

**Client:** A International Defence Engineering Company

**Industry:** Defence

**Technologies:** Environment

**Ten10 Services:** Managed Test Services, Functional/Non-Functional Testing, Test Automation, Performance Testing

The customer is a global defence engineering company with multiple divisions including a UK-based division that supports the delivery of complex programmes that support and contribute to the growth of the customer's exports.

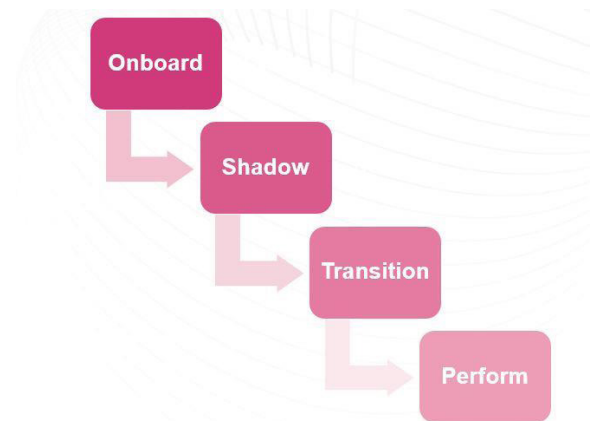
## The Project

The customer embarked on a digital transformation programme to enhance and develop existing, regulatory audit and control processes. The programme was delivered over six independent projects, coordinated by a programme management team. Ten10 was engaged to deliver a managed test service 2 years into the 4-year programme. At this point the six projects were at different stages in the development lifecycle, ranging from inception to post go-live support; some projects were following a waterfall methodology and others an agile/iterative methodology.

## What We Did

Transferred knowledge from the incumbent test team using Tenology's structured and controlled approach to knowledge transfer.

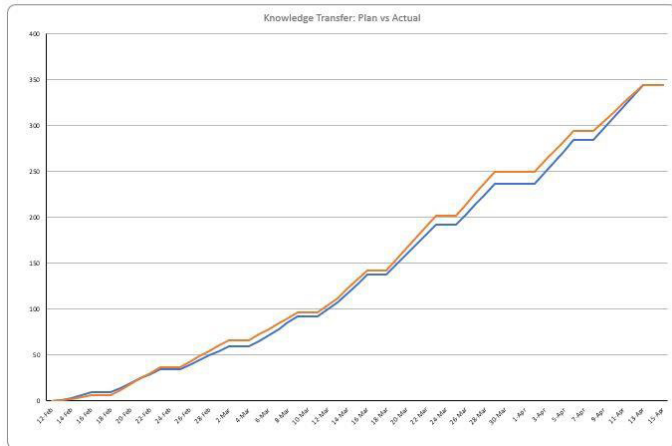
The Ten10 team was engaged 2 years into the programme. The programme and project teams were well-established, the test strategy was defined, and several projects were in flight with delivery milestones agreed with all stakeholders.



The first stage of the Ten10 engagement was to transition the delivery of test activities from the incumbent test provider to the Ten10 team. Using Ten10's proven 4-step knowledge transfer approach defined in [Tenology](#) (Ten10's proven delivery methodology) the Ten10 Delivery Manager and Programme Test Manager:

- Outlined the Ten10 approach to knowledge transfer (KT) with the customer and incumbent test provider teams.

