



## How Are We Doing?

This article is in two parts. This first part discusses the nature of organizations, models and assessments. The second part will discuss how to objectively and quickly determine how your IT organization is performing and how to show short-term and sustained results.

- “Does it make sense to assess an organization to a model they will likely never embrace?”
- “How can these organizations determine quickly and objectively how they are doing and where they can improve?”
- “How can an organization improve in the short-term and sustain those efforts without using extensive models or frameworks?”

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## How Are We Doing?

by **Randall W. Rice, CQA, CSTE**

This is part 1 of a 2 part article. Look for part 2 in the March edition of The Software Quality Advisor



### Abstract

Because of the widespread awareness of the Software Engineering Institute’s Capability Maturity Model (CMM) and its related upgrades over the past several years, it seems that many organizations tend to view their status

based on a five-level scale. Although I like the CMM and think it has many good points, I also know that many organizations that build software will never go up the CMM ladder. The questions that come to my mind are, “Does it make sense to assess an organization to a model they will likely never embrace?”, “How can these organizations determine quickly and objectively how they are doing and where they can improve?”, and finally, “How can an organization improve in the short-term and sustain those efforts without using extensive models or frameworks?”

### Introduction

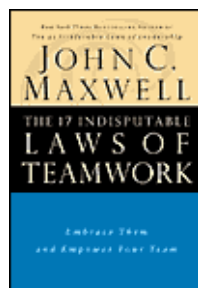
This week as I was checking

out of the hotel, I noticed a simple little card in the room that read at the top, “How Are We Doing?” It was a chance for me as a customer to simply rate the overall service I experienced during a certain point in time, in a certain room of the hotel. Unlike other survey cards, which sometimes have so many questions I just give up, this one only had three questions:

1. Are we meeting your expectations? (Yes/No) Why?
2. What else can we do to make it your place?
3. Is there anyone in particular that made your stay with us more enjoyable?

(continued on pg. 6)

## Book Review—The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team—by John C. Maxwell



**Format:**  
Hardcover,  
256pp.  
**ISBN:**  
0785274340  
**Publisher:**  
Thomas  
Neilson

**Pub. Date:** July 2001  
**Reviewer:** Randall W. Rice

### Overview

This is a great book that everyone on your team can understand and apply. Like his previous book, The 21 Irrefu-

table Laws of Leadership, Dr. Maxwell has found a simple and effective way to reduce the topic of teamwork to a level that can be studied and applied on a daily basis.

(continued on page 2)

## Book Review—The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team —by John C. Maxwell, continued...

### What I Liked About the Book

I liked the way that this book is organized into chapters by each law of teamwork. As an instructor and facilitator, this gives me a framework from which to structure a personal development program. I can read a chapter a day and in 17 days have a much higher understanding of teamwork. I can also lead my team in a team study effort chapter by chapter.

I also like the way that Maxwell gives real life examples for each of the laws of teamwork.

In addition, Maxwell provides questions for reflection, questions for team leaders, and questions for team members.

This book is also full of great quotes to use as you consistently communicate about teamwork.

### Content

In my experience in leading teams and being a part of teams, this book hits all of the laws of teamwork. The coverage of the topic is outstanding and the level of writing is very down to earth.

As an example, here are the first five laws of leadership:

#### Law #1: The Law of Significance

One is too small of a number to achieve greatness.

#### Law #2: The Law of the Big Picture

The goal is more important than the role.

#### Law #3: The Law of the Niche

All players have a place where they add the most value.

#### Law #4: The Law of the Mount Everest

As the challenge escalates, the need for teamwork elevates.

#### Law #5: The Law of the Chain

The strength of the team is impacted by its weakest link.

### Scoring

Readability - 5

Breadth of coverage - 5

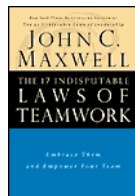
Depth of discussion - 5

Accuracy - 5

Credibility - 5

Organization - 5

Overall Score - 5



### Summary

In many Information Technology organizations there are quite a few groups that work together, but few effective teams. I highly recommend this book as both a personal growth tool and a way to develop your team.

### Reviewer

Randy Rice, CQA, CSTE

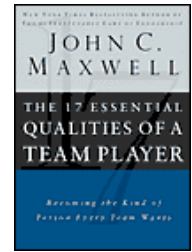
## The 17 Essential Qualities of a Team Player: Becoming the Kind of Person Every Team Wants by John C. Maxwell

**Format:** Hardcover, 156pp.

**ISBN:** 0785274359

**Publisher:** Thomas Nelson

**Pub. Date:** December 2001



### Overview

This is a smaller companion book to *The 17 Indisputable Laws of Teamwork*. In this book, Dr. Maxwell presents 17 attributes of an effective team member. This makes the book a great gift to a new team member to read on a daily basis. Each chapter is devoted to a quality of a team player and has ways to personally apply the qualities to your own life and your own team.

### What I Liked About the Book

I liked the emphasis on the attributes of a team member as opposed to trained skills or credentials. My experience is to hire on attributes and train on skills.

I also liked the brevity of each chapter to allow me to absorb a new aspect of what it means for me to lead a team and to be a member of a team.

### Content

I found all of the qualities Maxwell covered to be important attributes of a team player.

As an example, here are the first five qualities of a team player:

#### Quality #1: Adaptable

If you won't change for the team, the team may change you

#### Quality #2: Collaborative

Working together precedes winning together

#### Quality #3: Committed

There are no halfhearted champions

#### Quality #4: Communicative

A team is many voices with a single heart

#### Quality #5: Competent

If you can't, your team won't

### Scoring

Readability - 5

Breadth of coverage - 5

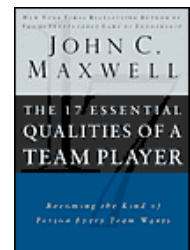
Depth of discussion - 4

Accuracy - 5

Credibility - 5

Organization - 5

Overall Score - 5



### Summary

As a tool for personal growth as a team member, this is a great daily read. This is a good book to read in combination with *The 17 Indisputable Laws of Teamwork* to get another perspective on teamwork.

**Reviewer:** Randy Rice, CQA, CSTE

## Core Tester Skills

By Carl J. Chandler



What is it— A skill or knowledge that must be mastered to show professional competency?

*Basic Knowledge Areas/Skills:*

- Listening
- Facilitation
- Writing
- Process Deployment

*Testing Knowledge Areas/Skills:*

- Understanding Terminology
- Understanding of the Testing Process
- Knowledge of the Standards
- Test Planning
- Test Execution
- Test Analysis

Listed above are the knowledge and skills needed to be a competent software tester. The question is “How do you or your team come to possess all these core competencies?” Start by doing a self-assessment.

For a self-assessment you need to look at three basic areas:

- 1) Where am I now?
- 2) Where do I want to go?
- 3) How do I get there?

*Where am I now?* - Create a questionnaire that covers all areas of your software testing processes and rate them (i.e. 1-5 where 1 is lowest and 5 is the most efficient). Next, chart the results and determine where your weak areas are.

