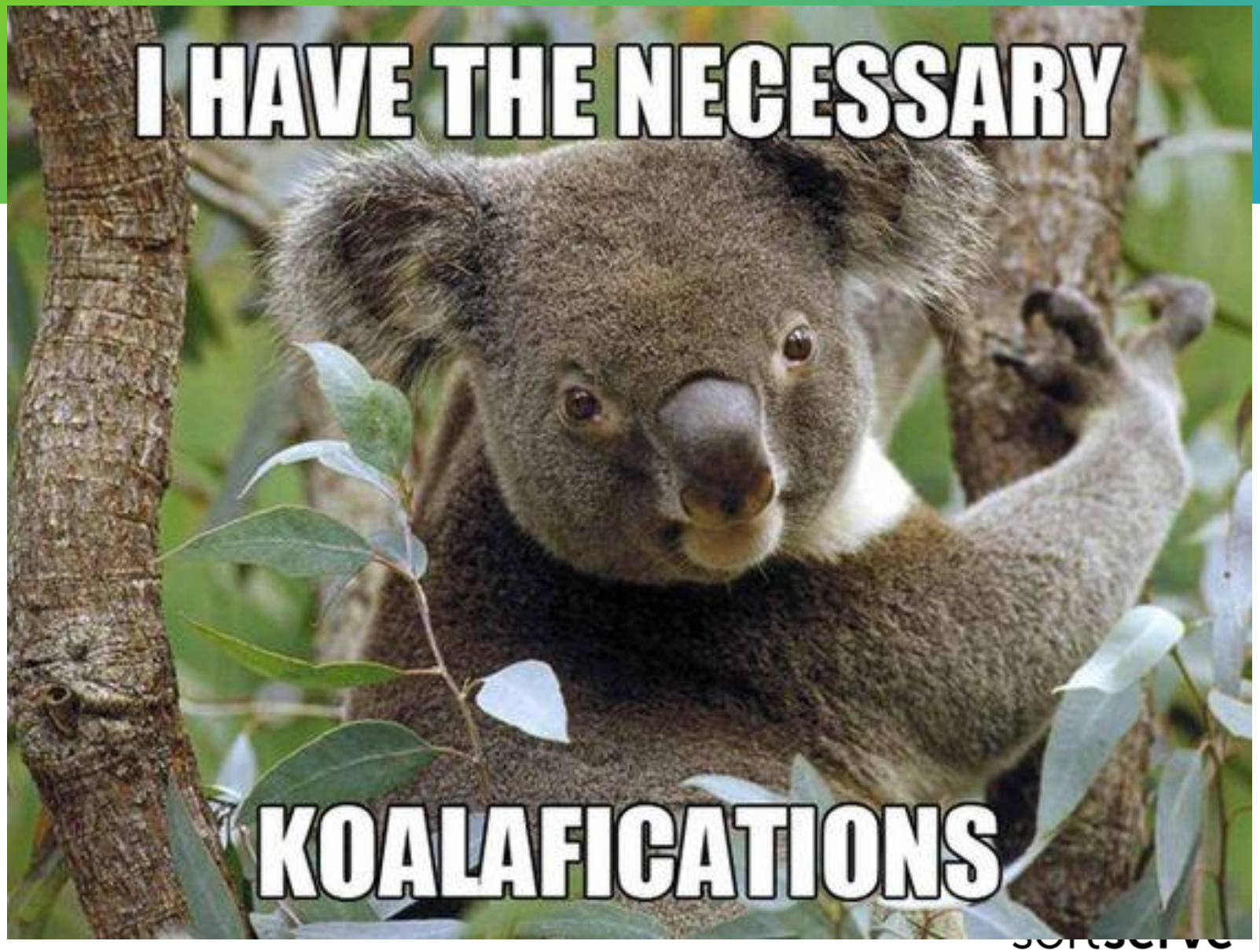
LAZINESS LEVEL:
I GET JEALOUS WHEN IT'S BEDTIME IN OTHER COUNTRIES
imgflip.com

NEW ROTATION GIVES ME SEVEN DAYS OFF
VACATION INSTEAD OF FIVE
makeameme.org



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WHY KNOWLEDGE MODEL WAS CREATED? COMPANY PERSPECTIVE

- Problems it tries to solve:
  - Attitude
  - Rotation
  - Turnover ratio
  - Not mature/experienced people
  - Make sure SoftServe is capable of providing valuable software testing services

