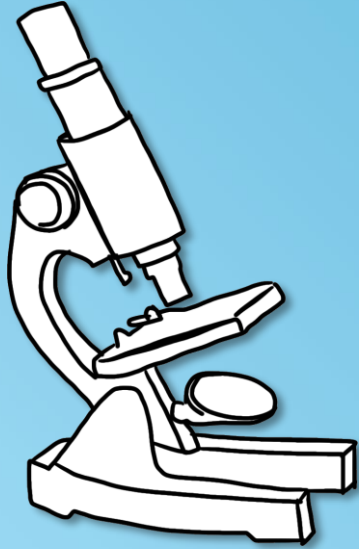


The background is a vibrant blue with abstract, flowing white and light blue lines. On the right side, there are several large, semi-transparent white geometric shapes, including a large upward-pointing arrow and a triangle, suggesting growth and progress.

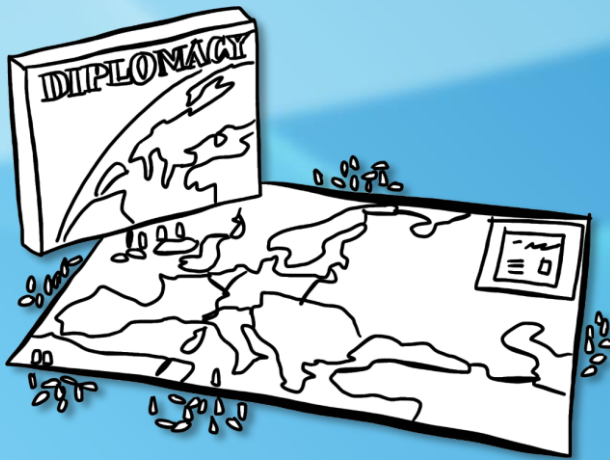
# **DEVELOP YOURSELF and UPLIFT OTHERS**

**BUSINESS ANALYSTS CONFERENCE  
THOMAS HAVER**

# ABOUT ME



THOMAS HAVER



# TABLE OF CONTENTS

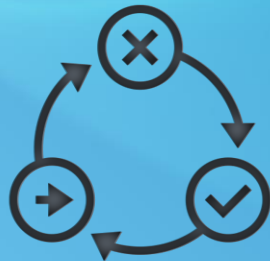
- MY JOURNEY
- DEVELOPMENT CHALLENGES
- CONTINUOUS IMPROVEMENT
  - CAREER ROADMAP
  - CERTIFICATIONS
  - SUPPLEMENTAL LEARNING
  - FOUNDATIONAL TRAINING
  - CONFERENCES & PROFESSIONAL GROUPS
  - BOOK CLUB
  - EXTERNAL SPEAKERS

# MY JOURNEY



DESCRIBE A TIME YOU  
**TRIED and FAILED**

TO INTRODUCE A CONTINUING  
EDUCATION OPPORTUNITY AT  
YOUR WORKPLACE.



# 26%

Source:  
Robert Half Finance &  
Accounting survey of  
2,220 U.S. chief financial  
officers

 USA TODAY

OF EMPLOYERS ALLOW THEIR  
EMPLOYEES TO ATTEND  
CONTINUING PROFESSIONAL  
EDUCATION COURSES DURING  
BUSINESS HOURS.

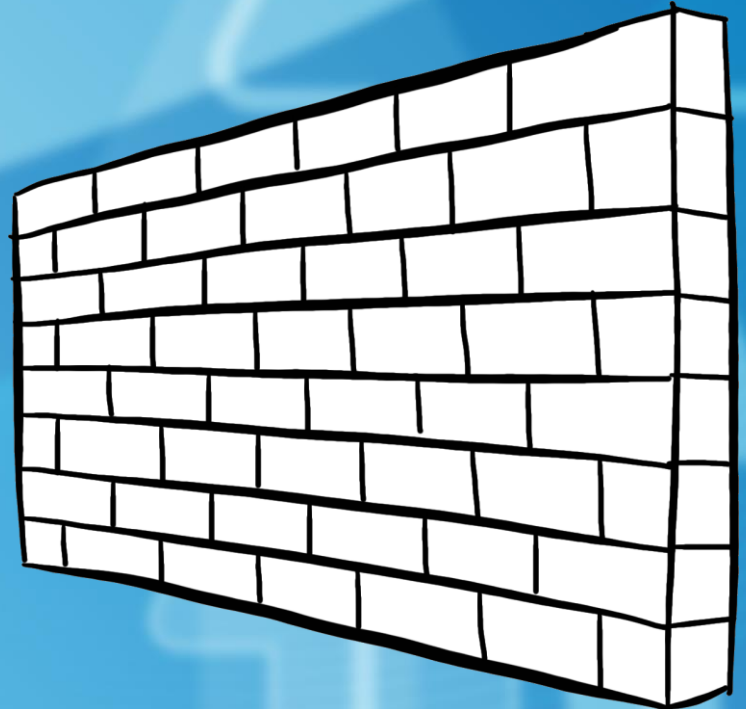
The Pragmatic  
Programmers

# Explore It!

Reduce Risk and  
Increase Confidence with  
Exploratory Testing



Elisabeth Hendrickson  
*Edited by Jacquelyn Carter*



# DEVELOPMENT CHALLENGES





EMPLOYERS TYPICALLY  
CONSIDER THEIR  
EMPLOYEES AS  
AN EXPENSE  
RATHER THAN  
AN ASSET.



CONSIDER  
WHAT  
HAPPENS  
WHEN  
SOMEONE  
LEAVES  
A TEAM.





“Nothing is more difficult to handle, more doubtful to success, nor more dangerous to manage, than to put oneself at the head of introducing new orders. For the introducer has all those who benefit from the old orders as enemies, and he has lukewarm defenders in all those who might benefit from the new orders.”