*Where do I want to go?* - Rank the weak areas which will show you if you need process improvement and what training you need to reach your goal of 5.

*How do I get there?* - Process improvement is a maturing process which requires constant evaluation of your current processes with a good process in place to implement change. Training has the fastest return on investment. It also allows for continuity in the employee training path.

There are different training methods available; in-house training where

you train-the-trainer and they teach your employees, outside vendors to train your employees providing the expertise in areas where your trainers are lacking, attending conferences that provide a high-level overview, lunch & learns that don't take away from your business time and still allows employees to gain knowledge in their respective areas, trade magazines/newsletters that can give employees a chance to learn from others who are experts in the field, certification programs to keep employees on the right track for learning.

*Noteworthy certifications:*

The *Quality Assurance Institute* offers:  
Certified Quality Assessor (CQA)  
Certified Software Test Engineer (CSTE)

*Rice Consulting Services, Inc.* offers:  
Certified Quality Professional (CQP)  
Certified Software Test Apprentice (CSTA)  
Certified Software Test Technician (CSTT)  
Certified Software Test Master Technician (CSTMT)  
Certified Software Test Manager (CSTM)

Certification is one of the most popular methods for enhancing employees skill levels. The software tester is trained and tested on the required skills and must maintain the certification through annual continuing professional education (CPE) credits. Anyway that you choose is right for you and your team will greatly improve the quality and efficiency of your software testing process.

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The *Software Quality Advisor* is a "how-to" newsletter of software quality assurance published online monthly by Rice Consulting Services, Inc.

Articles and features include:

- "How-to" articles on software testing, QA, metrics and measurements written by Randy Rice, Carl Chandler, and other software quality practitioners.
- Book reviews
- Conference reviews
- QA and test tool reviews
- Calendar of events
- Interviews with consultants, authors, and software quality practitioners

An individual membership to *The Software Quality Advisor* costs only \$85 (USD) per year (12 issues).

## The Politics of a Project

By Suzanne Chandler



No matter what type of office you are in there is always going to be office politics. The question is—how do you play the game without compromising your principles?

In this article we are going to discuss:

- Why office politics exists
- Good and bad office politics
- How do you play the game without compromising your principles?
- What are some of the keys to dealing with others playing the political game

### Why Office Politics Exists

Office politics exists because we are all human and the nature of humans is to want to have things our way, in our time, and according to our beliefs.

Listed below are several driving points that produce office politics.

*Politics can be driven by culture.* For example, some cultures believe women are second-class citizens and find it difficult—or have no desire—to work with women in a position of authority.

*Politics can be driven by religion.* There are some religions that will only promote those of the same belief. There are other religions that believe in a certain standard for living and they work to incorporate those standards in to their management style.

*Politics can be driven by a desire to move ahead in the company.* This can be accompanied by one of two methods; the first to help those who help you and the second is to use everyone on the way up the ladder.

*Politics can be driven by a desire for power or control.* Power can be a very destructive thing in the hands of a bad leader. However, there are some great leaders who understand the power of a position and use it to motivate and encourage those under them to excel.

*Politics can be driven by a desire to do a good job.* Employees often find it difficult to establish the boundaries of doing a good job that includes going above and beyond the call of duty and being taken advantage of.

*Politics can be driven by greed.* Money is undoubtedly the root to many evils. We are all in business to make money. However,

when that desire overrides good business sense the outcome will always spell disaster. A person who desires money above all else will never be satisfied no matter how much they have. Employees who are big producers are even at risk if they are receiving financial compensation for their efforts.

*Politics can be driven by fear.* Employees who are in competition for either a higher position or the time of their superior will always have to deal with fear from co-workers that can result in back-stabbing.

### Good and Bad Office Politics

You can't get away from it—if you work in an office and deal with **anyone** you are going to have office politics. Office politics can be as small as “getting along” with others in a manner that does not interfere with your job but keeps peace in the office—for example, if you come in to an office that plays elevator music, they wear business attire, and speak in hushed tones then it would be prudent and expected behavior for you to act accordingly. Office politics escalates the moment an employee desires to move ahead. At this point you deal with jealousy (even from those who have no desire to move ahead) and fear (from those who you are jockeying with that consider you competition).

Let's look again at each of the driving points and discuss their good and/or bad points.

### Culture

*Good*—The United States is a melting pot of cultures giving us the opportunity to use the best of all of the cultures. Culture in general gives a sense of belonging and pride of heritage which strengthens a person's self-esteem because they know who they are and where they came from. Many cultures bring with them a strong work ethic. They strive to become masters in their fields.

*Bad*—Because of the diverse cultures in the United States we have to learn to work through the misunderstandings associated with these cultures to provide a better workplace. Any cultural behavior carried over into the work place that brings prejudice based on age, race, sex, or religion is unacceptable.

### Religion

*Good*—Religion can be the most important part of a person's life. It molds who we are and what is expected of us based on belief in a higher being. A person's religion can be a belief in God, a belief that they are god, or a belief that there is no God.

(continued on page 11...)

## Links to Recommended Web Sites

### Take a self-assessment of your qualities of being a team player at

[www.qualitiesofateamplayer.com](http://www.qualitiesofateamplayer.com)

### Take a self-assessment of your teamwork skills at:

<http://www.injoy.com/17LOT/>

### Books on teams and teamwork

<http://www.hq.nasa.gov/office/hqlibrary/ppm/ppm5.htm>

### Tools for teamwork

[http://www.cio.com/archive/webbusiness/110198\\_power.html](http://www.cio.com/archive/webbusiness/110198_power.html)

### Speaking of models...visit the UML design center at:

<http://www.sdmagazine.com/uml/>

### For more information on the Capability Maturity Models visit:

<http://www.sei.cmu.edu/cmm/cmms/cmms.html>

### The Frameworks Quagmire

<http://www.stsc.hill.af.mil/crosstalk/1997/sep/frameworks.asp>

### How Do I Make My Organization Comply With Yet Another New Model? - Crosstalk, February 2002

<http://www.stsc.hill.af.mil/crosstalk/2002/feb/sheard.asp>

### Process Standards and Capability Models - Crosstalk, Oct 98

<http://www.stsc.hill.af.mil/crosstalk/1998/oct/wright.asp>

### "Five Steps to Enterprise Security" is now available in PDF format.

This in-depth report that examines the five security essentials identified by the experts of eWEEK Labs--assessment, prevention, detection, response and vigilance--is posted at eWEEK.com.

Read it at:

<http://eletters1.ziffdavis.com/cgi-bin10/flo?y=eOGD0Ded3o0E4J0bZp0AV>

Download PDF format at:

<ftp://ftp.eweek.com/pub/eweek/pdf/printpub/White/whitepaper.pdf>

### The Software Quality Advisor:

<http://www.riceconsulting.com/SQAdvisornew.htm>

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Check out our web site picks for this month...

