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## Professional Profile

I teach organizations to match their software testing to their business risks and opportunities. With 30+ years experience in software development and integration projects, I have managed testing and consulted on testing on many large and small projects for clients across the business spectrum, including some of Canada's largest retail, banking, financial services, health care, and telecom companies, and an emergency services system vendor to the UK government.

I have been a consultant since 1994. Prior to founding Quality Intelligence Inc. in 2007, I worked as a test manager and consultant on strategic client projects for IBM Global Services and LGS Group.

I have extensive experience designing, implementing and managing practical and effective testing and test management processes. As founding manager of the LGS Toronto Testing Practice, I defined client testing services, and designed and implemented the LGS Test Manager's Toolkit used by all LGS testers and test managers.

I began my career with software product development companies, progressing through roles as a technical writer, tester, and Quality Assurance director, and acquiring a solid foundation in excellent software development, testing and release management practices. My training and experience in performing project audits have proven invaluable in the test capability assessments now central to my consulting practice.

My track record includes several turnarounds of ineffective or stalled testing efforts. I specialise in programme-level test management on multi-project programmes and complex large-scale (enterprise) systems integration testing, but I am passionate about inspired, collaborative test management on software projects of all sizes.

Throughout my career I have advocated, designed, implemented, and taught pragmatic and humane practices to deliver software that will delight its stakeholders—in even the most difficult project circumstances. My articles on testing and test management appear frequently in publications such as Better Software Magazine and StickyMinds.com and I present regularly at international conferences. I edited *The Gift of Time* (Dorset House, 2008), and am co-founder and host of the Toronto Workshop on Software Testing, a peer conference for test practitioners.

## Consulting Services

- ❖ Project and vendor assessment
- ❖ Testing and Test Management:
  - ❖ Capability assessment
  - ❖ Process design and implementation
- ❖ Test Strategies for enterprises and projects
- ❖ Rescuing testing projects in trouble
- ❖ Design and facilitation of workshops
- ❖ Coaching and mentoring

## Test Management Services

- ❖ Test Programme Management
- ❖ Management of Large-Scale (Enterprise) Systems Integration Tests

## Skills and Expertise

- ❖ Rapid assessment of testing risks, roadblocks and process issues
- ❖ Expert project and test problem solving
- ❖ Design of cost-effective test strategies that find bugs
- ❖ Building and leading high-performance teams
- ❖ Communication and presentation to all levels in an organization
- ❖ Workshop facilitation
- ❖ Coaching and mentoring in:
  - ❖ Test management and leadership
  - ❖ Risk-based Testing
  - ❖ Pre-designed and exploratory testing
  - ❖ Scenario testing
  - ❖ Defect and problem management

## Business Domain Experience

- ❖ Retail and Distribution
- ❖ Command and Control (Fire and Rescue)
- ❖ Banking and Financial Services
- ❖ Private and Public Sector Insurance
- ❖ Telecom
- ❖ Health Care
- ❖ Manufacturing
- ❖ Energy
- ❖ Library Automation
- ❖ Professional Sports Labour Union
- ❖ Software Product Development

## Employment History

February 2007 to Present      **Quality Intelligence Inc. - Owner and Principal Consultant**  
Toronto, Canada and London, U.K.

In 2007, I launched my own company: Quality Intelligence, offering consulting on testing and test management, and program-level test project management on large-scale multi-project programs.

In my most recent delivery project engagement, I worked for EADS/Cassidian as Programme Test Manager on the UK FiReControl Project, responsible for all testing prior to UAT on this critical system for the Fire and Emergency Services in England. I managed a team of 80 testers and test managers across 7 workstreams, including Test Assurance on 14 system suppliers in Europe and North America.

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January 2003 to January 2007      **IBM Global Services**  
Markham, Ontario

At IBM, I managed testing and consulted on testing and test management on large, complex client projects in Toronto. As program test manager on several challenging projects, I played a key role in the successful delivery of quality systems meeting IBM clients' strategic objectives.

Because of my extensive project experience as a consultant and senior test manager, I was frequently asked to contribute my expertise to client business proposals, and to present on testing and test management topics at IBM conferences and practitioner events.

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July 1994 to December 2002      **LGS Group**  
Toronto, Ontario

At this medium-sized Canadian consultancy, I had excellent opportunities to lead in a variety of roles, both line management and consulting/managing on client projects.

In December 1999, LGS asked me to establish and manage the Testing Services Practice for the Toronto Branch. My achievements through 2002 included definition and delivery of testing services, oversight of LGS test delivery and test personnel on client projects, and management and mentoring of branch testing resources.

Throughout my eight years at LGS, I played critical senior roles on client projects, both consulting and managing testing and Quality Assurance. I worked closely with the sales team, contributing testing expertise to client business proposals and meeting with clients and prospective clients. IBM bought LGS and eventually closed all but the Quebec offices; during the transition I worked in senior roles on several IBM projects.

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1984 to ***PROMIS Systems Corporation***  
1994 Toronto, Ontario

I acquired a solid foundation in the delivery of quality software throughout the SDLC at PROMIS, a small, innovative software product company whose leading-edge MES was installed at many industry leaders in the semiconductor industry including Motorola, Siemens, Texas Instruments, and Samsung.

I began as PROMIS's solitary tester, also responsible for planning and coordinating product release testing with the entire development and customer support teams in Canada, the USA and Europe. In my concluding four years, I was Manager and then Director of Quality Assurance, reporting to the CEO and acting as the acceptor for all PROMIS software products, user documentation, customer training, and technical support.

By establishing and managing the QA function, I made a substantial contribution to PROMIS's return to excellence and recovery of customer trust, following a disastrous major release. As PROMIS sought to expand its target market to pharmaceuticals manufacturers, I spearheaded the company's drive for demonstrable compliance with FDA standards and ISO-9000.

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1982 to ***I.P Sharp Associates***  
1984 Toronto, Ontario

I wrote user manuals and reference guides for this unique Canadian company, which specialized in APL language development, custom software, time-sharing and data subscription services. I also developed the standards for the company's then-new venture into online documentation. PROMIS, my next company, was an IPSA offshoot.

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1978 to ***UTLAS International***  
1982 Toronto, Ontario

I began my career in software as a technical writer with this industry-leading library automation company, pioneering technical writing within the software development group. I taught myself to design and write user documentation for the programming and database staff, and I learned to program. I developed our documentation standards and review practices. I also designed, developed and taught in-house courses on complex database utility programs.

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My [full CV](#) is available on my website, including details of:

[Project Experience](#)

[Workshops, Conference Presentations and Publications](#)

[Education and Professional Associations](#)