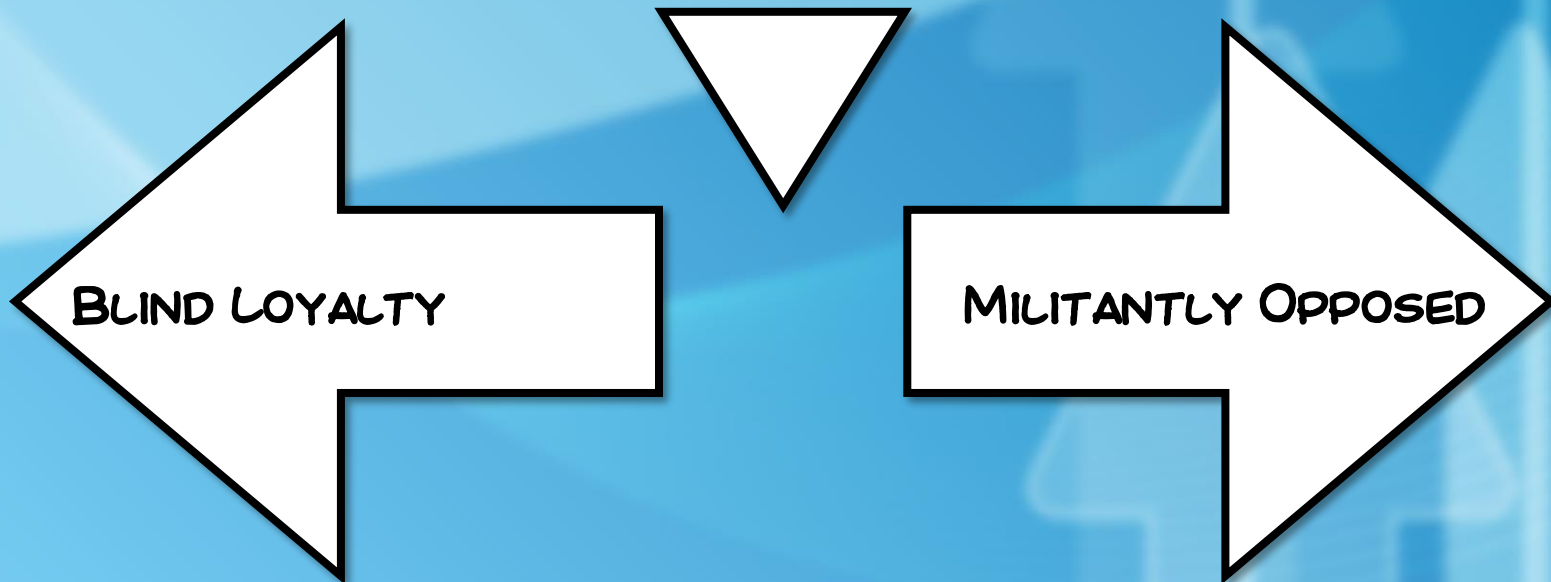
– Niccolo Machiavelli



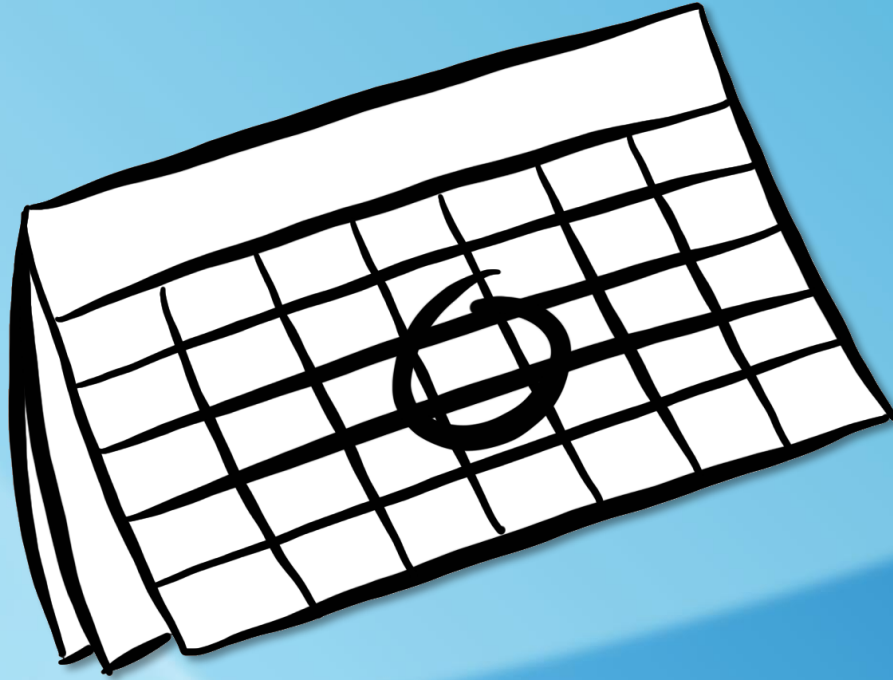
# RESISTANCE TO CHANGE

## "BELIEVERS BUT QUESTIONERS"

- SKEPTICS (SHOW ME)
- PASSIVE OBSERVERS (WHAT'S IN IT FOR ME)
  - OPPOSED (FEAR OF CHANGE)
- OPPOSED (FEAR OF LOSS OF POWER)



