

**Title**

## **The CFS approach to a One-Test Service transformation**

---

**Speaker(s)**

Paul Shatwell, Cooperative Financial Services  
Kiruba Vijayaraghavan, Infosys

---

**To whom is the presentation addressed?**

Test Managers, IT Senior Managers, Testing Leadership, Testing practitioners

---

**Keywords**

Test Centre of Excellence, Merger and Acquisition, Large programs

---

**Abstract**

The merger of Co-operative Financial Services (CFS) and Britannia Building Society resulted in the amalgamation of two large QA organizations with diverse cultures and test practices. The QA team needed to transform itself into a one-IT Service organization with unified test processes and test management. Simultaneously, the organization initiated the largest of its change programmes, thus requiring the test services to drastically uplift its capability to deliver multiple large programs at the same time.

Against this backdrop the team comprising of CFS Test Services leadership and team members along with Infosys' experts embarked on a journey to assess the existing capabilities of the QA organization, and to collectively chart a roadmap for a transformation that would enable the Test Service to efficiently service very large change programmes as a one-IT Service organization.

In this paper we discuss:

- The current state analysis using Infosys' Test Maturity Model, gap assessment and focus areas for transformation
- The implementation roadmap of the Test Centre of Excellence
- Adopting the incremental initiatives approach to ensure practical implementation of the roadmap

The incremental initiatives approach to the Test Centre of Excellence implementation provides a mechanism to time box the changes introduced into the Test Practice, because of which, the CFS Test Management could

- effectively throttle the quantum of changes effected in the QA organization,
- Optimize available budgets and prioritize the initiatives and,
- Minimize effort spent on change communication and training, that is typically associated with the traditional approach to TCoE implementations.

---

### **Biography**

Paul Shatwell is the Test Support Manager at Cooperative Financial Services. Paul has more than 25 years of experience in the IT industry, with the last 10 years focussing on providing testing solutions and services at Britannia and then at CFS. Prior to that, he performed a spectrum of IT roles ranging from being a programmer to being Project Manager. His specialization in Testing arena includes setting up centralized test services, Risk based Testing, Test Automation, Test Defect Management solutions, Test Environment optimization through building a team of highly skilled and motivated testing specialists.

---

Kiruba Vijayaraghavan has more than 12 years of IT testing experience having involved in varied industry verticals and technology. He specializes in Assessment and implementation of Test Centres of Excellence (TCoE), Test Factories for testing organizations, and Programme management of testing for large implementations. He has worked with customers from multiple regions in US and UK.

---