

# RUTH KEYS

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## EDUCATION

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1974 - 1978 University of Surrey Guildford, Surrey, UK  
*Degree of Bachelor of Science with Honours in Biochemistry (2.1)*

1978 - 1979 Bristol University Bristol, Avon, UK  
*Postgraduate Certificate of Education*

## TESTING QUALIFICATIONS

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British Computer Society - Information Systems Examination Board (ISEB)  
*Foundation Certificate in Software Testing*  
*Practitioner Certificate in Software Testing*

## PROFESSIONAL EXPERTISE

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Quality Management  
Test Management  
Requirements Analysis  
Management Consulting: Business Process Modelling  
Coaching and Training: Project Management, Quality Management, Test Management

## ADDITIONAL PROFESSIONAL ACTIVITIES

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Member of British Computer Society ISEB Software Testing Examiners Panel (2001 - 2005)  
Member of German Testing Board (2002 – 2004)  
Collaboration on the International Software Testing Qualification (2001 – 2002)  
Collaboration on the EUCIP (European Certificate for Informatics Professionals) QTB – a CEPIS Project (2002)

## PAPERS AND PRESENTATIONS

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Speaker at EuroSTAR 2001 und 2004: *Setting up and Managing a Test Lab*  
Speaker at EuroSTAR 2003: *Foundations for Successful Testing*

## INDUSTRIES

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Automotive, Banking and Finance, Commerce, Industry, Media, Public Sector, Telecommunications, Tourism

## LANGUAGES

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English (native speaker)  
German (fluent written and spoken)  
French (good understanding; spoken French latent)  
Spanish (basic knowledge)

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**METHODS**

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Accelerated Value Method (AVM) from Lotus Development  
ADW Analysis Workstation  
Black Box testing  
Business Process Modelling  
DECdesign  
Entity Relationship Modelling  
Function Point Analysis  
Glass Box Testing  
OOA, OOD,  
Risk-based Testing  
Software Engineering Technology (SEtec) from Softlab  
Structured Analysis, Structured Design

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**TEST TOOLS**

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Rational TestFactory  
SQS-TEST Suite  
Mercury TestDirector, WinRunner, Quality Center 9.0

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**OPERATING SYSTEMS**

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IBM OS/MVS, IBM DOS/VSE  
Siemens BS2000  
OS/2  
UNIX  
Windows NT/2000/XP  
VMS

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**PROGRAMMING LANGUAGES**

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ADA design language  
BASIC  
COBOL, COBOL II, Delta-COBOL  
LotusScript  
PL/I

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**TP MONITORS**

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CICS  
IMS DC  
Siemens UTM

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**DATABASES**

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DB2  
DL/I  
IMS DB  
Oracle  
VSAM

PROJECT HISTORY

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From 08.2011

Retail Bank

**Compliance – Anti-Money Laundering**

Provision of a platform for reporting and investigation of fraud and suspicious activities.

Web-based technologies.

- Definition of strategies for System Integration and User Acceptance Testing, including Migration testing

01.2011- 07.2011

Retail Bank

**Debt Collection Management**

Integration of customer segmentation into strategies for Debt Collection Management at a major German bank.

IBM mainframe, DB2, Windows XP, Citrix, CTI (Computer Telephone Integration), Printshop, FICO Debt Manager.

- Responsible for the co-ordination of all independent test activities in the project
- Definition of strategies for Integration, System and User Acceptance Testing
- Support of end users during test case preparation and execution of the UAT
- Test management, test specification, test data definition, test execution, test documentation to audit standards
- Acceptance testing of third party deliverables
- Problem Management

07.2009 – 12.2010

Retail Bank

**Debt Collection Management**

Implementing Early Collection strategies in the existing Debt Collection Management application at a major German bank. The application was deployed in 3 major releases.

IBM mainframe, DB2, Windows XP, Citrix, CTI (Computer Telephone Integration), Printshop, FICO Debt Manager.

- Responsible for the co-ordination of all independent test activities in the project
- Definition of strategies for Integration, System and User Acceptance Testing
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- Test management, test specification, test data definition, test execution, test documentation to audit standards
- Acceptance testing of third party deliverables
- Problem Management

01.2009 – 06.2009

Retail Bank

**Debt Collection Management**

Integration of a new client into the existing Debt Collection Management application at a major German bank.

IBM mainframe, DB2, Windows XP, Citrix, CTI (Computer Telephone Integration), Printshop, FICO Debt Manager.

