

Curriculum Vitae: James Duncan Christie BA MSc MBCS CITP

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Professional Qualifications	Chartered IT Professional & professional member of the British Computer Society (MBCS) & ISEB Practitioner Certificate in Software Testing
Bodies	Member of the Usability Professionals Association (UPA) and Information Systems Audit and Control Association (ISACA)

James is currently working as a freelance consultant through his own limited company, Claro Testing Ltd.

In 2007 he successfully completed a full-time MSc in IT at the University of Abertay. His master's project and dissertation, for which he received an A grade, was "Integrating usability testing with formal software testing models". He is particularly interested in how the quality of applications can be improved by incorporating usability engineering and testing techniques.

James has 26 years commercial IT experience, covering test management (the full life-cycle from agreeing the strategy and budget, writing the test plans, supervising execution, through to implementation) and test consultancy (writing and reviewing testing processes). His experience also covers information security management, project management, IT audit, systems analysis and programming. This has been largely in financial services, mainly with General Accident and IBM (working with a range of blue-chip clients).

James left IBM when he had the chance to take voluntary redundancy which allowed him to pursue his ambition to take a Masters degree.

Work Experience

Apr 08 - Test Consultancy through Claro Testing Ltd

James has worked with Edge Testing, Target Testing, SQA Consulting and Software AG as an associate on test consultancy assignments.

These have been at BiP Solutions in Glasgow, KAL in Edinburgh and National Express in Birmingham. The assignments entailed reviewing the existing testing processes and practices and recommending improvements. All the assignments were regarded as successful and he expects to continue working with these consultancies as an associate. He has also undertaken test analysis work for Edge at Heineken UK.

James has also undertaken further study of ways to incorporating usability engineering techniques into software testing. He has written several articles for various magazines (see Published Work on page 4) as well as writing a blog about testing.

He has been working with companies and consultants in the UK and USA developing ideas for future services and training webinars.

He has also been carrying out work for the charity of which he is a trustee.

Oct 07 - Apr 08 Project Test Manager, Norwich Union Life, York

James was working at NU Life as test manager on a large migration programme jointly run by NU and Swiss Re. He wrote the master test plan for the Finance Project, supervised the detailed test planning, and managed the test execution.

Mar 07 - Oct 07 Business start-up, further training and charity work

After completing his MSc James studied for and passed the ISEB Practitioner Certificate in Software Testing. He also developed an accountancy package for the charity of which he is a trustee.

Jan 07 - Mar 07 Freelance IT Consultant, Scripture Union Scotland

James carried out an IT audit, reviewing the security of the IT operation, and the use being made of IT. He followed that up with the production of a plan for a Business Continuity Programme, and a staff IT security policy with educational material.

Jan 05 - Jul 05 Test Manager, Department for Work & Pensions, Blackpool (for IBM)

James worked as the Test Manager for an IBM project delivering a new benefits payment system to the DWP. James' role entailed liaising with the client, the IBM delivery team and EDS (the solution operator) to interpret the functional and non-functional requirements into a test plan, prepare the testing then manage it through the test execution phases.