# LEARNING BLOCKERS



# LEARNING BLOCKERS



# INTRINSIC MOTIVATORS

MASTERY

CURIOSITY

FREEDOM

HONOR

SOCIAL  
CONNECTIONS

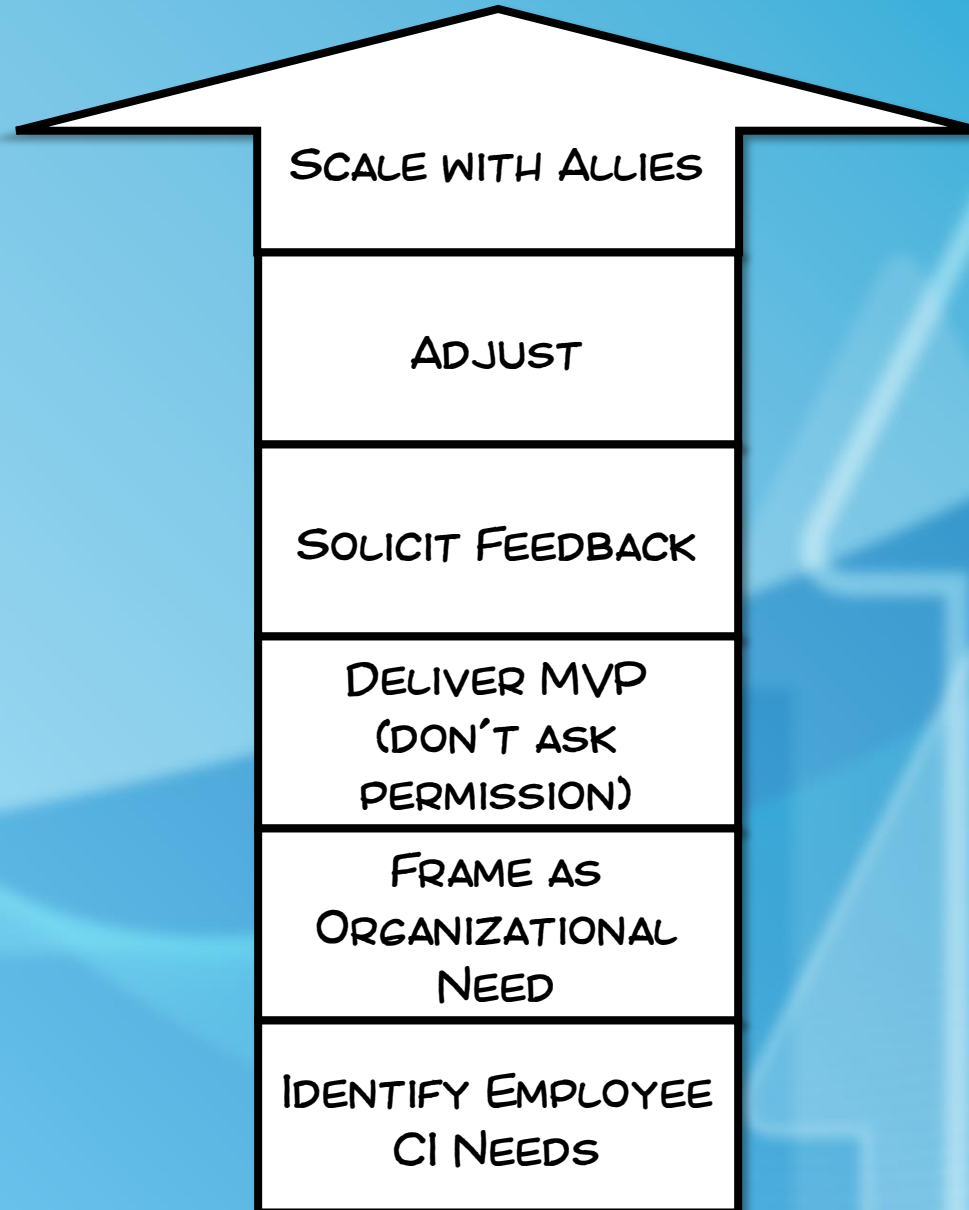
PURPOSE

STATUS

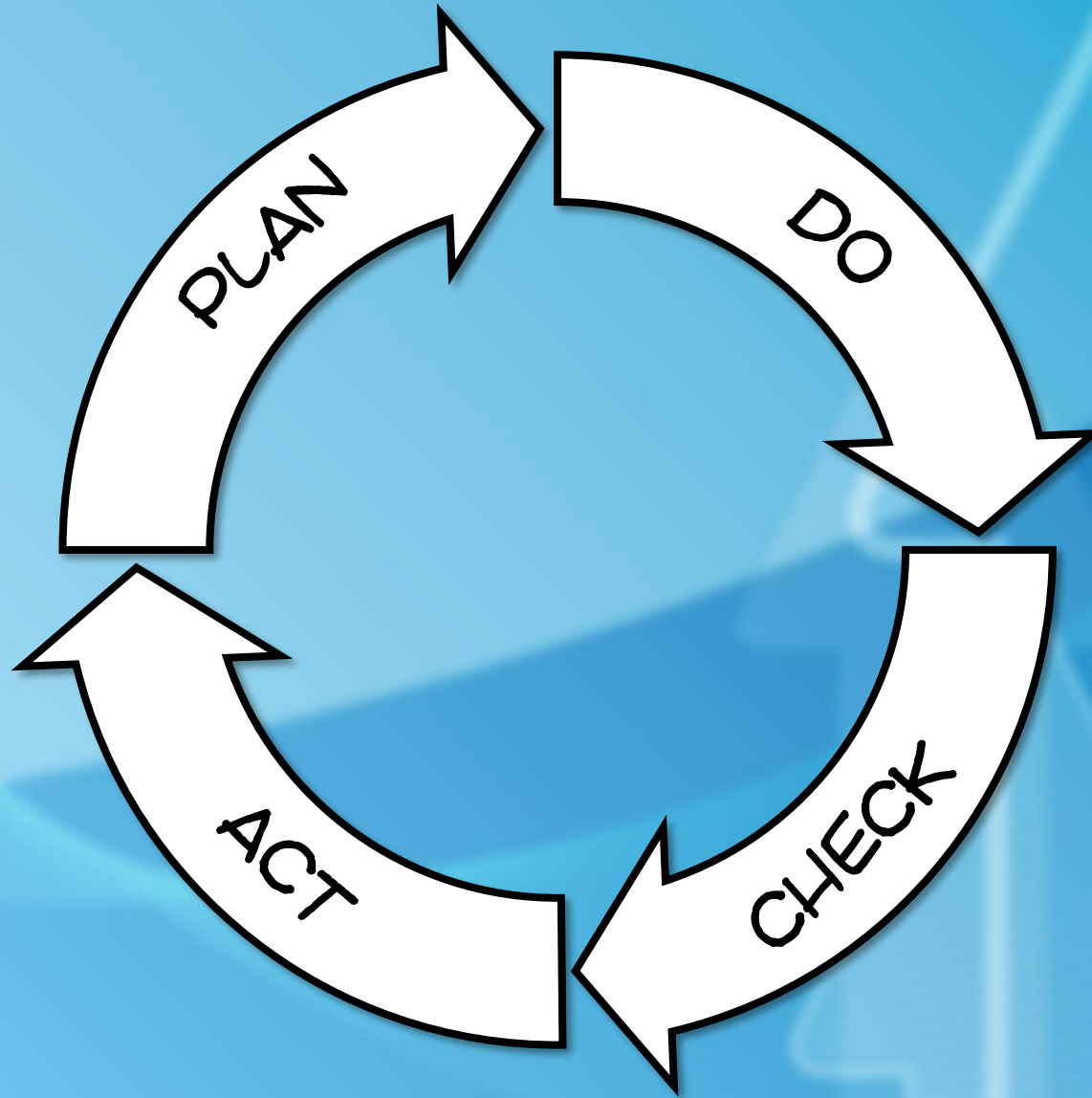




# CI from the GROUND UP



# CI from the GROUND UP



# CONTINUOUS IMPROVEMENT



**Career Roadmap**

**Foundational Training**

**Supplemental Learning**

**Certifications**

**Book Club**

**Conferences & Professional Groups**

**External Speakers**

# DEVELOPMENT PLAN

## BASELINE

OUTLINE ALL THE SKILLS, DAILY ACTIVITIES, TRAINING, AND TECHNOLOGY ASSOCIATED WITH YOUR ROLE.

GATHER THE SAME FROM COLLEAGUES IN THE SAME POSITION.

## BENCHMARK

OUTLINE THE BASELINE FOR THE INTERNAL POSITION YOU WANT TO ACHIEVE.

GATHER THE SAME INFORMATION FROM OUTSIDE SOURCES (LINKEDIN/JOB SITES).

## PERSONAL DEVELOPMENT

SET SMART GOALS FOR YOURSELF.

REACH OUT FOR SHADOWING AND MENTORSHIP.