DEVLOPED SOLUTION

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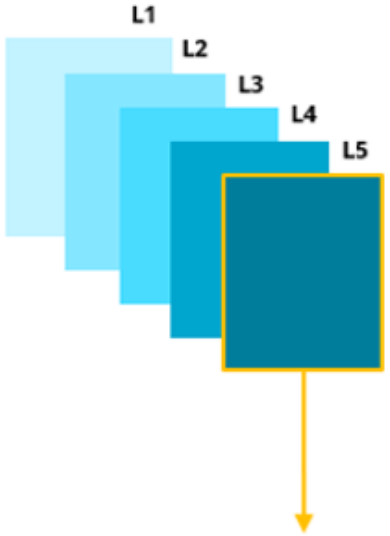
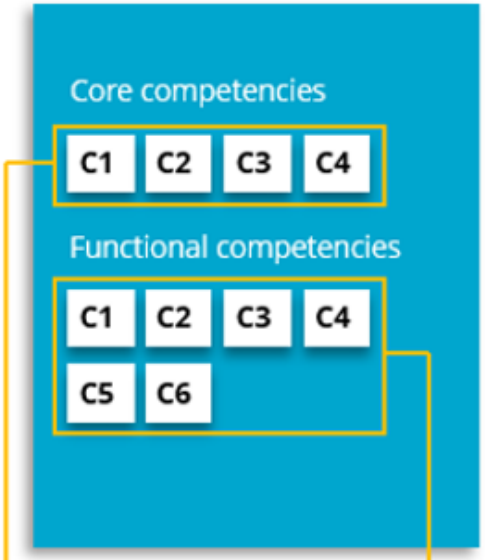
ABILITON 1.0

Performance appraisal models



Forms are developed per level, and depending on associate's level, appropriate form is used for performance appraisal event.

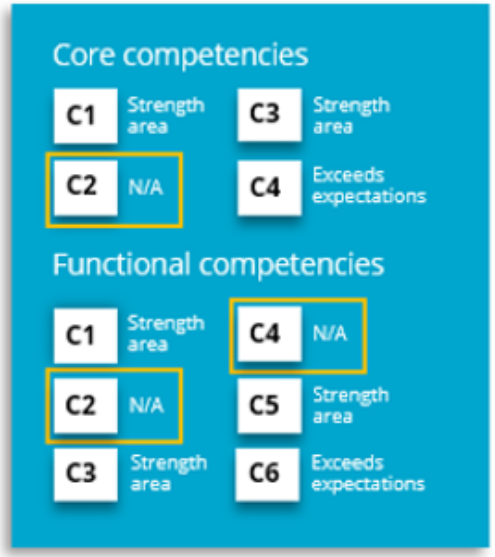
Performance appraisal form



Core competencies refer more to associate's behaviors, ability to conduct meetings, effectively communicate, etc.

Functional competencies refer to items directly related to associate's position is company.