## Notable Quotes

"70 percent of lost customers hit the road not because of price or quality issues but because they didn't like the human side of doing business with the prior provider of the product or service."  
- Tom Peters in "The Pursuit of Wow!" quoting a study performed by the Forum Corporation.

"It's not my job to motivate players. They bring extraordinary motivation to our program. It's my

job not to de-motivate them."  
- Lou Holtz

"Avoid having your ego so close to your position that when your position falls, your ego goes with it."

- Colin Powell

Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

- George S. Patton

"Never do a wrong thing to make a friend or to keep one."

- Robert E. Lee

It is to a man's honor to avoid strife, but every fool is quick to quarrel.

- Proverbs 20:3

Nobody can make you feel inferior without your permission.

- Eleanor Roosevelt

*Every time I close the door on reality it comes in through the windows.*

*-Jennifer Unlimited*

## Frequently Asked Questions

Q: Do you have any good documentation on why TESTING SHOULD NOT report into a development organization?

Additionally, do you have any good documentation that demonstrates how Production Change Control (the group that deploys code to production) and TESTING can co-exist under a QA Management umbrella?

R: Carl Chandler wrote an article on this in our August newsletter. His article dealt with QA instead of testing, though. Also, one of the basic tenets of TQM is that QC should be

performed as close to where the product is produced as possible. I expect that some of Dr. Deming's books would have that in there.

As for reporting lines, I think it all depends on the purpose of testing and when it is performed. I am a big believer in developer-based testing as well as independent testing. If management is looking for testing to be the final and only indicator of release readiness, then reporting to the development group tends to be a formality. If the development manager has a motivation to release the software (deadlines, bonuses, etc.),

it will be released regardless of test results. This can be very frustrating to the test team and the QC function really doesn't certify anything. Basically, the fox is policing the hen house in this case.

However, I've seen test teams that report directly to the CIO, etc. that have independence, but still miss defects because they are too far removed from the process. Also, this model tends to lean to us vs. them and a lot of "throw it over the wall" and back-end testing.

If I had it my way, the project-based

test teams would report to the development manager, the independent test teams (UAT, etc.) would report to the IT director or QA director (or be on the same level as the developers) and the decision to deploy would be a team decision where all of the key decision makers are involved.

Do you have a question for Randy?

Write to him at:  
[rcs@telepath.com](mailto:rcs@telepath.com)

## How Are We Doing? , cont.

Then, it had a place to give my room number, date, and name.

As I read the card and thought about the many things that must happen in a hotel to provide a comfortable experience for a guest, the simplicity of the response card impressed me. This simple card let me tell the hotel everything they needed to know about what might have gone wrong and how they could fix it. It caused me to think about why people make things so complex in Information Technology quality improvement.

This article is in two parts. This first part discusses the nature of organizations, models and assessments. The second part will discuss how to objectively and quickly determine how your IT organization is performing and how to show short-term and sustained results.

### The Basis of Research

All of my research for this article was performed in the practice of performing assessments as a independent consultant in a wide variety of organizations throughout the United States and Canada over the past eight years. These organizations include those in healthcare, state and federal governments, insurance, transportation, defense, banking, retail, and manufacturing.

### The Nature of Organizations

To understand why not every organization will benefit from assessments based on standard frameworks, we must first understand the nature of organizations.

#### *Organizations are a collection of people*

These people may or may not use technology. They may or may not care about the quality of their work. The foremost thing to remember about assessments is that they are people-centered. Your assessment may address processes, technology and any other number of areas. There will be human factors to each of those areas. People have a major impact on assessments because they provide information that must be analyzed and understood in the context of the organization. People can provide biased information and per-

haps conceal information in the assessment. The assessor must be able to apply a “smell test” of reading between what people say and what they really mean, to determine the validity of people’s input.

#### *Organizations have shared practices*

There will be a collection of processes performed in an organization, whether or not they are documented. Sometimes I find it more accurate to call how an organization does its work as “practices.” These practices may be performed inconsistently, yet they determine how the organization fulfills its mission. These practices are shared among the people in an organization, which means that there will be multiple perspectives of how they are being performed.

#### *Organizations have complex, yet undocumented, hierarchies that people are expected to understand and respect*

These are the political aspects of an organization that people learn by experience in working in the organization. It is important to understand the political nature of an organization, as it impacts how, why, and when people do their work.

#### *Organizations often do not communicate well*

It is rare to find the organization that takes the time and concerted effort to communicate within itself. People need time to talk outside of the context of a meeting! Then, think about how your organization communicates with your customers.

#### *Organizations may or may not function as healthy teams*

Teamwork is such a fine quality that most groups simply do not reach the measure of a true team. People may work together to reach a goal or do a job, but how effective are they and how do they treat each other along the way?

(continued...)

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*“It is important to understand the political nature of an organization, as it impacts how, why, and when people do their work.”*

## How Are We Doing? , cont.

### *Organizations often have unique business or other external factors that determine how they fulfill their mission*

Each organization has a set of external concerns that must be considered in how it performs. However, it is amazing how an assessor can see many points in common across organizations in all industries. For example, as an assessor of many organizations both large and small, I have observed that the larger the organization, the more likely it is they are out of control when it comes to internal processes.

### *The view is always brighter from the top of the organization*

Senior management tends to see the bright spots and minimize the many trouble points that cause frustration with workers and customers. However, it's the little things that make a difference to customers and employees. Unfortunately, many senior managers never get an objective view of what is going on at the lower levels of the company. People are either afraid to state their honest opinion or middle management covers up the real situation to avoid getting in trouble. Here's a test for senior management: Go to a pay phone, call your company and ask for yourself. See how you are treated when people don't know who you are. That's the view that your customers have of your company.

### **The Nature of Models**

Perhaps the most basic definition we could give to a model is that it is a simplified view of the real world. To be applicable to a wide audience, the model must achieve two things:

1. Be within the scope of experience of the real world, not a theoretical one
2. Be a subset of the real world, as not everyone will have the same concerns.

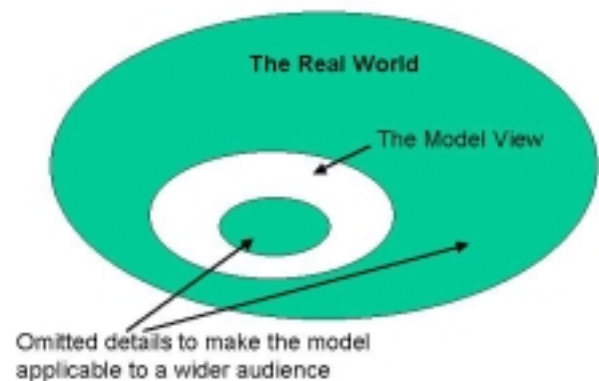
Because of this, we must conclude that all models will have gaps in a particular user's experience. We can also conclude that there will be things we can learn from models.

Any simplification of the real world can be seen as a model (Figure 1). Since the real world can be seen from a variety of views, depending on your own frame of reference, you may or may not find a lot in common with some models. In other cases, you may find that a particular model makes a lot of sense, but the leadership in your organization will not buy in to it.

