

### Case Study 13: Fractional Test Management

Test Managers play a critical role in overseeing the quality assurance (QA) and software testing aspects of projects. In larger companies, a QA Manager often manages multiple projects simultaneously. In contrast, smaller companies or startups may have only one project requiring QA or software testing. In such environments, it is common for another team member to take on QA responsibilities in addition to their primary duties. However, this approach can lead to inadequate attention to QA and may result in complications later, especially when there is a need to demonstrate due diligence to investors, clients, or auditors. In these situations, recreating testing artifacts can require significant extra effort.



Artificial intelligence can help accelerate the creation of testing artifacts, but the process still demands additional effort and careful review to ensure accuracy and completeness. Relying solely on AI does not eliminate the need for thorough oversight and verification.

For smaller projects, the concept of Fractional Test Management or Leadership is employed. This involves engaging experts to evaluate the current QA situation and develop a tailored strategy, plan, and schedule that aligns with the application's size and risk profile. The experts monitor the project for a designated number of hours each week, generate necessary reports, and address any issues that arise. The client determines the level of commitment, whether minimal or substantial, but benefits from the assurance that seasoned professionals are managing their product quality.

A recent project involved a Call Centre system, where the process described above was implemented. The experts developed the required plans and structures to meet audit standards, while the client performed the actual testing. The client possessed the necessary accesses and security clearances, and the expertise provided ensured that the system met the required audit criteria.