SCRUM TEAM ONE							Total	Completed	In Progress	Met Strategy	Blocked	Progress
Wave 0	13.02.18	QAT Delivery Owner 1	32	32	0	0	1	100%				
Wave 1	04.03.18	Scaler QAT Analyst 5	31	31	0	0	3	100%				
Wave 2	14.03.18	Lead QAT Delivery Owner	22	22	0	0	8	100%				
Wave 3	14.03.18	Scaler QAT Analyst 4	29	29	0	0	5	100%				
Wave 4	24.03.18	Scaler QAT Analyst 3	32	32	0	0	2	100%				
Wave 5	23.04.18	Scaler QAT Analyst 2	33	33	0	0	1	100%				
Wave 6	20.04.18	QAT Analyst 5	30	30	0	0	4	100%				
Overall Progress			249	249	0	0	24	100%				



## Challenges

Avoiding gaps in knowledge transfer from the incumbent test partner:

- Adopted Ten10’s proven, structured and controlled approach.
- Completed a “discovery” exercise to scope the KT and estimate the likely duration.
- Documented a KT plan, with estimated duration for each task.
- Conducted reviews of the KT plan with the incumbent test partner, test management and project/programme stakeholders to confirm content, completeness and timescales.
- Confirmed progress via regular reporting.

Owner	Task	Start/End Dates	Priority	Status	Dependencies	Notes
Programme Manager	Lead QAT Delivery Owner	13.02.18 - 20.04.18	High	Completed	None	Task completed successfully.
Programme Manager	Scaler QAT Analyst 5	04.03.18 - 20.04.18	High	Completed	None	Task completed successfully.
Programme Manager	Lead QAT Delivery Owner	14.03.18 - 20.04.18	High	Completed	None	Task completed successfully.
Programme Manager	Scaler QAT Analyst 4	14.03.18 - 20.04.18	High	Completed	None	Task completed successfully.
Programme Manager	Scaler QAT Analyst 3	24.03.18 - 20.04.18	High	Completed	None	Task completed successfully.
Programme Manager	Scaler QAT Analyst 2	23.04.18 - 20.04.18	High	Completed	None	Task completed successfully.
Programme Manager	QAT Analyst 5	20.04.18 - 20.04.18	High	Completed	None	Task completed successfully.

- Highlighted any gaps or blockers early so they could be resolved within the agreed timescales.

Balancing knowledge transfer activities alongside ongoing delivery:

- Understood project and programme priorities and work to avoid handover at significant programme/project milestones.
- Build working relationships with customer and third-party supplier teams to ensure continuity and minimal disruption.
- Incorporated ‘parallel delivery’ as recommended in Ten10’s KT approach.

- Defined and agreed a KT plan across each of the 4 stages – Onboard, Shadow, Transition, Perform – with the incumbent team.
- Shared the KT plan with the customer’s programme team to confirm completeness and agree timescales.
- Actioned the KT plan while tracking progress, managing risks and blockers, and providing regular status updates to the customer Programme Manager.

Ten10 adopted a phased onboarding approach to:

- Stagger the KT process, reducing the impact to ongoing test delivery.
- Allow time to learn lessons from the first rounds of KT, and further streamline and improve the approach for subsequent rounds.
- De-risk the departure of the incumbent test team, some of whom had been on the programme for 2 years, by deferring the transition until after key project milestones had been achieved.

- Agreed with customer stakeholders.
- Continued incumbent test team delivery alongside the Ten10 test team.
- Ramped down the incumbent test team over a timescale that met the projects' needs.
- Completed knowledge transfer while continuing to progress the project.

## Effecting change when test strategy and approach has been established

- Conducted a review to capture what is working well and what could be improved.
- Shared a prioritised improvement plan with the programme team - agree the priorities.
- Implemented the improvement plan, tracking progress and refining when needed.
- Established ongoing and continuous improvement via regular retrospectives, seeking feedback, innovating and driving change.

## Benefits

The Ten10 knowledge transfer approach has delivered the following benefits to the customer:

- A smooth transition with the Ten10 team quickly established as product SMEs.
- Zero knowledge gaps identified following completion of the KT plan.
- Confidence from programme and external stakeholders retained at all stages.
- No impact to project and programme milestones.
- The materials collated and produced as part of the knowledge transfer have been maintained and used to support additional Ten10 team onboarding (e.g. when flex team members were required).
- The KT materials were used to support the transition from Ten10 to the customer's BAU support team when the programme closed down.