KPMG

Test Assurance and Assessment Services

A KPMG Service for G-Cloud 14

Service Definition

Service Description:

This service is valuable for clients delivering complex programmes using multi-vendor distributed teams, seeking independent assurance of testing, looking to increase maturity, or identifying issues with testing. We undertake reviews at organisation or project level, to assess testing capability, perform gap analysis between current and desired states, and providing recommendations to help move to the desired future state. We can deliver one-off assessments, or ongoing test assurance aligned to programme milestones.

What are the benefits of the service?

- Reduces risk and cost, improves quality, and accelerates safe delivery

- Quick and easy to implement and deliver results

- Clear, unbiased insights on test maturity, capability, and performance

- Evaluation of your testing process, informed by best practice and insights from other clients and industries

- Current / future state gap analysis

- Independent review, to provide reassurance to internal and external stakeholders

- Identification of risks and opportunities

- Recommendations for cost-effective, short / long-term improvements

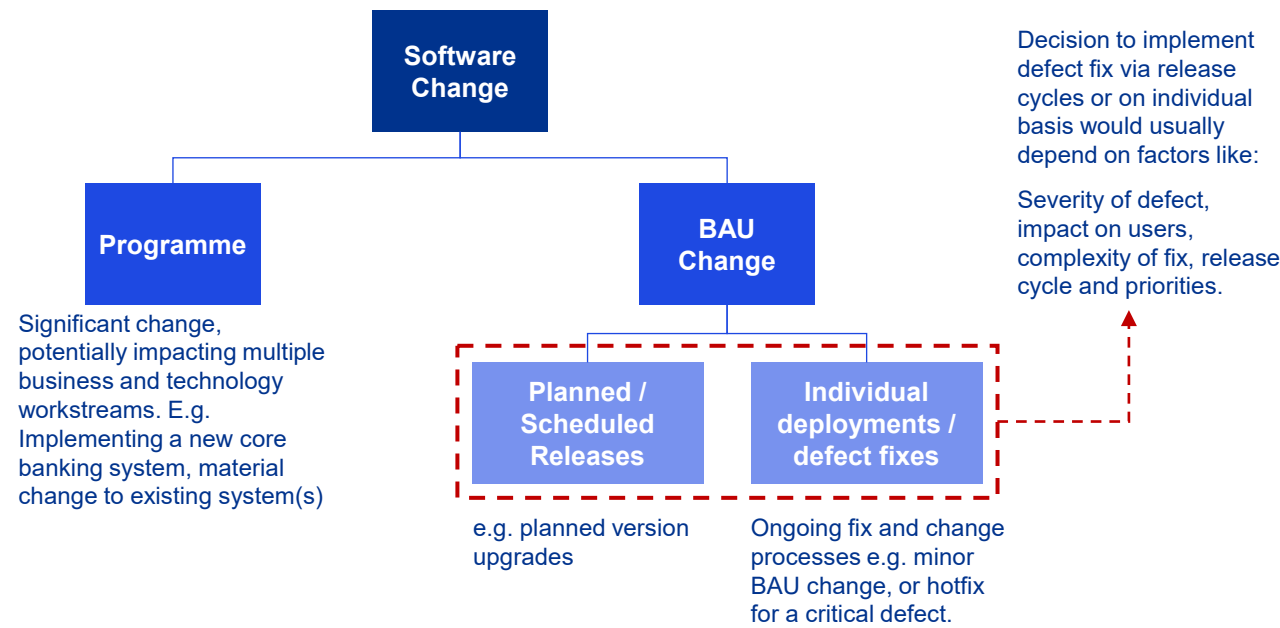- Pragmatic roadmap to deliver strategic "end-state"

Our service features

- Experienced team of test consultants and assessors

- Application of KPMG's proven methodology

- Integrates seamlessly with your existing processes and enhances quality of the change

- Structured and risk based approach to determining the appropriate quality assurance

- Deploy Assessment Accelerators tailored to fit your context, to reduce delivery timescale

- Application of key business and IT goals and priorities

- Benchmark existing test maturity against industry standards

- Define the "future state" test organisation

- Perform Gap analysis over current and desired "future states"

- Practical recommendations and "quick wins" aligned to critical business drivers