Performance appraisal case



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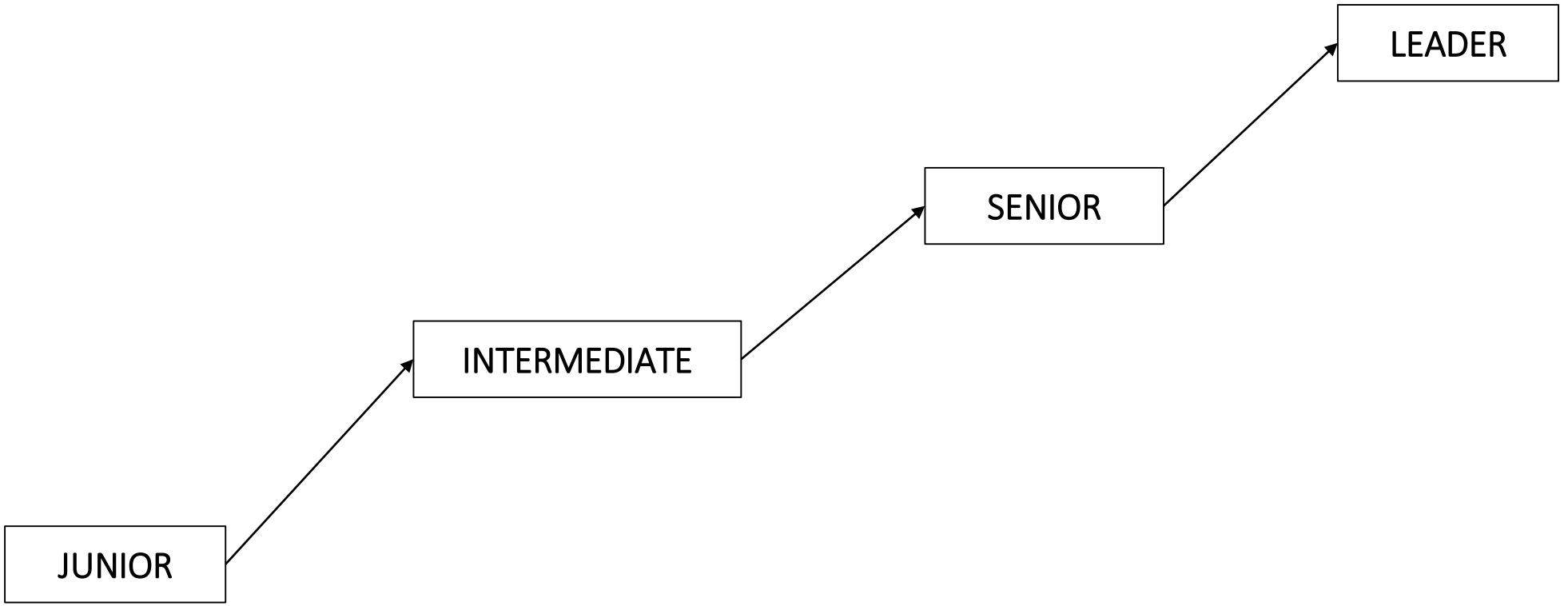
KOWLEDGE MODEL



KNOWLEDGE MODEL – KNOWLEDGE AREAS

- Testing Essentials
  - Fundamental Test Process
  - Project Team Roles and Responsibilities
  - Requirements Analysis
  - Test Development Process
  - Test Execution
  - Defects Management

- Tools
  - Project and Testing supporting Tools
- Other Knowledge
  - DB Knowledge

- Advanced Skills
  - Test Management
    - Test Strategy and Test Planning
    - Estimation
    - Risk Management
    - Test Progress Monitoring and Control
    - Standards and Test Process Improvement
  - Working with non-functional requirements
  - Software Quality Characteristics
  - Automation Concept

KNOWLEDGE MODEL – OTHER REQUIREMENTS

- Industry Experience
- Team or Technical Leadership
- Tryout period - Play this role before promotion is completed/confirmed
- Soft Skills
- English level
- Conducting: Presentation on internal or external IT events, Trainings
- Certification

EDUCATION

TALENT DEVELOPMENT

Employees go through a series of programs that ensure excellent performance in the field, such as:

Corporate & Customized Trainings	**Leadership Development**	**Language School**
Mentorship Programs	**Apprenticeship Programs**	**E-Learning Portal**
Performance Evaluation	**IT Academy**	**Industry Certification**

TALENT RETENTION

We ensure our employees are up-to-date on the latest trends and technologies through:

Succession Planning	**IT Events**	**Engineering Communities**
Functional Offices	**Partnership with LvBS**	**Tailored Career Path Development**

BUT…
IT WÄS NOT ENOUGH!