Activity	Category	<b>Specific</b> Does the goal clearly state an observable action, behavior or achievement that will occur? Does the goal avoid generalities and use action verbs?	<b>Measurable</b> Does the goal define specific metrics that can be objectively measured? Does the goal state how you will identify when it has been accomplished?	<b>Achievable</b> Is the goal challenging, but within reason for the time allowed? Do you have the skills and experiences necessary to achieve the goal? Is achievement of the goal within your control?	<b>Relevant</b> Is the goal important to you? Does the goal clearly connect to your career aspirations?	<b>Time-Bound</b> Does the goal specify an end date or duration of time in which it needs to be completed?	Status
Attend an approved tech conference	Conference	Attend QA or the Highway conference	Provide a Summary PPT for the presentations attended. The Summary PPT will be uploaded to the "Conferences" directory in Sharepoint and shared at a team meeting.	Seek approval from manager to bill one day off work to "Non-Working Time". Purchase ticket and reimburse via Coupa.	"QA or the Highway is a regional, professional conference featuring real world experience and thought leadership in the QA and testing industry." Learn from industry experts at the conference, and apply knowledge to daily activities..	Conference date: 2/27/2018 Team Meeting Presentation: 3/4/2018	Done
Earn a technical certification	Certification	Earn the Certified Associate in Software Testing (CAST) certification from the Quality Assurance Institute (QAI)	A PDF & hard copy certificate is sent to the tester, with test results stored online at QAI.	The certification exam is two hours in length and study materials require half a year of preparation. The content is intended for those at the beginning of their QA career.	"The CAST Certification demonstrates a foundation-level understanding of quality testing principles and practices. Acquiring the designation of Certified Associate in Software Testing (CAST) indicates a professional level of competence in the principles and practices of software testing in the IT profession. -- QAI	Certification Results by 12/31/2018. The certification exam can be taken up to one year after purchase date.	In Progress
Attend an approved professional group	Professional Group	Participate in a meeting of the Central Ohio Quality Assurance Association (COQAA).	Attendance is tracked by the meeting leader (Damian Synadinos) and a representative of Enterprise Automation (Thomas Haver). Participation in discussion at the event is qualifying.	Meetings are held monthly throughout the year. Participation requires no past experience in QA.	COQAA is a professional meetup consisting of Quality Analysts, who discuss & present topics relevant to testing in the industry.	5/15/2018	Done
Attend an internal work-related workshop	Workshop/Training	Attend the workshop "TECH20028 Quality Center for Testers", which is available in the PDC.	Successful completion of the training is tracked in the Transcript section of the Performance Development Center.	The workshop is recommended for every QA member at Huntington and is offered regularly throughout the year by the Project Management Office. The workshop is foundational knowledge for QA and is available for all Huntington colleagues.	"This is an introduction to using the Quality Center tool for testing and defect entry. This training will walk the tester through the Test Plan, Test Lab and the Defect module. A hands-on lab will be provided where users will create tests, link them to requirements, pass / fail tests and create linked defects. User tips will be included with the training material."	Training is scheduled for 6/26/2018 from 9:30am - 11:00am.	Done

# DEVELOPMENT PLAN EXAMPLE

<b>Job Title</b>	Treasury Management Services Specialist 2
<b>Grade</b>	70
<b>Area of Interest</b>	Information Technology

Category	Criteria	Colleague Statement of Proficiency	Manager Comments	Associated SMART Goal(s)
----------	----------	------------------------------------	------------------	--------------------------

<b>Brief Description</b>	The Treasury Management Service Specialist provides support to the Treasury Management (TM) business line. This individual is responsible for prioritizing and leading Treasury Management product onboarding. This individual is responsible for ensuring that all product onboarding is done correctly, documentation is complete, and all diligence requirements are met.			
--------------------------	--	--	---	---

<b>Detailed Description</b>	This individual will deliver services to our customers on a wide variety of services while developing and testing new products. This candidate will be responsible for researching and analyzing requirements, prioritize and research a wide variety of services, and provide customers with research and analysis. This person maintains up to date on all departmental systems, policies and procedures, and is responsible for ensuring awareness of identifying, as well as adhering to policy and procedure. They will work closely with sales and marketing to cross sell opportunities and ensure that the tracking system for sales is accurate.	<b>Job Title</b>	Automation QA Analyst
		<b>Grade</b>	71
		<b>Area of Interest</b>	Information Technology

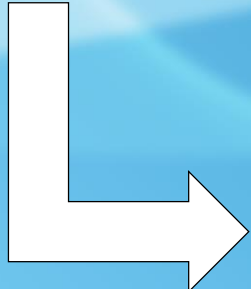
<b>Primary Responsibility</b>		<b>Category</b>	Criteria
-------------------------------	--	-----------------	----------

<b>Brief Description</b>	The Automation Developer for the Technology & Conversions IT group will create, maintain, and execute automation scripts for applications, reporting directly to the QA Manager.
--------------------------	--

<b>Primary Responsibility</b>	This role requires proficiency in Ruby/Cucumber, functional testing, regression testing, integration testing and understanding of TDD and ATDD. The Automation Developer must have the ability to translate functional requirements/design specifications into quality automated test cases. To be successful the candidate must be driven and well-organized, with strong learning and training abilities. It is essential for the individual to be self-motivated and tenacious, thrive in a collaborative, fast-paced environment, and complete tasks to agreed schedules. This resource must also have a solid background and understanding of industry standard automation and manual testing, quality assurance methodologies and automation solutions. The Project Team will look to this individual to assist in software releases on an on-going basis and coordinate the tasks and activities of the broader testing team.
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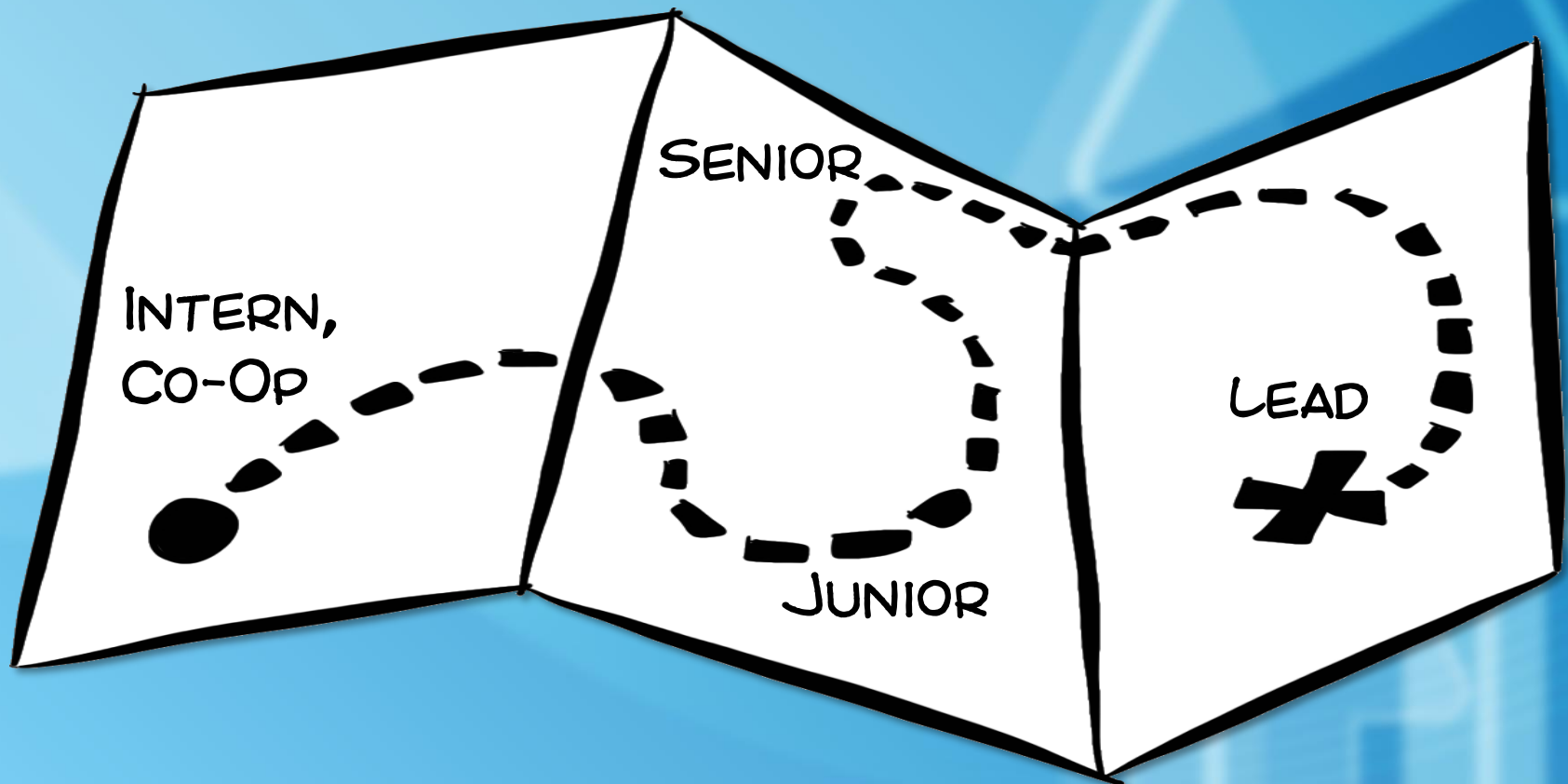
<b>Detailed Description</b>	Analyze and translate functional requirements to create and execute test cases for large business initiatives. Automate these test cases, and execute on regular basis.
-----------------------------	---