### **Models simplify the real world**

To understand the nature of complex things, we need to be able to visualize them in a smaller, simpler way. We don't get all of the details, just enough to gain an initial understanding. When I was a teenager, I used to enjoy building model cars and planes.

I know adults who still enjoy modeling and do an amazing job at building small replicas of all sorts of things. Although I might build a model of a car and see where the engine goes, I don't build the detailed view of the engine – just a little piece of plastic that looks like the engine. The same goes for our view of the real world in a model – there are many aspects that we would need to drill deeper to fully understand. By the way, you can buy a model of an engine if you really want to understand how one works!



**Figure 1 – Models are a subset of the real world**

### *Models are a subset of the collection of many people's experiences*

You may experience and understand how to do something one way and I might have a totally different view. A model attempts to consider a variety of viewpoints.

### *Models help people find common ground in knowing how they are doing*

People in organizations often want to know how they are performing in relationship to other organizations. Almost like a grading scale used in school, people like to have a scorecard. Models help provide a basis for the scoring by showing what's important. For example, in school our teachers had to know what makes a good reader so they would know how to grade us. They determined that a good reader needs to understand words, comprehend the meaning, and achieve a certain speed in reading. This gives teachers everywhere a common ground for judging how well a person reads. Likewise, models help us understand how to judge how we are doing based on activities of others.

(continued...)

## How Are We Doing? , cont.

### *Models are not a methodology or process to be followed*

It is critical that we understand that a model describes “what” is to be done, not “how” it is done. The process must be determined outside of the model, but yet must be consistent with the intent and framework of the model. For example, if you have adopted the CMM, you need to design or find a process that you can repeat across projects in your organization. You need to define measurements *for your organization* that will tell you where to improve. However, the CMM does not tell you *how* to do your work or the specific things in your organization to measure.

### *Models are for understanding, not necessarily for transformation*

People often expect the magic of organizational transformation to be in the model. You can hear this in statements like, “When we get to level 3 our overall software quality levels will be higher.” In reality, reaching a level in any model just indicates that you are doing the things that will position you to see the results you desire. It’s the people, both in management and in the trenches that will transform the organization to achieve higher levels of performance.

To be absolutely clear on this, I will say again that I am not against models, by any means. In fact, as technology and collective experience changes, new models may be needed. My point is that models have limitations and not every organization will be able to find usefulness in a given model. Furthermore, models are only a part of the solution to which some organizations have not even correctly determined the problem!

## The Nature of Assessments

### *An Assessment Is A Snapshot*

An assessment is a picture taken at one point in time of one or more aspects of an organization’s performance. Today’s snapshot may be different from last year’s or next year’s.

### *Assessments Are Performed From A Variety Of Perspectives*

These perspective include:

- Self-assessments,
- Internal objective assessments (such as performed by a consultant) and
- External assessments (such as performed by customers).

### *Assessments Are Often Focused In One Or More Areas*

These include assessments for risk, readiness, and process. An

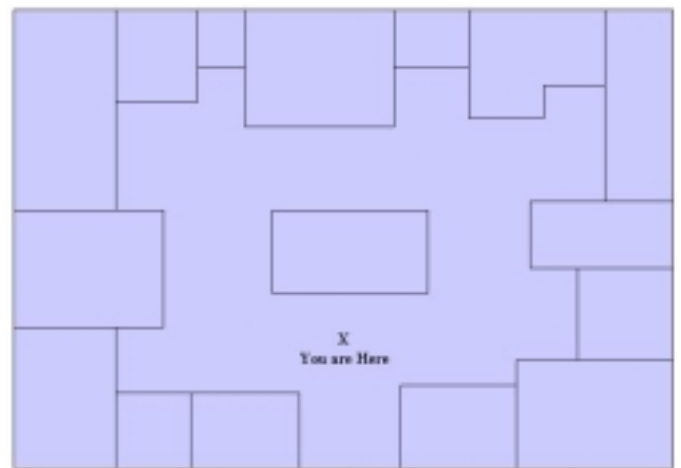
assessment can also be performed to determine compliance to a model or framework, such as the CMM.

### **Assessments Tell You Where You Are**

One of the great benefits of an assessment is that it gives you a frame of reference. To improve a current situation, you need to know three things:

- Where you are at currently
- Where you want to be at some point in the future
- How you plan to reach your goal

I think of an assessment like the map at a shopping mall (Figure 2). To me, the map does little good if there isn’t a red dot or “X” that reads “You are here.” With the marker, I can tell where I’m at and how far away I am from my goal.



**Figure 2 – The Mall Map**

### **Assessments Alone Do Not Motivate Change**

Another analogy is that of a medical exam. The examination tells my doctor things like blood pressure, weight, cholesterol level and heart rate. From that information, the doctor can make recommendations to me about risk factors in heart disease and other illnesses that I want to avoid in the future. He can also warn me about current problems that need immediate attention. However, it is up to me to make the changes. If I make changes to my diet and lifestyle and maintain those changes, then the exam was useful. Otherwise, the exam was just information and I’m still at risk as before.

Likewise, the motivation to take action from an assessment must come from within yourself or from within the organization. (continued on page 10...)



## Rice Consulting Services—2002—Schedule of Events

### June 10-12, 2002—Kansas City, Missouri

<http://www.riceconsulting.com/KansasCity2002.htm>

### August 14-16, 2002 — Chicago, Illinois

[http://www.riceconsulting.com/chicagoq3\\_2002.htm](http://www.riceconsulting.com/chicagoq3_2002.htm)

**A Three-day course in User-Oriented Practices for Delivering Quality Software**—Now, more than ever before, more responsibility is being placed on software users to define and validate the systems they acquire. This three-day course presents two important sides of user involvement in software projects: gathering and documenting user requirements, and testing from the user perspective.



### April 10-11, 2002—White Plains, New York

<http://www.riceconsulting.com/newyork2002.htm>

### April 16-17, 2002 — Phoenix, Arizona

<http://www.riceconsulting.com/phoenix2002.htm>

**A Two-day course in Becoming an Effective Test Team Leader**—Sometimes people feel intimidated by the technical aspects of software testing and lack the confidence they need to be credible test leaders in their organization. Learn the issues and processes for effectively testing software by attending this hands-on course.



### May 8-10, 2002 — Chicago, Illinois

[http://www.riceconsulting.com/chicagoq2\\_2002.htm](http://www.riceconsulting.com/chicagoq2_2002.htm)

### November 13-15, 2002 — Chicago, Illinois

[http://www.riceconsulting.com/chicagoq4\\_2002.htm](http://www.riceconsulting.com/chicagoq4_2002.htm)

### A Three-day course in Web Testing Techniques

Because of recent increased demand for these courses on web-based testing, we are offering this training in Chicago to accommodate those that are looking for a complete and reasonable priced course.

This offering is actually a combination of three one-day sessions, which focus on many aspects of web testing.

Day 1 - A Web Testing Overview presents the overall process and tools for testing web applications in a variety of environment, not just e-commerce.