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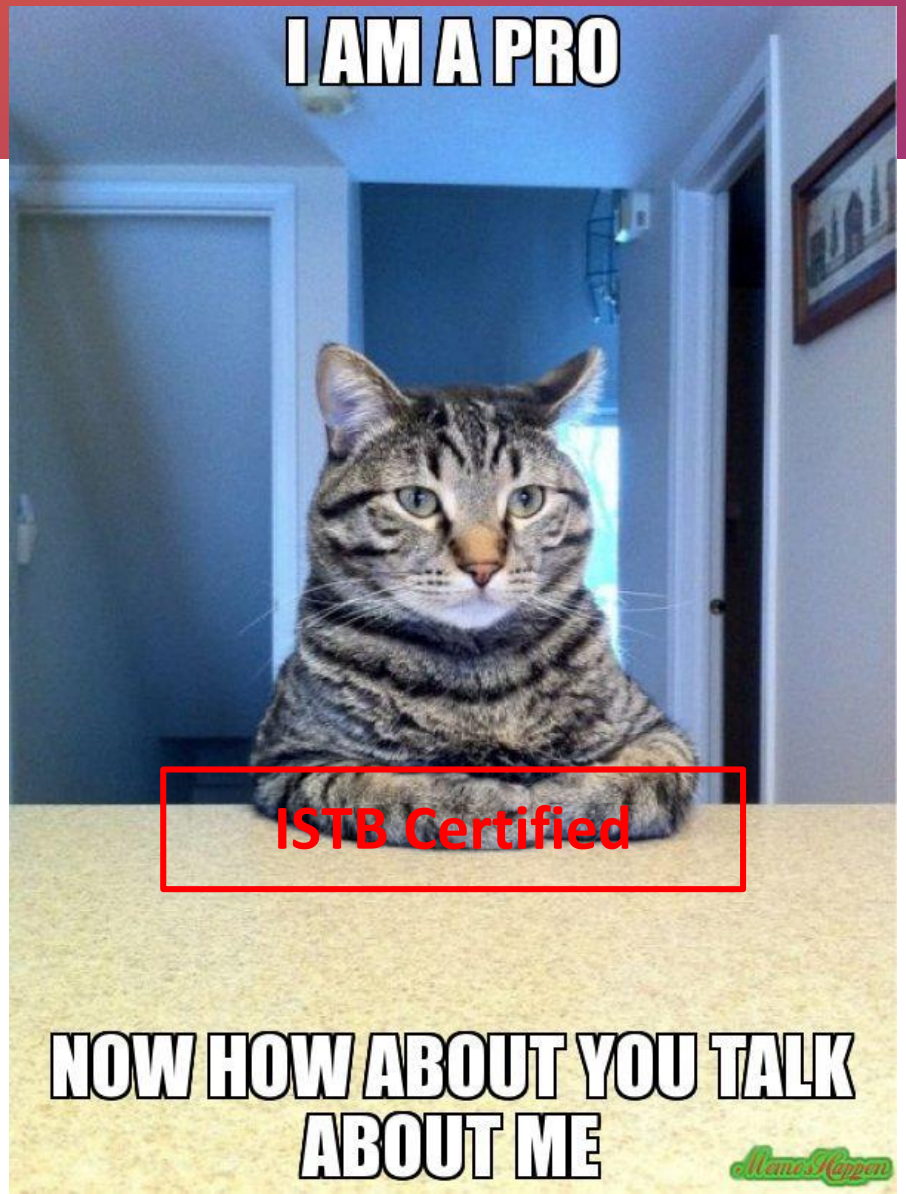

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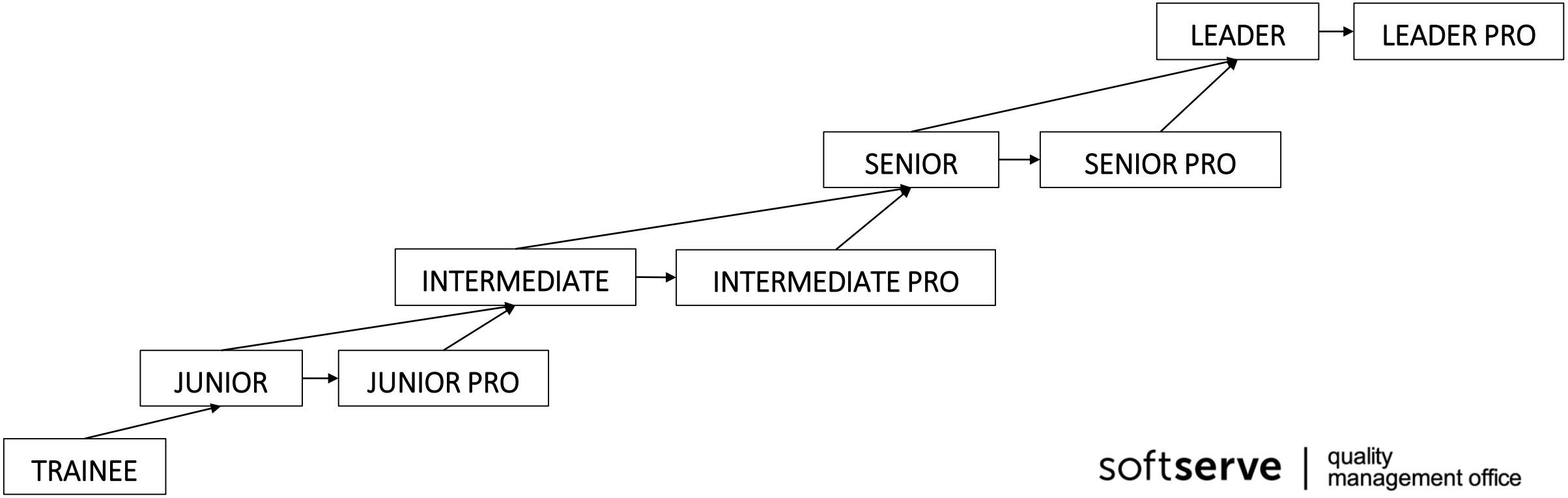
KNOWELDGE MODEL



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WHY IT IS NOT WORKING?