KPMG Approach

KPMG Test Assurance Methodology
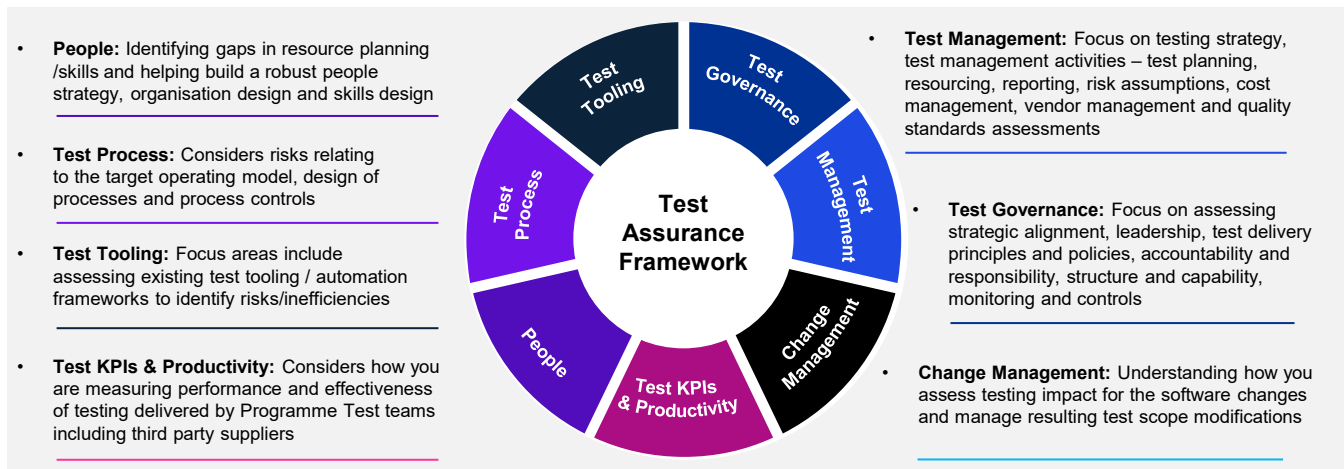
Type of Software changes & Quality Assurance Levels:

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                    ┌──────────────────┐
                    │    Software      │
                    │    Change        │
                    └──────────────────┘
                       │            │
            ┌──────────────┐    ┌──────────────┐
            │  Programme   │    │     BAU      │
            │              │    │   Change     │
            └──────────────┘    └──────────────┘
                              ┌────────┴────────┐
                     ┌────────────────┐ ┌────────────────┐
                     │  Planned /     │ │  Individual    │
                     │  Scheduled     │ │  deployments / │
                     │  Releases      │ │  defect fixes  │
                     └────────────────┘ └────────────────┘
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Significant change, potentially impacting multiple business and technology workstreams. E.g. Implementing a new core banking system, material change to existing system(s)

e.g. planned version upgrades

Ongoing fix and change processes e.g. minor BAU change, or hotfix for a critical defect.

Decision to implement defect fix via release cycles or on individual basis would usually depend on factors like:

Severity of defect, impact on users, complexity of fix, release cycle and priorities.

Change Category	Quality Assurance Level	Description
Programme (or Project)		**Maximum level of QA governance** (e.g. formal stakeholder interviews, document deep-dives)
BAU Change - Scheduled Releases		**Medium level of QA governance** recommended (QA interventions/questions can be tailored as appropriate).
BAU Change – Individual deployments		**Low level of QA governance** anticipated where changes are deemed low impact. Exceptions: High severity urgent defect fix (QA interventions/questions can be tailored as appropriate).

KPMG Approach
KPMG Test Assurance Framework

Our expertise in assessing the maturity and capability of testing programmes is underpinned by the depth of our knowledge in test practices and methodology and the breadth of our client work. Our Test Assurance framework allows us to review testing for programmes against key parameters. We will leverage this framework, and work with you to establish the scope that is tailored specifically to your requirements.

- **People:** Identifying gaps in resource planning /skills and helping build a robust people strategy, organisation design and skills design

- **Test Process:** Considers risks relating to the target operating model, design of processes and process controls

- **Test Tooling:** Focus areas include assessing existing test tooling / automation frameworks to identify risks/inefficiencies

- **Test KPIs & Productivity:** Considers how you are measuring performance and effectiveness of testing delivered by Programme Test teams including third party suppliers

Test Assurance Framework wheel: Test Tooling, Test Governance, Test Management, Change Management, Test KPIs & Productivity, People, Test Process

- **Test Management:** Focus on testing strategy, test management activities – test planning, resourcing, reporting, risk assumptions, cost management, vendor management and quality standards assessments

- **Test Governance:** Focus on assessing strategic alignment, leadership, test delivery principles and policies, accountability and responsibility, structure and capability, monitoring and controls

- **Change Management:** Understanding how you assess testing impact for the software changes and manage resulting test scope modifications

	Health Check	Stage Gate Review	Deep-Dive Review	Ongoing Review
	Single point in time / On demand	Single point in time / On demand	Single point in time / On demand	Continuous
Test Assurance Review Types	• Initial / high level assessment. • Broad scope, covers breadth (not depth). • Usually at the start of a project/phase. • Reports high level findings. • Helps prioritising, leading to deep dives.	• Conducted towards the start/end of a phase. • Focus on phase entry/exit criteria. • Planned activity on the project plan. • Conducted formally with appropriate RACI.	• Focuses on key risk area(s). • Usually triggered by other review types. • Covers full depth (not breadth) on identified risk area(s). • Can be triggered any time during the programme. • Provides detailed assurance feedback for the specific area.	• Conducted throughout the programme plan via continuous monitoring and oversight. • Allows identification of key risks proactively. • Aim to manage key risks earlier in the lifecycle. • Identifies areas for deep-dive reviews.

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