Day 2 - E-Commerce and Security Testing presents a complete process for testing e-commerce sites, along with a bonus module for testing web security.

Day 3 - Testing Web Technology digs deeper into how to test the technologies that power many web applications.



**Process Management Group, Ltd.**

**([www.pmg ltd.com](http://www.pmg ltd.com))**

Founded in 1992, **Process Management Group, Ltd. (PMG)**, has established itself as a premier provider of information technology software quality and software testing services. **PMG** has effectively implemented quality and test disciplines in information technology organizations throughout the United States. **PMG** is dedicated to services within the areas of Software Quality and Software Testing.

**Process Management Group, Ltd.**

1500 W. Shure Dr.

Suite 250

Arlington Heights, IL 60004-1465

Phone 847-253-3773

Fax 847-253-2760

## How Are We Doing? , cont.

### Where Do We Go From Here?

The assessment can also be the basis for building a plan to reach the goal, or at least the next step. We will discuss the plan for improvement in part two of this article. We will also show a method for simply and effectively assessing your performance that makes sense for your organization..

### Contact Information

Randall W. Rice  
Rice Consulting Services,  
Inc.  
P.O. Box 891284  
Oklahoma City, OK 73189  
Voice 405-793-7449  
Fax 405-793-7454  
E-mail:  
rrice@riceconsulting.com  
Internet:  
www.riceconsulting.com



Randall W. Rice is a leading author, speaker and consultant in the field of software testing and software quality.

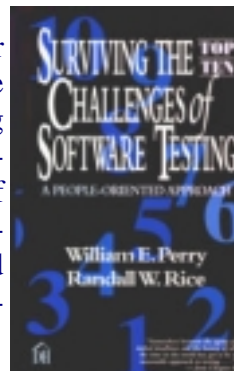
*Police arrested two kids yesterday, one was drinking battery acid, the other was eating fire-works.*

*They charged one and let the other one off.*

## Randy Rice's Bio

Randall W. Rice is a leading author, speaker and consultant in the field of software testing and software quality. Rice, a Certified Quality Analyst (CQA) and Certified Software Test Engineer (CSTE) has worked with organizations worldwide to improve the quality of their information systems and automate their testing processes.

Mr. Rice has over 25 years experience building and testing mission-critical projects in a variety of environments, including defense and private sector projects.



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*"Successful software test automation is possible if fundamental issues are addressed and managed."*

## Additional Reading

*Surviving The Top Ten Challenges of Software Testing* by William E. Perry and Randall W. Rice, published March 1998 by Dorset House Publishing.

"CMM Implementation Guide" by Kim Caputo, published by Addison Wesley Longman

"CMM in Practice" by Pankaj Jalote, published by Addison Wesley Longman.



Rice Consulting Services, Inc. is located in the State of Oklahoma.

## The Politics of a Project, cont.

Whatever that religion is it drives a person's decision making and their set of mores. If that religion holds to a belief that people should be treated in a respectable manner and follows the guidelines set forth by our government then religion can be a good thing in the work place by shedding a positive light on the office politics through an expectation that employees should act respectably.

*Bad*—If a person's religion, in any way, abuses the inalienable rights of an individual set forth in the Constitution of the United States or is a threat to one's health or welfare then it becomes a bad thing that must be reevaluated and changed if the office desires to run in a healthy manner.

### *Moving Ahead*

*Good*—There is absolutely nothing wrong with a desire to advance in your career or to better yourself through career advancement or education. Taking care of yourself and your family financially is critical and should be the main consideration when evaluating the pros and cons associated with the decision to advance.

*Bad*—When advancement comes at the expense of another, this could include your family or a co-worker(s), then hurt feelings and tension will follow which will inevitably have to be dealt with.

### *Power/Control*

*Good*—The best example I can give for power being used in a good way is to talk about President George W. Bush Jr., our current president. He knows that he is in a powerful position that is very influential. He is aware that he does not have all the answers so he surrounds himself with men and women who have knowledge and proven experience in their respective areas that will give him well thought-out advice to base his decisions on.

*Bad*—One of the scariest leaders is one who cares only about the power with no clue of the project direction or company goals. They change the rules to fit the moment and manipulate to keep their employees under their thumb so that they master them through fear.

### *Doing a Good Job*

*Good*—Doing a good job can be simply doing your job to an average standard. This generally creates the least amount of waves. Doing a good job where an employee stands out from those around them allows the department/company to be more successful and provides the employee with a sense of accomplishment.

*Bad*—Doing a good job where the employee stands out above the others should never be rewarded in a way that belittles the others. This negative reinforcement to the other employees can be done by the employee who is succeeding or by the manager. A questionable part of doing a good job can include personal favors for the boss that go above and beyond what is reasonably expected. These favors, under no circumstances, should be illegal or sexual in nature!

### *Greed*

*Bad*—Employees who produce, such as salesmen, who are compensated financially for their efforts, can find themselves in a catch 22 when working for greedy managers or owners. I've seen occasions where big producers brought in the business—equating to money for the company—and when their commission reached a greater amount than the salary of the manager/owner that employee was subsequently dismissed. Greed can also be in the form of recognition. Managers can experience feelings of jealousy when one of their employees is recognized for his efforts by upper management.

### *Fear*

*Good*—Fear can be a good tool to keep employees from stepping out of bounds. When an employee does the wrong thing and is reprimanded for that act then he, as well as those around him, will recognize that there is a penalty for bad decisions.

*Bad*—Fear, carried too far, can stop employees from taking risks which will stifle their growth as well as the growth of the company. Remember, most of the time there is no growth without risk. Henry Ford once had an employee that made a huge mistake on the production line that cost the company close to a million dollars. He called the employee to his office and asked him if he understood what he did wrong and how would he keep from doing it again. After the man responded Henry Ford told him to go back to work. The man thought he was going to be fired and spoke his concern to Henry Ford. Henry Ford said, "Why would I fire you? I just spent a million dollars training you."

### *How Do You Play the Game Without Compromising Your Principles?*

Once again let's look at the driving points to see what can be done to reduce the affects of the bad aspects and to increase the positive affects of the good aspects of each point. Note that I said reduce—remember you are dealing with people so you will always be working to manage these issues.

(continued...)

# The Politics of a Project, cont.

## *Culture*

*Manager*—Evaluate which of your cultural strengths will work to edify the project/department. Be aware of your cultural attributes that are offensive and/or detrimental to your staff and their success. Evaluate the impact before you act and do what you know will make a positive impact on both employees and the project. Remember, unless your superiors are of the same culture as you are they may not be aware of the reasons for your decisions and thus you will be viewed in a negative manner. Your employees are the same. If you do not have the respect of your employees you will not be a successful leader. Respect must be earned.