<b>Primary Responsibility</b>	Create and maintain test cases and test data using Quality Center/Team Foundation Server, Ruby/Cucumber via RubyMine.
-------------------------------	---



# CAREER ROADMAP

- EXPAND YOUR PERSONAL DEVELOPMENT PLAN TO INCLUDE OTHER COLLEAGUES
- FOCUS ON DEVELOPING INTERNAL TALENT AND RECRUITING UP-AND-COMING TALENT.







# CONTINUOUS IMPROVEMENT

**Career Roadmap**

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# FOUNDATIONAL TRAINING

## COLLABORATION

- GAPS IN COMMUNICATION (UNDERSTAND THE WHY)
- SHARED LANGUAGE ACROSS ROLES
- SHARED UNDERSTANDING OF PROJECT DELIVERABLES

## STANDARDIZATION

- GAPS IN PROCESS
- COMMON PRACTICES
- EXPECTATIONS BY ROLE & TEAM
- STANDARDS BY APPLICATION TYPE & SHARED SERVICES

## TOOL SET

- GAPS IN ABILITY
- TECHNOLOGIES
- CORE COMPETENCIES
- APPLICATION KNOWLEDGE (WEB, MOBILE, DESKTOP, DATABASE, MAINFRAME, SERVICES, ETC.)

# EXAMPLE

## 1ST PHASE

- AUTOMATION WORKSPACE SETUP AND FRAMEWORK OVERVIEW
- PROJECT SUITE UPDATES AND TAGGING/EXECUTING AUTOMATION TESTS
- GHERKIN: FEATURES AND SCENARIOS
- STEP DEFINITIONS AND HELPER MODULES
- OBJECT AND DATA FILES
- AUTOMATION STANDARDS AND PRACTICES

## 2ND PHASE

- ADVANCED GHERKIN: OUTLINES, BACKGROUNDS, DATA TABLES
- CONTINUOUS INTEGRATION WITH JENKINS
- DATA MANAGEMENT AND DATABASES
- PASSPORT MAINFRAME

## 3RD PHASE

- RUBY: BASICS I (CLASSES, OBJECTS, VARIABLES)
- RUBY: BASICS II (CONDITIONALS, LOOPS, METHODS)
- RUBY: BASICS III (ARRAYS, HASHES, STRINGS)
- RUBY: BASICS IV (DATE/TIME, RANGES, ITERATORS)

## 4TH PHASE

- RUBY/CUCUMBER: DEBUGGING AND CODE REVIEWS
- RUBY TOOLS: REGULAR EXPRESSIONS
- RUBY TOOLS: SPREADSHEETS
- RUBY/CUCUMBER: HOOKS
- RUBY/CUCUMBER: REFACTORING AND CODE METRICS



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# LEARNING, NOT TRAINING



“The purpose of training is to reduce variety, to get a group of people tackling tasks in the same way; so training reduces variety. The purpose of learning is the exact opposite. Learning increases the individual’s capacity to respond to different situations: it increases variety.”  
– Patrick Hoverstadt, *The Fractal Organization*

# IN PRACTICE

## EXPLORATION

BRAINSTORM  
IDEAS AND  
CROWDSOURCE  
THE LEARNING  
OPPORTUNITIES.

## ROLE-BASED INVOLVEMENT

SCRUM MASTER,  
PRODUCT OWNER,  
DEVELOPMENT  
TEAM MEMBERS,  
ETC. SHOULD ALL  
HAVE A STAKE.

## INTEGRATION

HOLD THE TEAM  
ACCOUNTABLE  
AND MAKE  
EVENTS REGULAR  
TO HELP  
INTEGRATE.

PROMOTE AND  
CONGRATULATE.

# EXAMPLE

- WOMEN IN TECH (12 SESSIONS)
- RUBY GEM SERIES (24 SESSIONS)
- RUBY ESSENTIALS SERIES (5 SESSIONS)
- EXPLORATORY TESTING (5 SESSIONS)
- AGILE / SCRUM (24 SESSIONS)
- SOFTWARE QUALITY ANALYST (11 SESSIONS)
- SOFTWARE TESTER (11 SESSIONS)

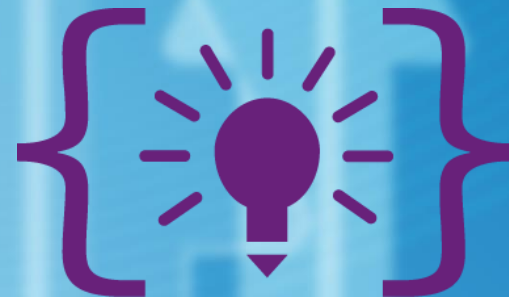


# CODE REVIEWS & REFACTORING

"I'M NOT A GREAT PROGRAMMER; I'M JUST A GOOD PROGRAMMER WITH GREAT HABITS."



