



ASQ Calgary
www.asqcalgary.org

Building Quality In

By Janet Gregory

Janet Gregory is a Calgary-based consultant specializing in building quality systems with a passion for promoting agile quality processes. Janet is a frequent speaker at software conferences, is active in the North American agile testing community, and is co-author of [“Agile Testing: A Practical Guide for Agile Testers and Teams”](#), 2009, Addison Wesley.

In 1982, W. Edward Deming published *“Out of Crisis”* and identified 14 different key principles for business effectiveness. I first encountered them when I was taking my ASQ Quality Management Certification but came across them again lately. It is amazing how 10 years later, I can apply them in a completely different way.

When agile software development is practiced with discipline as it is meant to be, a team will naturally be adhering to Deming’s 14 points. In this article, I will focus on his third point – building quality into the product and process, rather than trying to test it in later – and how agile software development applies this principle.

Building quality into the process is precisely how agile methodologies promise to deliver software at the end of each iteration (a one to four week development cycle). While the release schedule may call for changes to an existing product or a new application every six months or so, development teams that are consistent in following agile practices produce a potentially releasable product at the end of each short iteration. This means that the application being developed is tested, has customer acceptance, and is fully integrated with other components.

Cross-functional agile teams use techniques such as acceptance-test driven development to ensure that new functionality is being developed to meet the customer’s needs. The customer or customer’s

proxy creates tests and examples to define what they expect and the team delivers to those tests. Co-located cross-functional teams encourage better face-to-face communication and collaboration so there is less confusion and misunderstanding about what to build.

Agile teams practice whole team thinking, which means that the whole team is responsible for quality. Testers work side by side with the developers and the customers to help uncover hidden assumptions and define tests early that help drive development. Stories (the requirements) are tested as soon as they are coded to allowing immediate feedback to the developer. Any discrepancies or defects can be addressed right away.

The whole team is “test-infected”. The developers create automated unit tests for every piece of code they write. Test-driven development is one method used to design code for testability. Shared code ownership means that responsibility for good code is shared by all developers and each is held accountable for following the standards defined by the team. They also refactor to keep the code clean and free of technical debt (code that hinders productivity).

Continuous integration is a key agile practice. Code is constantly built into a deliverable package and tested with automated tests so the integration is not left to the end of the project. Problems encountered during integration are found and addressed early.

Practicing agile development means building quality into the process and into the application. Testing isn’t left to the end; it’s an integral part of the software development process. The whole team works together to maintain the quality processes developed and followed to ensure the product delivered to the customer meets their needs and delivers the business value promised.

Calgary Section 0409 Beginnings, 1988 – 1989

By Jim Armstrong

Between our beginnings in June 1988 and to our becoming a full section in April 1990 we experience some significant growth. While poring through some minutes of meetings past I came across some interesting facts:

- 89 people attended a National Quality Month conference in Calgary in October 1989.
- Ralph Klein (then Mayor of Calgary) congratulates the Calgary sub section during quality month (I have a copy of the letter)
- Dinner meeting attendance ranges between 17 and 41. Not bad for a section that had 21 members at the time.

- Dinner meetings cots \$17 and were held once a month. The location varied across several hotels.
- One of the first plant tours was at the Ogden Locomotive Shop.

In the first two years we see a great deal of effort put forward by a small dedicated group. This effort sets the stage for further development through the 90's. As mentioned previously, if there is anyone else out there who has additional information on significant events through the early nineties, please let me know so I can share with everyone.

Jim Armstrong

Section Chair

ASQ Calgary Section 0409

Quality Paper Competition

ASQ Calgary is sponsoring a Quality Paper Competition open to all ASQ Calgary section members (excluding ASQ Executive members).

To enter simply write a paper on a Quality topic that reflects a discussion on a quality principal.

The rules are simple:

- The author must demonstrate an awareness and understanding of Quality practices, standards, etc;
- The paper must be a minimum of 500 words not including headings, references, etc and no longer than 1000 words;
- To receive the first prize you must be a paid up member of ASQ Calgary Section 0409;
- Submit the paper in MSWord or PDF format, include your name, membership number, and full contact information.

Please submit via email to admin@asqcalgary.org by the submission deadline of 12:00 pm Wednesday May 6th, 2009.

Additional information on judging and prizes may be obtained from the sections web site www.asqcalgary.org.

Contact Us

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Section Events

Every other Wednesday night, the ASQ Calgary section host a Quality Discussion Group session. These sessions are free and open to members and non-members. Sessions run from 6:00 to 7:30 pm and are held at DeVry. Our next session “Quality Olympics Night” is scheduled for Wednesday February 25th. On March 11th our discussion group topic is “Kaizan Breakthrough Event”.

In addition to the Wednesday night meetings the section host dinner meeting throughout the year. Our next dinner meeting will be our “2009 Volunteer Recognition Dinner” scheduled for June 3rd. Be sure to mark this event in your calendar early.

For a current listing of our events visit our web site at www.asqcalgary.org.

ASQ Career Center

Are you looking to post jobs targeted at Quality Professionals?

ASQ’s online Career Center can help you find the right person for your position. ASQ is joining 16 other science and engineering associations on the Engineering and Science Career Network (ESCN) and is open to members of each association (over 175,000) and non-members alike. However, unlike other job sites, such as Monster, it is geared towards the quality, science or engineer professionals. By posting on ASQ’s job board you are gaining access to our niche market of job seekers, plus you are able to search over 14,000 resumes. Our members are made up of quality professionals from a wide variety of fields – from Six Sigma black belts and quality engineers to

ASQ Calgary Blog

Interested in sharing your thoughts about quality and quality-related topics? Want to win prizes? Just post an entry in our blog and you could win!

For more information on rules, prizes and to post your blog visit our site at www.asqcalgary.org and click on **Blog**.

teachers. For more information contact Trish Borzon, Program Administrator, Membership via email at tborzon@asq.org.

Another resource available to job seekers or those looking to post positions is the ASQ Calgary web site. In addition to local job postings the site receives RSS Feeds filtered by the word “Quality” from a number of sources serving the Calgary area. You can access these postings by visiting www.asqcalgary.org and clicking on the **Jobs** link.