*Employee*—You often hear, “defend yourself” and “speak up when you are being treated unfairly”. Well this is not TV and you had better watch what you say and consider carefully the consequences of your words. I’m all for being assertive and speaking what you perceive to be a problem only after you evaluate the situation thoroughly and understanding what the consequences can be for your actions. Be very careful and be prepared for the worst. What can the worst be? Know that retaliation is an option as well as dismissal. However, there are times that the situation is so bad that you understand this and choose to take the risk anyway. Before saying anything I would recommend that you research the culture of your supervisor to help you understand their management style better. If you simply cannot work under the conditions set by your supervisor and are afraid to speak to him about the situation you may consider discussing it with another manager whom you can trust. Look for job opportunities outside of the department or as a last resort speak to the managers superior.

## *Religion*

*Manager*—Religion is not a taboo subject in most companies. However, you should check company policy to be sure. Discussing religious beliefs, for most people, is a picture of who they are. Be sure that if you are going to speak about your religious beliefs that you allow others to speak of theirs. BE CAREFUL and do not even give the appearance that decisions you make are based on a persons religious preference. It should also be mentioned here that it is illegal to hire, fire, promote, etc. based on a person’s religion.

*Employee*—If you are offended by someone talking to you about their religion you can handle it by either not discussing it when a person tells you what they believe or by politely telling them that you do not wish to discuss religion. If the problem persists you can discuss it with your manager or your Human Resource department.

## *Moving Ahead*

*Manager*—Walking up the ladder of success on the backs of others will eventually come back on you—“you reap what you sow”. Support your employees and give them credit for the work they do. This will give your employees a sense of trust in you and will help them to be loyal to you. When dealing with employees who desire to move up be sure you are fair and make decisions that are rightly founded. Be ready to answer for your decisions to employees who question your decision.

*Employee*—Moving ahead is great! I applaud anyone with the ambition to better themselves. Be prepared to go above and beyond your current duties without complaint. This proves your ability to handle larger and/or more difficult tasks. If you continually do more work without reward you need to discuss promotion opportunities with your manager or you need to look for a new job. You should also be prepared for jealousy and the back-stabbing that will take place the moment you begin to excel. Keep your cool. Prove that you are above that sort of behavior by not participating in it. Be assertive with employees who are back-stabbing by asking them, politely, if you understand correctly their concerns about your work and that you are interested in doing your best and would appreciate their input. This generally will shut mouths for a time. Keep in mind that there could be some truth to the response you receive from the person so be responsible by evaluating the information you receive and taking corrective action if needed. Jealousy can be dealt with by continually being polite and remembering that even though others may not desire to move ahead—they also desire that you do not move ahead. Remember, “a kind word turns away wrath”. Just keep plugging along and stay focused on your mark. Management will take notice and your hard work will be rewarded.

## *Power/Control*

*Manager*—You don’t have to know everything. In fact, you can’t possibly know everything. But you can hire the right people for the job who have the knowledge and team spirit to make your project a success.

*Employee*—Any manager who continually beats you down is a sad person that you should have pity on. You need to evaluate the situation and determine whether you are in a position that will eventually improve or if there is potential for promotion out from under this manager. Remember the words of Eleanor Roosevelt—“Nobody can make you feel inferior without your permission.”

(continued...)

# The Politics of a Project, cont.

## *Doing a Good Job*

*Manager*—Reward those who are doing a good job in a way that encourages others to excel. These rewards can be in the form of a letter of appreciation, a team luncheon, promotional items with the company logo, etc. Never belittle employees who simply do their job with no desire to move ahead. Keep in mind that some employees are content in their position and have reached their goal. Be aware that other employees will be jealous and will be cruel in their methods for trying to “take out” the excelling employee. Be fair and reward good behavior—not the bad. For example, when giving annual reviews do not rank two employees the same because you fear the repercussions of the inferior employee.

*Employee*—As an employee excelling in your position you want to be sure you do not detract for your good works by treating those around you as if they are inferior. Management will take notice of you for doing your job well but they are also interested in your people skills. This includes your ability to deal with jealous co-workers. Hold your tongue and do not run to the manager every time someone says something rude to you. Give your manager the opportunity to do the right thing.

## *Greed*

*Manager*—Plan for the future. Do not assume that the money will always be there. If the money for commissions is a problem then consider changing your pay structure policy—pay commissions on net instead of gross. You may lose salesmen this way but you need to be able to live with and up to any policy you set. Also, do not take all of the glory for yourself where your employees are concerned. It is a good thing to be known for hiring the right people for the right job. When dealing with greedy employees you need only remind them that they agreed to do the job for a set amount and until the policy changes or they are promoted they will have to live to that agreement.

*Employee*—Greed is probably the scariest of all because it leaves employees unsettled on a daily basis. My best advice is to have money in savings if possible, be prepared to be laid off when the company begins to fail or money becomes tight, and keep your eyes peeled for a better job opportunity. If your manager alone is the problem and perhaps refuses to distribute bonus money to his employees then you should consider finding an opportunity outside of that department.

## *Fear*

*Manager*—If you are known for treating employees fairly then you can use fear in a positive way. Employees should be afraid to pilfer office supplies or turn in false timesheets. However, employees should be made aware of the office rules in advance as

well as the consequences that following disregard of these rules. Positive reinforcement and leadership is always the preferred method over negative reinforcement and fear. Under fear, employees will perform to a minimum standard. With positive reinforcement and leadership they will excel beyond the standards.

*Employee*—Be sure that your fears are justified. Sometimes we tend to project our fears over one situation (some situation or person at home) to another (a situation at work or our boss). If your fears are justified then you need to understand what you are afraid of and prepare yourself for the worst case scenario. For example, if you have a manager who flies off the handle easily and yells at his employees publicly then you need to be emotionally prepared to stand firm when he begins his ranting and politely ask him if he would like to discuss this matter in private. Any manager acting like that will be reported by another employee to his superiors and will soon be dealt with. Another example of this may be in the form of threatening — “if you do/don’t do this then I’ll fire you”. If you are in a large company—report this behavior to your Human Resource department immediately. If you are in a small company then I recommend that you again evaluate the situation and decide whether or not it is prudent to stay in your position. If you have to stay in the position then you need to put things in perspective because a problem can get so large in your eyes that it is overwhelming and can cause you physical/emotional health problems. Speak with someone you trust that can help you put it in perspective, guide you, and give you help to sustain you during this time (pastor, counselor, friend, family member, etc.)

## *What are some of the keys to dealing with others playing the political game*

- Do the right thing—if you see someone doing something you don’t like then you better not be doing it.
- Be polite to those who are backstabbing you. Even if this is a person who you are competing with for a promotion—the manager will see it as mere jealousy which detracts from the backstabber’s desirability.
- Keep things in their proper perspective—sometimes things are not as bad as they seem.
- If you are not part of the solution you are part of the problem—look at yourself first. Are you treating others the way you would like to be treated?
- Be prepared—always have a backup plan.

## *Conclusion*

Political games will always be there whether we like it or not because we are dealing with people. To succeed you need to treat others the way you want to be treated.