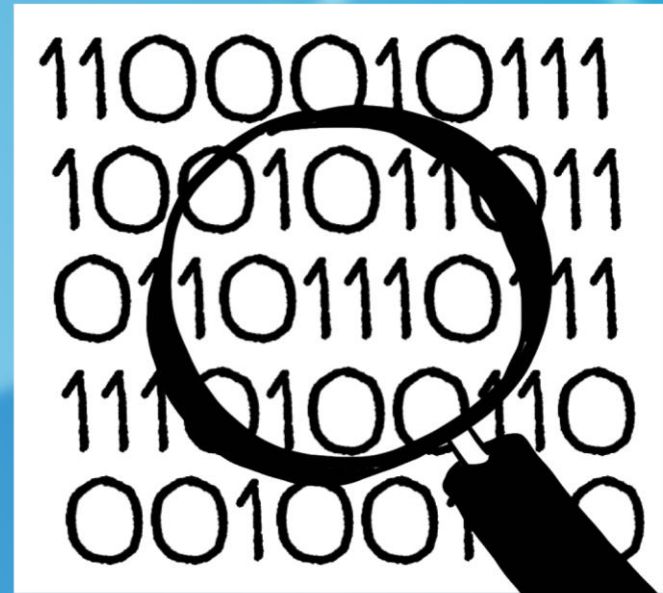
-MARTIN FOWLER,  
REFACTORING: IMPROVING THE DESIGN  
OF EXISTING CODE





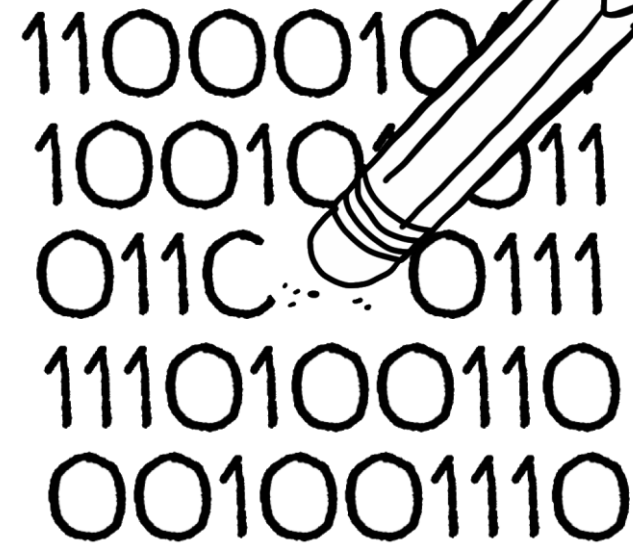
# CODE REVIEWS

WE LEVERAGE A  
STATIC CODE  
ANALYSIS TOOL  
AND PARTICIPATE  
IN CODE REVIEWS  
ASSISTED BY A  
TECHNICAL  
GUIDE.



# REFACTORING

REFACTORING  
SESSIONS WERE  
PILOTED WITHIN  
A SINGLE TEAM.



1100010  
10010011  
011C...0111  
1110100110  
0010001110

A white rectangular box containing binary code and a pencil icon. The pencil is positioned diagonally across the box, pointing towards the top right. The binary code is arranged in five lines: 1100010, 10010011, 011C...0111, 1110100110, and 0010001110.

MAINTAINABILITY

EXTENSIBILITY

DOMAIN  
KNOWLEDGE

# IMPLEMENTATION

## TEAM LEADER

- SCHEDULING
- DELEGATION OF WORK
- FOCUS AREA SELECTION
- BUG REPORT

## AUTOMATION GUIDE

- TECHNICAL RESOURCE
- SESSION TRACKING
- ACTION ITEMS
- IMPROVEMENT STATUS REPORT

## FOCUS AREA

- CODE ANALYSIS REPORT
- FEATURE ITEM
- PROJECT RELEASE
- REGRESSION
- JENKINS REPORT

# CONTINUOUS IMPROVEMENT

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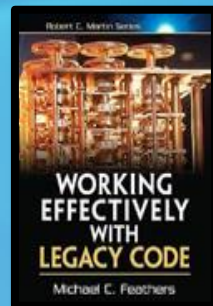
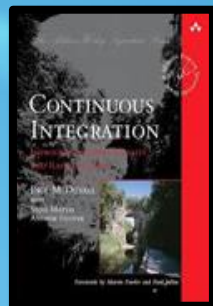
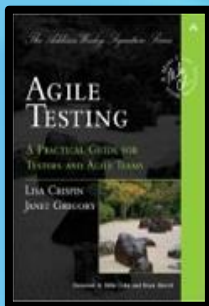
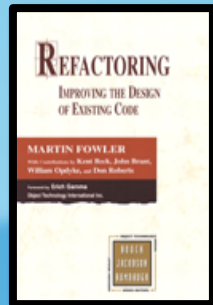
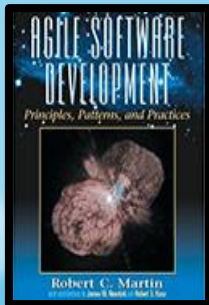
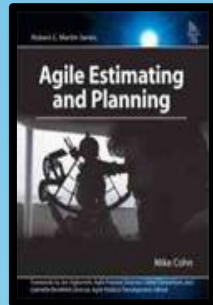
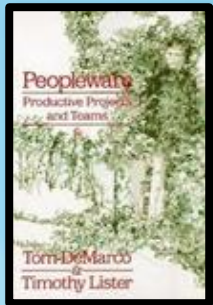
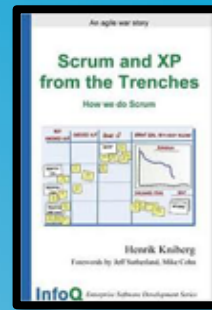
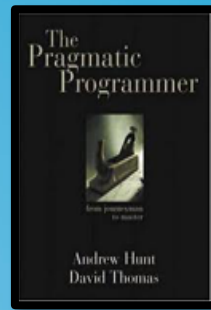
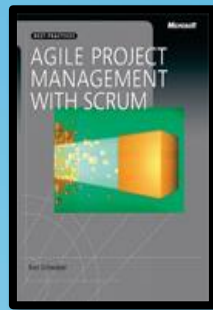
**Book Club**

**Conferences & Professional Groups**

**External Speakers**

- THE PURPOSE OF EARNING CERTIFICATIONS IS TO DEMONSTRATE TRUST AND COMPETENCY IN AN AREA.
- TRAINING SHOULD BE CONDUCTED ON-SITE BY MOTIVATED COLLEAGUES.
- FORMALIZATION IS THE MOST CHALLENGING ASPECT







# CONTINUOUS IMPROVEMENT

**Career Roadmap**

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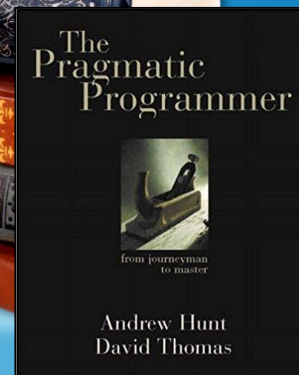
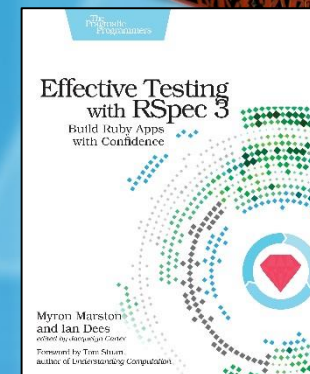
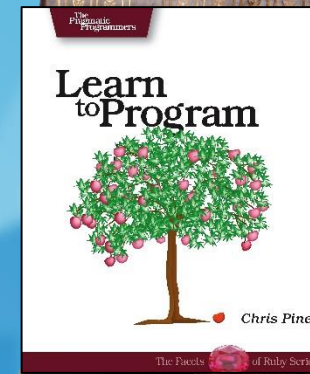
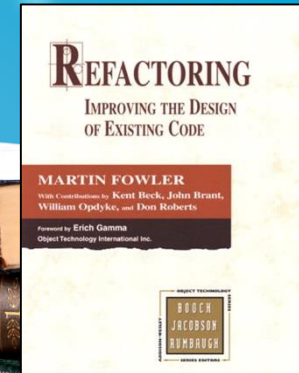
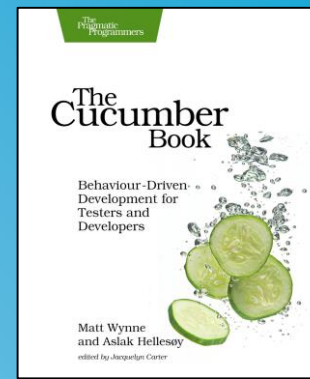
**Book Club**

**Conferences & Professional Groups**

**External Speakers**



- THE BOOK CLUB SHOULD BE A REGULARLY SCHEDULED LUNCHTIME MEETING, OPEN TO EVERYONE.
- AS A GROUP, THE BOOK CLUB WILL SELECT, READ, AND DISCUSS BOOKS RELEVANT TO A PROFESSION.