- Nov 04 – Jan 05 Test Consultant, J & C Clarks, Somerset, (for IBM)**
James worked at this major footwear retailer advising them on how to plan and conduct operational acceptance testing for a major systems replacement programme which was implementing SAP and Tivoli.
- Aug 04 – Oct 04 Test Manager, IBM Global Services (internal project)**
James planned, prepared and managed the testing for an internal IBM project which collated and presented via a web interface the reference material required by IT architects and pricers to prepare bids for new business.
- May 01 – Aug 04 Security Transition Manager, IBM Global Services, Strategic Outsourcing, Service Delivery Security**
As a Security Transition Manager James was responsible for running projects to identify and agree the required level of information security for new outsourced accounts. This entailed documenting the client's information security requirements and planning the work required to deliver these requirements whilst complying with the contract and IBM information security standards. James had to ensure that the existing security service was baselined and agree with IBM management and the customer the roles and responsibilities for delivering security, and ensure that IBM set up an appropriate organisational structure and processes. James' clients were Nokia (Finland), Boots (Nottingham) and AstraZeneca (Cheshire)
- Jan 01 - Apr 01 Testing Consultant, Service Delivery, Scottish Power contract, IBM UK, Perth**
James reviewed testing processes and practices on the Scottish Power contract. The objective was to ensure that testing was carried out to the standard required by the customer.
- Oct 00 - Jan 01 Test Manager, Norwich Union & CGU Integration Project (for IBM)**
This project followed the merger between two of the UK's largest insurers. James acted as the Test Manager for IBM on this project. The objective was to convert insurance policies from old systems to the systems that the client had chosen as being strategic. The project was very high speed and very high priority.
The great challenge of the project was to maintain professional testing standards whilst meeting the client's need for a speedy implementation.
- July 00 – Oct 00 Testing Consultant, Transformation Programme, Cazenove & Co. (IBM outsourced account)**
The client, a City of London stockbroker, outsourced its IT function to IBM in the autumn of 1999. The Transformation Programme introduced new processes, hardware and software to the installation. James worked on two projects; Mid-Range Migration and Application Management Transformation.
James defined the scope, objectives and workload for the performance testing for the Mid-Range Migration Project. Performance of the Unix systems and Oracle databases was regarded as a critical matter because of the nature of the account and the client's systems. James' role on the Application Management Transformation Project was as the Subject Matter Expert for the Test sub-project. This entailed defining a testing strategy and testing processes for the account. These were based closely on IBM's Test Process Model.
- Jan - Feb 00 & May - July 00 Testing Consultant, Legacy Applications Programme, CGU contract IBM UK, Perth**
James produced a master test plan for the Legacy Applications Programme. The purpose was to provide a link between IBM Perth's testing processes and the Legacy Programme's processes, documenting the current testing practices within Legacy and identifying the improvements that were necessary. This work was necessary to ensure that IBM Perth was compliant with ISO9000.
James also developed a thirty minute self-study course, using MS Powerpoint, introducing staff to the basic principles of structured testing. This was very well received.
- Feb 00 - May 00 Testing Consultant, Operational Quality Gateway Project, Bank of Scotland, Edinburgh (for IBM)**
James worked on the project to implement Operational Acceptance Testing at the Bank of Scotland. His responsibility was to define the processes that would be followed for the planning, preparation and execution of Operational Acceptance Testing. His work was very well received by the client who felt that IBM had provided the right person for the role.
- Nov 99 - Dec 99 Test Manager, Y2K Programme, CGU contract, IBM UK, Perth**
James was brought back onto the Y2K Programme to establish whether there was outstanding Y2K testing work for the CGU Management Information (MI) systems, assess the risk, agree with CGU what further action was possible, then ensure that it was done and signed off. This was accomplished successfully.
The gap between this and the previous assignment was because James took 6 weeks off to visit Scripture Union in Peru.
- Mar 99 - Sep 99 Test Manager, Y2K SITE Testing, CGU contract, IBM UK, Perth**
Y2K SITE Testing entailed running CGU's business critical applications on an IBM mainframe MVS LPAR on which the operating system was set to December 1999 and January 2000. James took on this role after the master test plan had been agreed. He oversaw the execution

of testing for seven applications, producing phase test plans for three and test completion reports for six.

James had no staff permanently assigned for the duration of this project and had to use a series of technical experts and customers on a short term basis. This was valuable experience in co-ordinating and securing commitment from a variety of areas across IBM and CGU. The testing was completed successfully and on time. This required strong co-ordination skills and good interpersonal skills to handle a highly pressurized environment.

Oct 98 - Mar 99 Test Manager, local Net.Compute implementation, IBM UK, Perth

The base Net.Compute platform supplied by IBM to company locations world-wide could not meet IBM Perth's requirements to service its customers. James planned and oversaw the testing that was required to ensure that the local solution was implemented without disruption to our customers. This provided valuable experience working with client/server and networks and also with the Trac Notes test management tool.

Apr 97 - Oct 98 Test Manager, Personal Systems Y2K Project, CGU contract, IBM UK, Perth

James supervised the initial Y2K analysis of General Accident personal insurance and MI systems and then managed the testing of the Direct Debit application and the Management Information (MI) systems. This role required strong project management, analytical and leadership skills. The nature of insurance systems meant that they had to be Y2K compliant 14 months before the start of 2000. The timescales were so tight that it was impossible to test all the systems thoroughly. James therefore required sound judgement to ensure that effort was directed to the areas where the risk to the customer's business was greatest. The deadlines were tough and inflexible and the team was inexperienced and needed to get to grips quickly with unfamiliar systems. The amended systems were implemented successfully on time.

Nov 96 - Apr 97 Business Analyst - General Accident, Perth (on secondment from IBM)

James joined IBM in November 1996 when GA outsourced its UK IT function to IBM. He was immediately seconded back to GA to define the outline business requirements for the new MI data warehousing systems that IBM were to develop. GA was concerned that the new systems would not only be relevant to each class of business that would be supported but also consistent across all classes of business.

James also reviewed a business critical accounting system (Claims Mainframe), which was used to calculate the company's reserves and was thus required for the profit and loss account. GA needed to know whether the system should be replaced before 2000 or made Y2K compliant. His advice was that attempting to replace the system before the end of 1999 would pose serious risks to GA and that the system should therefore be made compliant. This advice was accepted.