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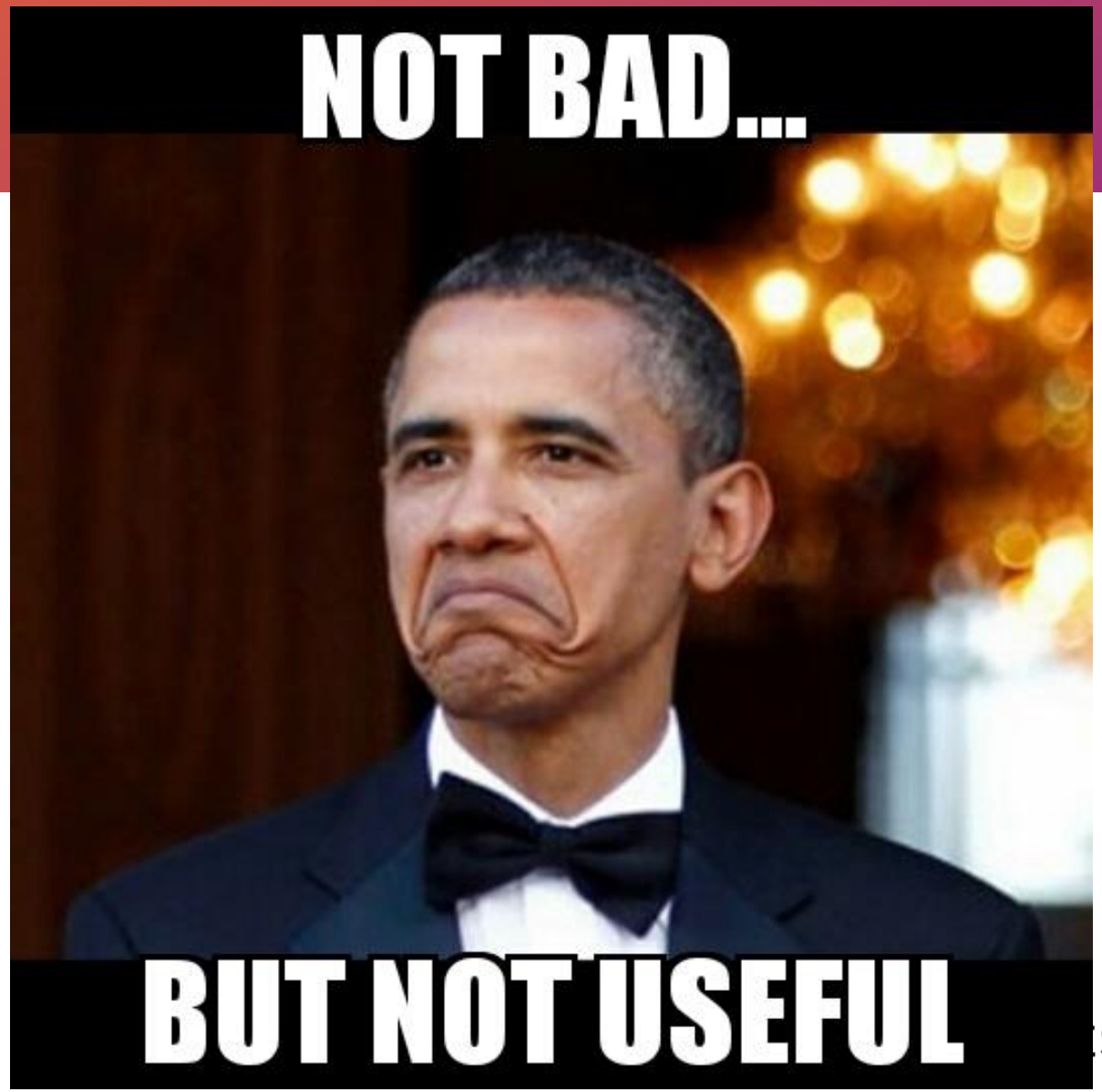