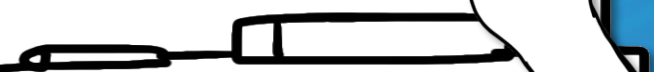
# MEETING FORMAT

## ADMINISTRATIVE MATTERS / ANNOUNCEMENTS

-5-10 MIN. — ANNOUNCEMENT OF PREVIOUS SESSION NOTE AVAILABILITY, CURRENT SESSION TOPIC (DISPLAYED ON PPT), MEETING LOCATION/TIME CHANGES, AND OPEN CALL FOR QUESTIONS FROM ALL PRESENT.

## BOOK DISCUSSION

-50-55 MIN. — BOOK DISCUSSION ACCORDING TO THE MEETING STRUCTURE OUTLINE AND SUGGESTIONS



# MEETING ROLES

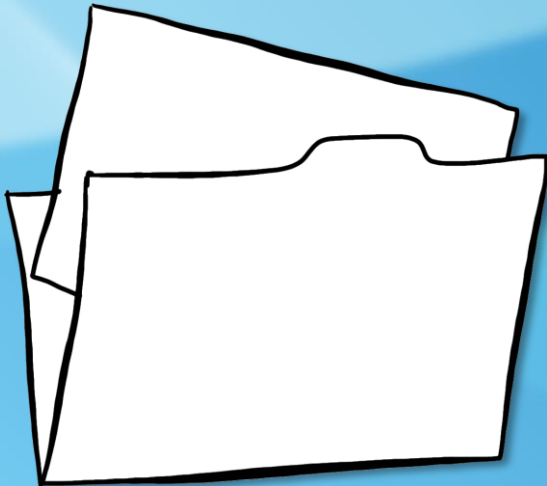
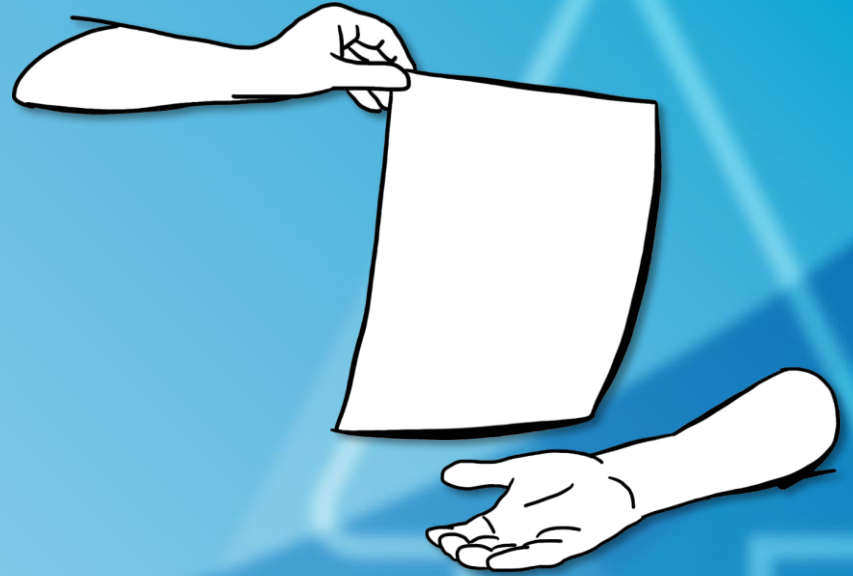
## LEADER