## Tool Update

TeamShare®, Inc. Introduces The Power Of TeamTrack® To The Workgroup

The collaborative software platform now available for small to medium sized business group

February 21, 2002

Colorado Springs, CO - TeamShare, Inc., a leading developer of Web-architected collaboration software, today announced the release of TeamTrack Workgroup, a defect tracking solution for small to medium sized business groups. Agile in its ability to serve smaller teams, TeamTrack Workgroup provides the same feature rich and highly configurable technology as TeamShare's TeamTrack software, the leading solution that maps, tracks and enforces processes throughout the enterprise.

"Small teams need a sophisticated defect tracking solution that allows for communication with vendors, customers and other enterprises just as much as large teams," said Peter Tögel, TeamShare Product Manager. "TeamTrack Workgroup will provide customers with a quality, out of the box, highly configurable solution that allows them to successfully manage the entire life cycle of their development projects."

TeamTrack Workgroup is available for smaller teams that do not require all of TeamTrack's full functionality. It addresses the business need for a powerful product as companies' IT budgets are reduced. Where other companies force smaller work groups to adapt to oversized solutions or remain on homegrown systems with limited functionality, TeamTrack Workgroup is created especially for teams with smaller budgets. Several key features in Workgroup distinguish it from the competition in this price point:

- Web Architecture - Leverages the Internet's power and flexibility, reducing deployment costs, and simplifying upgrades
- Graphical Workflow Editor - Graphically design, document and enforce workflow processes
- Workflow Automation and Process Enforcement including e-mail notification
- Extensive customizability including unlimited number of projects, fields, states, and transitions, as well as user specific templates
- User Administration and Security including change history
- Database Support for Access and Microsoft® SQL Server
- Integration to version control tools including Microsoft Visual SourceSafe, Rational ClearCase® and MERANT PVCS Version Manager via SourceBridge

"Our decision to launch TeamTrack Workgroup is based on the continued demand from smaller groups that want TeamTrack, but are working with a limited budget, and don't need all the inherent TeamTrack functionality," said Bruce Huebner, TeamShare CEO. "This powerful and robust entry level tool introduces a customer

to TeamTrack solutions, and should that customer at some time require the complete product functionality, they will already be familiar with the TeamTrack solution platform."

About TeamShare, Inc.

Founded in 1996, TeamShare, Inc. delivers Web-architected collaborative software solutions. The company's product line, powered by the TeamTrack workflow engine, enhances process management, speeds resolution and encourages collaboration within and across enterprises. Tightly integrated TeamTrack provides enterprise business process management and enables collaborative product development with business customers and partners. TeamShare solutions are highly configurable, simple to implement and maintain a low cost of ownership.

TeamShare's customers and partners include DellIT, Hewlett-Packard®, KPMG, CitiGroup, 3-Com®, Siemens, and ADP®. TeamShare has been named to Computerworld's 'Top 100 Emerging Companies' and the 'SoftLetter 100' lists. For more information, contact TeamShare, Inc. by phone at 888-TEAMSHARE (832-6742), via e-mail at [inquiries@teamshare.com](mailto:inquiries@teamshare.com) or on the Web at <http://www.teamshare.com>.

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**Coming March 15, 2002**

## On-Line Structured User Acceptance Training

The objective of this course is to teach you how to plan, conduct and evaluate a test that will give you confidence that the system will meet your needs in the real world.

Don't worry - you do not need to be a professional tester to plan and perform this kind of testing. Randy Rice will lead you through the steps of this process just like he has done in person for thousands of other people. Randy has planned and facilitated many user acceptance tests for all kinds of organizations, so he knows the traps and pitfalls, as well as how to succeed!

### Pricing

1 Student—**\$747** ea.—a 45% discount from our daily rate  
5 Students—**\$3,699**  
10 Students—**\$5,999**  
20 Students—**\$10,399**  
50 Students—**\$21,049**  
100 Students—**\$39,999**

**For more information contact Carl Chandler**  
**Phone (405)226-7653**  
**email: [carlchandler@riceconsulting.com](mailto:carlchandler@riceconsulting.com)**

## Consulting and Course Offerings by Rice Consulting Services, Inc.

### Rice Consulting Services' Consulting Offerings:

#### Testing Assessments

Rice Consulting Services' testing assessment is a quick and effective way for an organization to determine where they are in terms of software testing maturity. The assessment looks at three areas that are critical to testing:

**Test organization** - Who performs testing, what levels of experience are present, and when testing is performed in the development/maintenance life cycle.

**Test process maturity** - How well-defined, well-deployed, and repeatable the test process is, and whether it incorporates good testing management, practices, tools, and techniques.

**Readiness** - An assessment of the organization's readiness to improve the testing process. This involves an assessment of the staff's testing awareness, testing skills, and motivation to change current practices.

The deliverable is a report detailing the assessment's findings, a recommended quality improvement strategy, and a plan for addressing the improvement needs identified. If the assessment uncovers the need for in-house skills training and consulting, we will include proposed training and consulting plans in the report. The report is typically about 15 pages in length.

### In-House Software Testing Certification Programs

There is a lot of interest in certification programs for software development and software quality. There is also value to both the individuals being certified as well as the organizations that employ them. As you examine the various certification programs that are available, you need to ask:

- How recognized is the certification?
- What is the basis of the certification (i.e., what does it cover)?
- How is the certifying organization accountable and responsive to its members?
- How closely do the certification criteria reflect the items important to your career and organization?
- What is the required investment to get and maintain the certification?
- What is the future for the certification program?
- What is the initial cost to your company to get certified?
- What is the annual cost to your company to retain certification?

After examining the above questions, some organizations have

determined that the best certification program may be their own. One of the greatest advantages of an in-house certification program is that you can control the criteria, future and investment of the certification. As for objectivity, there are options that allow you to administer the in-house program while an independent organization verifies certification criteria.

Rice Consulting Services, Inc. has been working with several organizations recently to develop this kind of program. **We have extended certification training programs of 10, 15 and 20 days in length. These programs are tailored to your people, business, technologies and tools.** Participants range from experienced testers and QA personnel to people just entering the field.

This type of program makes the training effort more than a "one shot" event. People are tested at the end of each major topic area and are also evaluated by direct observation during exercises. The certification is normally determined by a combination of demonstrated proficiency during training as well as actual work experience. The certification criteria are defined by you, but we can help you with templates and examples.

Each in-house certification program is different. For details about how we can help you design and conduct an in-house certification program that is right for you and your organization, just call Carl Chandler at 405-414-6759 or email us at [carlchandler@riceconsulting.com](mailto:carlchandler@riceconsulting.com).

### Rice Consulting Services' Course Offerings:

**For those who hold professional certifications each hour of instruction should qualify for one CPE credit. We recommend that you check with the certifying organization to verify CPE credit applicability.**

#### Visit our web site at:

[http://www.riceconsulting.com/course\\_listings.htm](http://www.riceconsulting.com/course_listings.htm)

***Building an Effective QA and Testing Process for Ongoing Validation*** 2 days — This course is designed to teach participants how to design and implement processes for quality assurance and quality control.