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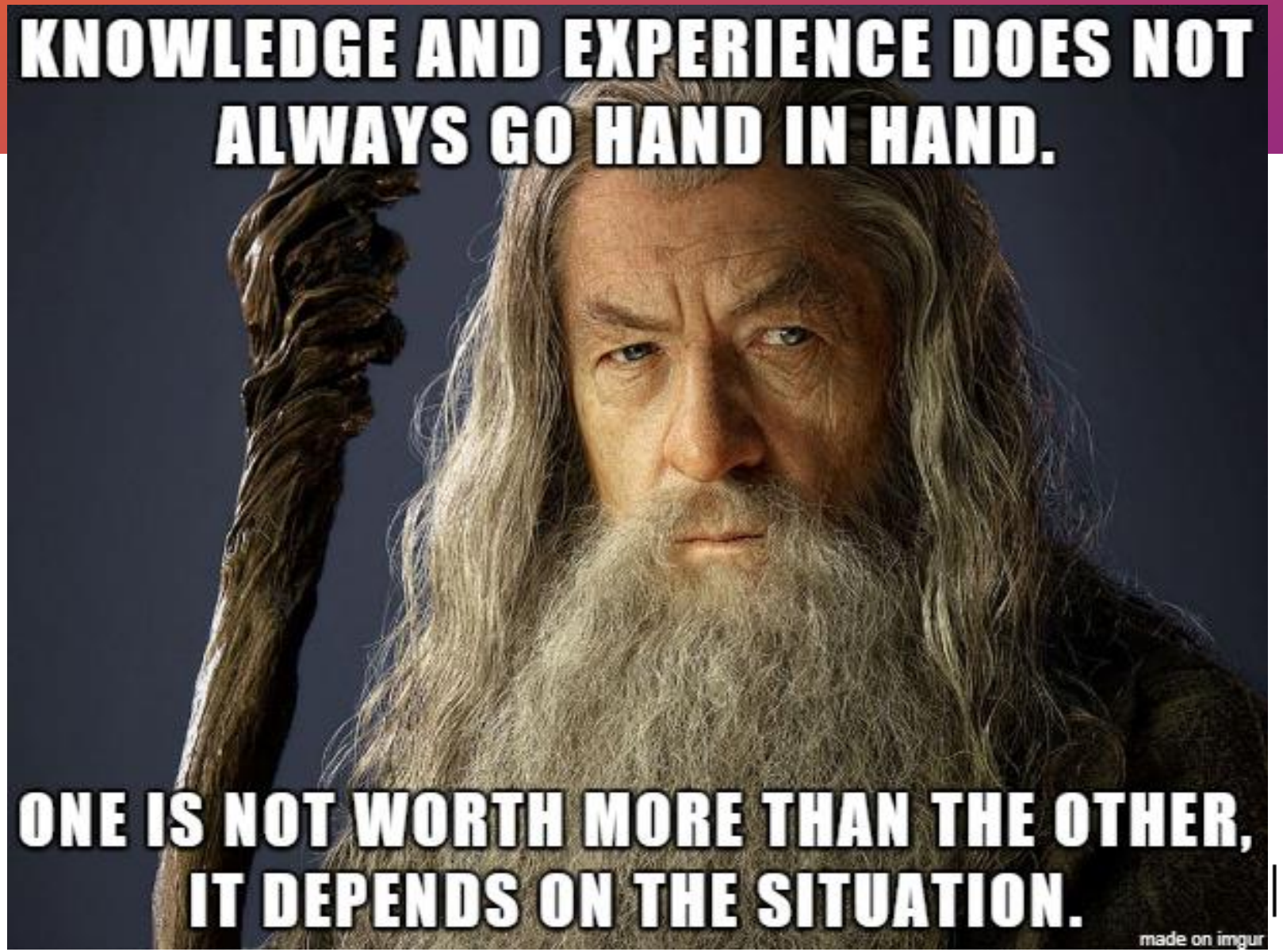
KNOWLEDGE AND EXPERIENCE DOES NOT ALWAYS GO HAND IN HAND.
ONE IS NOT WORTH MORE THAN THE OTHER, IT DEPENDS ON THE SITUATION.
made on imgur