- MEETING LOCATION/TIME CHANGES
- OPEN CALL FOR QUESTIONS
- DISCUSSION FORMAT WITH PRESENTATION

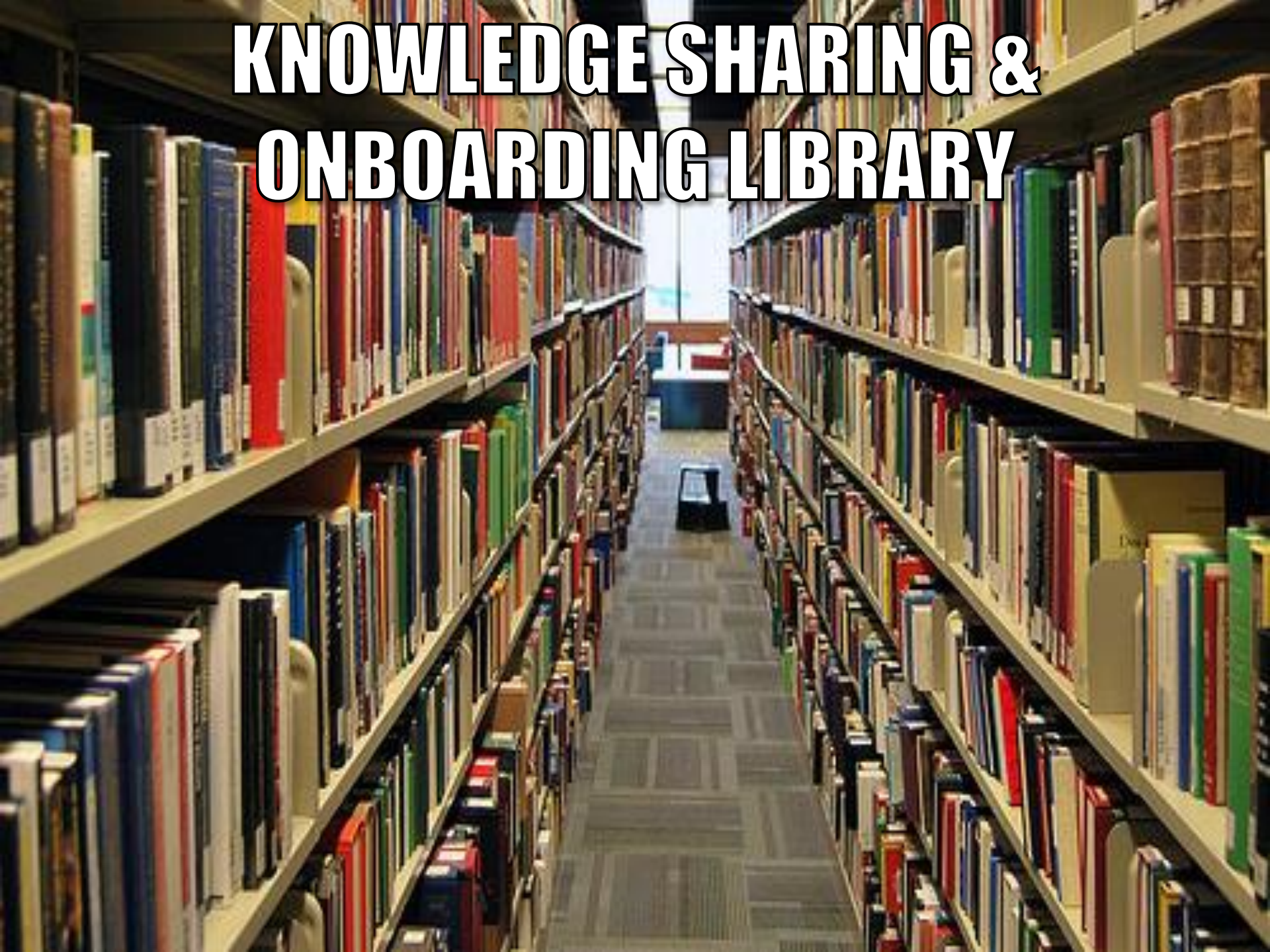
## SECRETARY

- MEETING ATTENDANCE
- SESSION NOTES
- BOOK SUMMARY

# MEETING RECORDS



# **KNOWLEDGE SHARING & ONBOARDING LIBRARY**



# CONTINUOUS IMPROVEMENT

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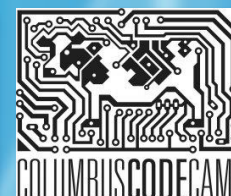
**Certifications**

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# PROMOTE, ATTEND, PRESENT





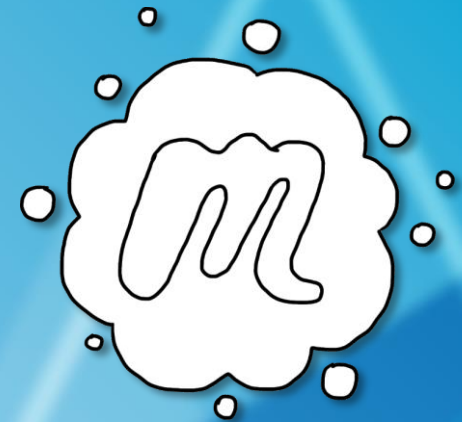


- **START LOCALLY. ATTEND & VOLUNTEER.**
- **FOCUS ON AWARENESS AT THE BEGINNING. MATCH CONFERENCES THAT ARE RELEVANT TO YOUR ORGANIZATION.**
- **WRITE A PROPOSAL TO SPONSOR COLLEAGUES & COVER TIME AWAY.**
- **BECOME A SPEAKER.**



# PROFESSIONAL GROUPS

- **PROFESSIONAL GROUPS PROVIDE FACE-TO-FACE ACCESS TO PASSIONATE MEMBERS OF THE COMMUNITY.**
- **EXTERNAL LEARNING & NETWORKING.**
- **FIND GROUPS THAT MATCH THE ORGANIZATION'S TECH STACK & FOCUS, THEN INVITE YOUR TEAM.**



- **START SMALL:** GIVE PRESENTATIONS WITHIN YOUR COMPANY OR AT PROFESSIONAL MEETUP GROUPS
- **DELIVER WITH PASSION:** SPEAK ABOUT SUBJECTS THAT EXCITE YOU
- **KEEP IT SIMPLE:** FOCUS ON ONE TOPIC AND PROVIDE EXAMPLES.
- **PREPARE:** REHEARSE AND USE PEER REVIEW



# CONTINUOUS IMPROVEMENT

**Career Roadmap**

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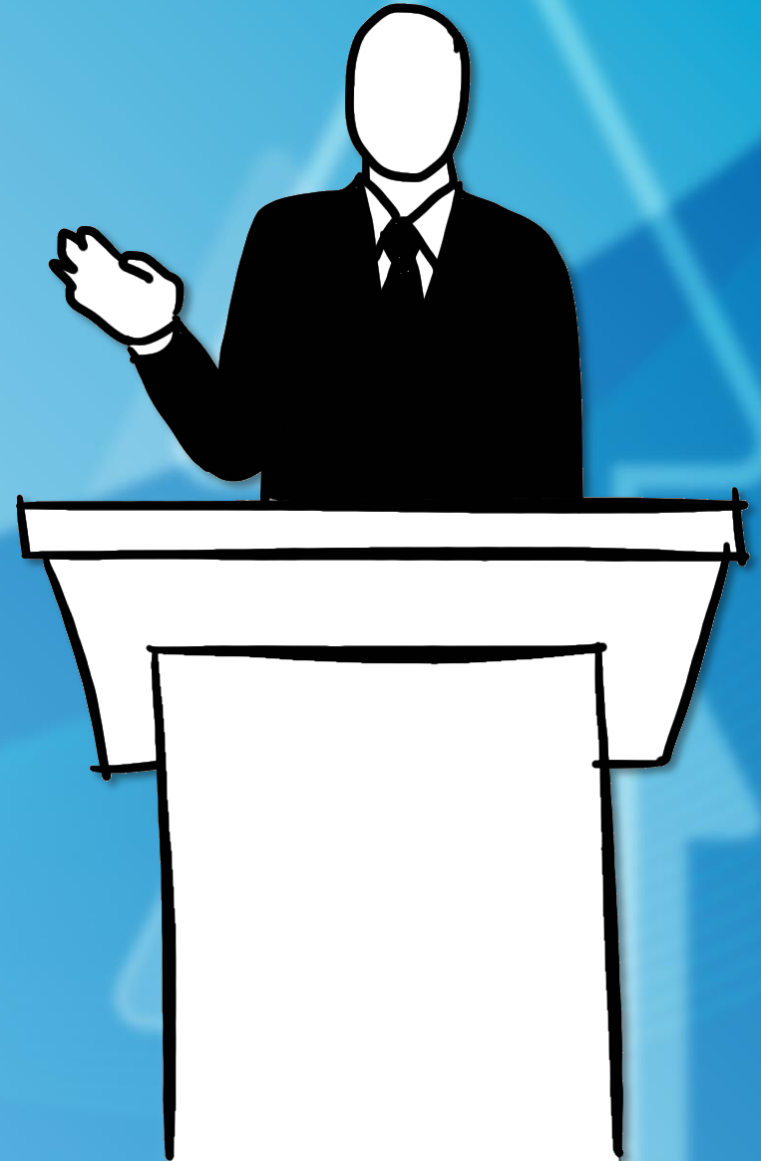
**Book Club**

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# EXTERNAL SPEAKERS

- REACH OUT TO CONTACTS AT PROFESSIONAL GROUPS AND CONFERENCES
- SELLING POINT TO MANAGEMENT:  
INDUSTRY BENCHMARK



# SUMMARY

BE PERSISTENT  
TO OVERCOME  
INERTIA

GROUND-UP  
ORGANIZATIONAL  
CHANGE IS  
INCREMENTAL  
AND ITERATIVE

CREATE A  
PERSONAL  
DEVELOPMENT  
PLAN. YOU ARE  
YOUR OWN BEST  
INVESTMENT

UPLIFT OTHER  
MEMBERS OF  
YOUR TEAM  
REGULARLY

# THANK YOU!



TJHAVER@GMAIL.COM

[HTTPS://WWW.LINKEDIN.COM/IN/THOMAS-HAVER/](https://www.linkedin.com/in/thomas-haver/)