***Web-based Testing Overview*** 1 day — A practical computer-based interactive seminar designed to provide a quick start in testing web-based applications.

***E-Commerce and Security Testing*** 1 day — A practical hands-on seminar to explore the deeper issues of testing e-commerce applications.

***Testing Web Technology*** 1 day — A practical hands-on seminar to explore the deeper issues of testing web-based applications.

## Consulting and Course Offerings by Rice Consulting Services, Inc., cont.

### Build Your Own Course

— 2 – 20 days

Because all of our courses are designed to be modular, we can easily customize a course for you for presentation at your facility! A typical course day is 6 to 7 hours of instruction.

We provide a listing of all of our course modules at [http://www.riceconsulting.com/build\\_your\\_own\\_course.htm](http://www.riceconsulting.com/build_your_own_course.htm). Simply select the modules you would like to have presented to your team. We provide a brief description of each module but if you would like to see more details, just click on the Module ID link. Upon submitting your course design, we will get a copy of your selections and will contact you by e-mail and phone.

**If you would like to learn more about the information covered in Carl's article we at Rice Consulting Services, Inc. offer an excellent course that will enhance your company's software quality process.**

### Becoming an Effective Test Team Leader

- 2 days

This two-day session is designed for test leaders and test managers, people who expect to be in a test leadership role, or people who lead other test managers and test leaders. The main objective of this session is to teach you how to be the very best test manager and leader. This course also answers the question, "What does it mean to be the best?" There are many people functioning as test managers, but how many are really leading the team? In leading a test team, you must not only understand the basics of software testing, but you must also understand your own organizational culture. Once you understand your organizational culture, you might find that testers have a less than positive image. This session will discuss how to transform the image of testers from one of police to one of team members.

You will learn the terminology, process, and challenges of testing in the real world. Team-based exercises reinforce the concepts of facilitating team activities and performing leadership activities. As a result of attending this seminar, you should have a good working knowledge of software testing and what it takes to design and conduct an effective test of software, regardless of the technology.

*Becoming an Effective Test Team Leader* will help you become more comfortable and confident in leading the testing effort in your organization. You will emerge from this two-day session knowing how to develop test cases and test plans. You will also leave with a knowledge of how tools can help you perform testing.

Sometimes people feel intimidated by the technical aspects of

software testing and lack the confidence they need to be credible test leaders in their organization. Learn the issues and processes for effectively testing software by attending this hands-on course.

### Return on Investment

- Learn how to find costly and embarrassing problems before your customers find them.
- Understand the key issues in testing software applications.
- Learn how to deal with people issues that can easily derail your project.
- Get the most out of your existing investment in testing and how to leverage that investment.
- Advance your career by reinforcing your testing expertise.

### Who Will Benefit

- QA and Test Managers
- Aspiring QA and Test Managers

## Other courses offered by Rice Consulting Services, Inc.:

*Integration and Interoperability Testing* 3 days — This is an intermediate level course to build skills in testing systems and applications in diverse integrated environments, especially where compliance to interoperability standards must be valid.

*Gathering, Documenting and Testing User Requirements* 2 days — This is a basic course in understanding the process of gathering, defining, testing and managing user requirements. You will learn the requirements process from start to ongoing maintenance.

*Managing and Controlling Testware* 2 days—Presents processes and tools to manage test plans, test cases, test scripts, and other items needed to perform tests through the project lifecycle.

*Basic Training in Software Testing* 2 days — A quick start course in software testing for people just getting into the field, or for people who just need a refresher course or validation for their current testing techniques.

*Introduction to QA and Testing* 2 days — A quick start course in software quality, quality assurance and testing.

*Structured User Acceptance Testing* 3 days — This is one of the few courses available that teaches a non-technical and easily learned process for testing computer systems from a business process perspective.

*Unit Testing* 2 days — This course teaches how to test at the unit or component level.

*Walkthroughs, Reviews and Inspections* 1 day — Teaches practical processes for verification of project deliverables.





February 2002—The Software Quality Advisor  
- Order today at <http://www.riceconsulting.com/SQAAdvisornew.htm>  
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Rice Consulting Services, Inc.  
P.O. Box 891284  
Oklahoma City, OK 73189  
Phone: 405-793-7449  
Fax: 405-793-7454  
Email: [racs@telepath.com](mailto:racs@telepath.com)

"Test everything. Hold onto the good."  
I Thessalonians 5:21

WE'RE ON THE WEB!  
[WWW.RICECONSULTING.COM](http://WWW.RICECONSULTING.COM)

- **How Are We Doing?, Part II**  
by Randy Rice, CQA, CSTE
- **Conflict Resolution as a Team Leader**  
by Carl Chandler
- **Interviewing Techniques**  
by Suzanne Chandler

## Coming to Phoenix! April 16-17, 2001

Rice Consulting Services, Inc., a world recognized leader in Quality and Testing Training.

To present to you a Two-day course in  
Becoming an Effective Test Team Leader

Log on to <http://www.riceconsulting.com/phoenix2002.htm>  
to learn more about the course and to register.

## Meet Your Rice Consulting Services Team—Ready to Serve You

### Janet's Experience and Credentials

- Over 12 years experience as a business owner
- 11 years experience as financial director
- 2 years as Chief Executive Officer of Rice Consulting Services, Inc.

### Randy's Experience and Credentials

- Over 25 years experience in the development and testing of information systems in a variety of environments, including web-based, traditional, client/server, and Object-oriented approaches,
- Certified Software Test Engineer (CSTE)
- Certified Quality Analyst (CQA),
- Fellow of the Life Management Institute (FLMI),
- Chairperson of the Quality Assurance Institute's (QAI) annual

International Software Testing Conference, 1995-2000

- Co-author with William E. Perry of the book, *Surviving the Top Ten Challenges of Software Testing.*

Randy has been published on the topic of software testing in:

- *The Journal of the Quality Assurance Institute,*
- *Client/Server Computing,*
- *Powersoft Applications Developer,*
- *Enterprise Systems Journal,*
- *Crosstalk*

He is also publisher of the *Software Quality Advisor*, the "how-to" newsletter of Software Quality Assurance.

### Carl's Experience and Credentials

- Over 18 years experience in quality assurance and product improvement
- 20 years experience trouble-shooting mission-critical systems

in a variety of environments

- Over 8 years experience as an instructor of quality assurance, trouble-shooting, and the theory of electronics
- 6 years experience in sales and marketing

Carl has been received numerous awards and decorations through the United States Air Force to include the John Levitow Award for Outstanding Leadership Abilities and Top of Class for Air Force Leadership School

### Suzanne's Experience and Credentials

- Over 17 years experience in software development and the IT field
- 4 years experience as a Project Manager in and out of the IT field
- 2 years experience as Project Coordinator over Project Managers
- 1.5 years experience as Director of Operations



Left to right: Top row—Randy Rice, Vice President Research and Development, Instructor—Carl Chandler, Director of Sales and Marketing, Instructor. Bottom row—Janet Rice, Owner—Suzanne Chandler, Director of Operations