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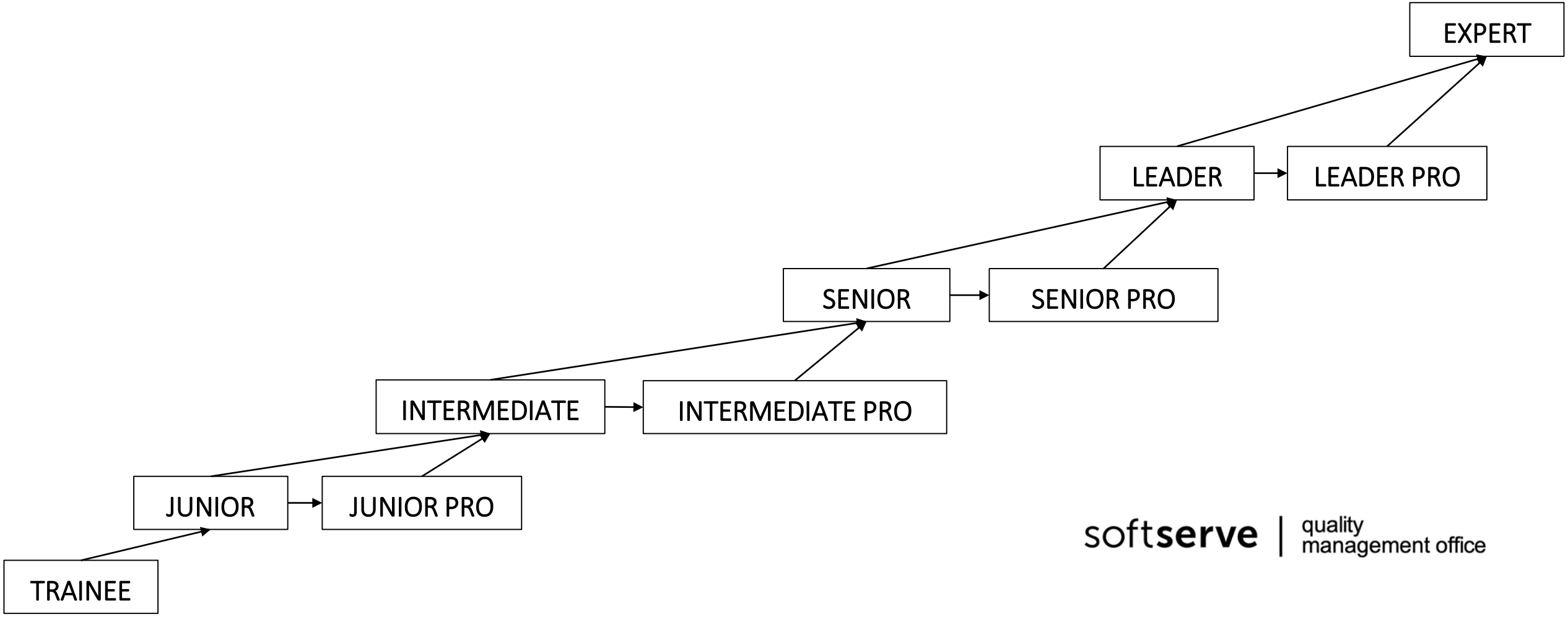
GROWTH
HACKING
memegenerator.net

I GOT CASH AND MORE
CASH!!
imgflip.com

Why it is not working?

- Learn stuff that can’t be used at the project
- Promote for Knowledge not Experience
- „I achieved everything” attitude
- Perform activities only to pass Knowledge Model Expectations

KNOWLEDGE MODEL



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WHAT'S NEXT?

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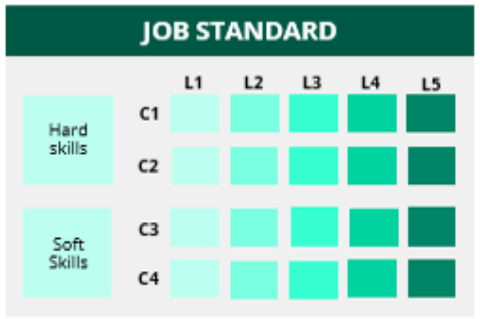
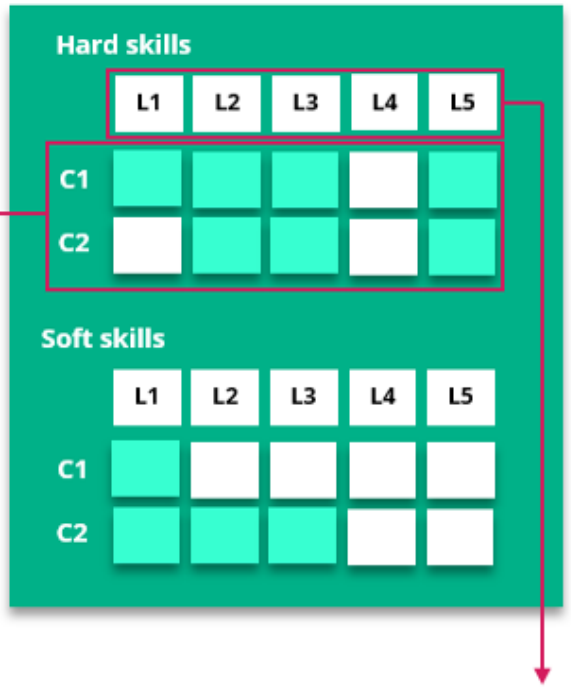
PEOPLE EXCELLENCE 2.0