The respect in which James was held by GA was reflected in the fact that GA specifically requested that James should carry out this review and delayed it until he was available, in spite of its urgency.

These reviews made good use of James' analytical, consulting and report writing skills.

Feb 94 - Oct 96 Project Leader, MI Project, Information Services, General Accident, Perth

James successfully led three sub-projects within GA's strategic MI project. He managed two throughout the full development life cycle (SG Motor Insurance MI and Travel Insurance MI) and one from system design onwards (Sumo 3.1 the final implementation phase of the strategic MI system). These sub-projects were respectively 3.5, 1.2 and 2.1 man-years. This role provided valuable experience of project management, definition of user requirements, handling customer relationships and team leading.

Jan 88 - Feb 94 Computer Auditor & Senior Computer Auditor, Internal Audit Dept, General Accident, Perth

James worked in the following areas;

- * IT security (logical and physical),
- * reviews of operational systems,
- * reviews of IT processes and practices,
- * post-implementation reviews of IT developments,
- * internal consultancy to user management during IT developments,
- * fraud investigations & developing fraud detection routines using SAS.

James planned and conducted reviews in these areas with minimal supervision. This role gave James valuable insights into the full life cycle of IT developments, the difficulties of managing IT projects, the management of a large IT installation and how IT can support the business. It also provided useful technical knowledge of security software and IBM operating systems and improved James' consultancy and report writing skills.

May 87 - Dec 87 IS Analyst, MI Systems, Information Services, General Accident, Perth

James worked on the evaluation of software products for use in MI systems, specifically SAS and Easytrieve Plus.

- Jan 83 - May 87 Programmer, Analyst Programmer & IS Analyst, IS Planning, Information Services, General Accident, Perth**
James worked initially on the support of a Cobol project control application. He then carried out the successful development and implementation of a replacement on-line project control system through the full development life cycle, using VM/CMS execs and SAS.
- Mar 81 - July 82 Assistant Investment Accountant, Investment Division, Scottish Amicable Life Assurance Society, Glasgow.**
- Sep 80 - Mar 81 Student chartered accountant, Deloitte, Haskins & Sells, Glasgow**

Published Work

- May 2011 "Why do people happily accept poor quality?", Teatime with Testers Magazine, issue 4. issuu.com/teatimewithtesters/docs/teatime_with_testers_may_2011__year_1__issue_iv
- February 2010 "Motivating staff and traditional techniques", Software Testing Club Magazine, issue 1. wiki.softwaretestingclub.com/The+Software+Testing+Club+Magazine+-+No+1
- December 2009 "Do standards keep testers in the kindergarten?", Testing Experience, issue 8. www.testingexperience.com
- September 2009 "Bridging the gap with Agile - the troubled relationship between UX and software engineering", T.E.S.T magazine, vol 1 issue 6. <http://www.testmagazine.co.uk/2009/11/bridging-the-gap-with-agile/> (cover story)
- September 2009 "Testers and coders are both developers", T.E.S.T magazine website lead comment article. <http://www.testmagazine.co.uk/2009/09/testers-and-coders-are-both-developers>
- June 2009 / Oct 09 "Business logic security testing and fraud", Testing Experience, issue 6 & Security Acts magazine, issue 1. www.securityacts.com
- March 2009 "What happens to usability when development goes offshore?", Testing Experience, issue 5.
- December 2008 "The dangerous and seductive V Model", Testing Experience magazine, issue 4.

IBM Training Record (all in house)

- 2000 IBM Global Services Method Professionals Course
- 1999 Net.Compute R4.5 Notes Basic Training
- 1999 Project Practitioners Workshop
- 1998 Project Management Principles
- 1998 Team Leading

External Training Record

- Jun 2007 ISEB Practitioner Certificate in Software Testing
- Oct 2006 Usability Testing (E-testing Consultancy)
- Feb 2005 ISEB Foundation Certificate in Software Testing
- Nov 2002 ISEB Certificate in Information Security Management (passed with distinction)

Educational History

- 2005 - 2007 University of Abertay, Dundee
MSc IT
- 1982 ADM Ltd, Glasgow.
Government TOPS course in Computer Programming & Systems Analysis
- 1979 - 1980 University of Stirling.
Postgraduate Certificate in Accountancy
- 1975 - 1978 University of Lancaster.
BA Economics and Financial Control
- 1970 - 1975 Tadcaster Grammar School, North Yorkshire, England.
4 A levels (including French & German), 9 O levels, + German Higher (1993)

PC Skills

Lotus Smartsuite, MS Office, MS Project, PMW, Windows XP