Job Standard



Outlines jobs to be performed and expected behavior in certain competence (functional competency and soft skills areas).

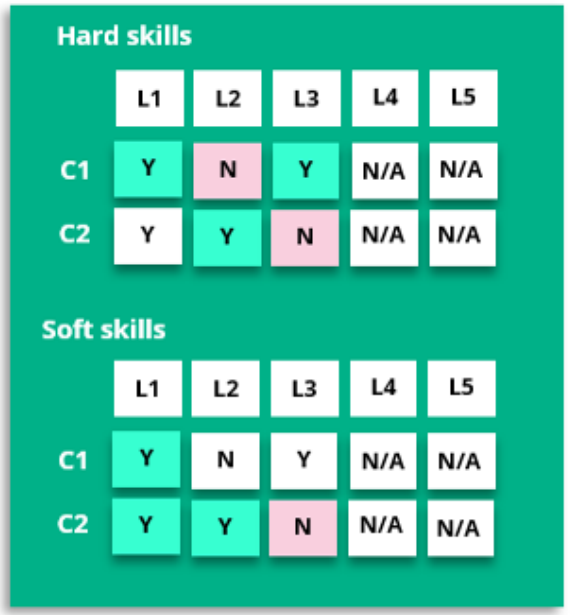
Job Standard structure



The highlighted cells mean that competencies on some job levels are core (mandatory to show successful experience).

Each Job Standard includes descriptions of all job levels in the certain competence. That helps associate to understand where he or she currently is and what to do next to develop professionally and thus be promoted.

Performance Review case (L2 associate)



Whereas core competencies are not closed, associate cannot be promoted. These competencies automatically go to competence development plan till the next Performance Review.

SOFTSERVE PROMOTION JOURNEY

Our experience-based promotion paradigm is applicable to all expertise directions at SoftServe.
As an example, see how it looks like for QC Engineers.

QC ENGINEER
Junior

- Successfully completed onboarding or trainingship program
- Proved set minimum progress* on a Junior level
- English level: Pre-Intermediate
- Complementary soft skills

Performance Review every 6 months

QC ENGINEER
Middle

- Successful performance review** on a Junior level
- At least two periods on a Junior level (12 months)
- Proved set minimum progress on a Middle level
- English level: Pre-Intermediate
- Complementary soft skills

Performance Review every 6 months

QC ENGINEER
Senior

- Successful performance review on a Middle level
- At least two periods on a Middle level (12 months)
- Proved set minimum progress on a Senior level
- English level: Intermediate
- Complementary soft skills

Performance Review every 6 months

QC ENGINEER
Tech Lead

- Successful performance review on a Senior level
- At least two periods on a Senior level (12 months)
- Proved set minimum progress on a Tech Lead level
- English level: Upper-Intermediate
- Complementary soft skills

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* A set minimum for the next level-up promotion is established by each expertise individually.

** High quality work within required expertise areas for a corresponding position level. Demonstrated experience in all required areas and some experience in non-core areas.

Additionally, all senior+ associates are required to actively participate in the people development and evaluation processes. That has the direct impact on the promotion as it serves as a promotion criteria which includes supporting colleagues in their professional development, sharing experience, knowledge, skills, etc.

JOB STANDRARD - EXAMPLE FOR QC

- Planning
- Monitoring and Control
- Test Analysis
- Test Design
- Test Implementation
- Test Execution
- Test Closure activities
- Test Management
- Automation concept
- **Cross-company contribution**

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NEW CHALLENGES

NEW CHALLENGES

- Objective vs Subjective
- Network of evaluators
- Over-qualified
- Under-qualified
- People are scared

THANK YOU

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