- Responsible for the co-ordination of all independent test activities in the project
- Definition of strategies for Integration, System and User Acceptance Testing
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- Problem Management

01.2008 – 12.2008

Transport

**Test Centre Manager**

The Europäische Fahrplanzentrum (EFZ) manages the timetable and transport logistics data for 30 railways in Europe and ca. 100 German public transport companies and delivers them to multi channel timetable publishing.

Management of a departmental test centre responsible for system testing for all participating projects.

Mercury Quality Center 9.0 Enterprise Edition, Centura, Borland, MS Visual C++, Oracle 10g

- Test management:
  - Definition of project test strategies
  - Test planning and control
  - Staffing
  - Co-ordination of scheduling between project teams
- Management of system testing of ca. 120 applications in preparation for migration from Windows 2000 to Windows Vista operating system
- Tool support
- Release management support

12.2007

Financial Services Company

**Test Process Review**

- Review of the current test process in the Open Systems team focussing on:
  - Test Analysts tasks
  - Interfaces to other departments
  - Appropriate use of tools
  - Test automation
- Suggestions for Test Process Improvement
- Preparation of a final report

10.2007 – 11.2007

Transport

**EFZ Test Center**

Establishing a departmental test center with the goal of standardising the test processes for all participating projects. The Test Center is responsible for performing the System Test and Load and Performance testing.

Mercury Quality Center 9.0 Enterprise Edition

- Process consulting: Review of existing processes, suggestions for process improvement
  - Test management
  - Release management
  - Requirements management
  - Configuration management
- Tool support
  - Description of operational usage and configuration of the Test Management Tool Mercury Quality Center
  - Preparation of standard reports and graphics
- Rework of document templates
  - Quality Gate protocols
  - Test status reports

03.2007 – 08.2007

Retail

**QA Guide and Processes**

Development of a framework for planning and realisation of software development and maintenance covering the complete life cycle and for both in-house and outsourced development strategies.

ARIS, V-Modell® XT, SourceForge, PHP, Java, IMS, DB2, MQSeries

- Analysis of existing key processes: projects, maintenance releases, test and identification of disconnects
- Survey of SPI methods und Best Practices and recommendation of an appropriate model

- Definition of the target processes
  - Documentation of the software development processes for major, minor and hot-fix releases
  - Documentation of the support processes: Project Management, Quality Management, Change & Problem Management
  - Definition of roles and responsibilities
  - Creation of document templates to describe the process deliverables
- Market survey of available tools for Problem & Change Request tracking and Release Management
  - Preparation of a short list
  - Definition of evaluation criteria
  - Tool recommendation
- Tool rollout
  - Implementation of processes in SourceForge
  - Planning the training and rollout

11.2005 – 02.2007

Investment Bank

**Cash Management**

Development and implementation of a Cash Management application to support the process of projecting, controlling and optimising the liquidity streams (payments) needed for the settlement of all banking transactions and products.

JBoss 4, EJB, JMS and MQSeries (JMX), Oracle 10g, Fat Client with Swing and Webstart, JUnit, DBUnit

- Definition of testing strategies
- Test management, test specification, test data definition, test execution, test documentation to audit standards
- Implementation of proprietary test automation tools
- Quality assurance of the development process and documentation
- Project and process auditing
- Customer support during UAT

10.2002 – 12.2005

Retail Bank

**Debt Collection Management**

Migration of the entire Debt Collection Management from an existing proprietary solution to a commercially available application at a major German bank. Additionally the processes and workflows were redesigned and optimised. Further enhancements to implement new business requirements and new collection strategies.

IBM mainframe, DB2, OS/2, Citrix, CTI (Computer Telephone Integration), Printshop, Debt Manager.

- Responsible for the co-ordination of all independent test

activities in the project

- Definition of strategies for Integration, System and User Acceptance Testing
- Coaching of end users during test case preparation for the UAT
- Test management, test specification, test data definition, test execution, test documentation to audit standards
- Implementation of proprietary test automation tools
- Acceptance testing of third party deliverables
- Problem Management
- Support for release planning

10.2000 – 08.2002

Retail Bank

### **Quality and Test Management in CLS Project**

Continuous Linked Settlement (CLS) is a global settlement process for foreign exchange transactions. It provides a means of reducing credit and settlement risk.

TestDirector, Unix, Java, Oracle, MQ-Series, IBM mainframe.

- Responsible for the quality assurance and all test activities in CLS project for a major German Bank
- Coordination of issue resolution with the third party supplier
- Acceptance testing of third party deliverables
- Test coordination with trading partners across multiple time zones and geographic locations
- Problem Management
- Test management, test specification, test data definition, test execution, test documentation to audit standards

06.2000 – 09.2000

Tourism

### **Test management for a CRM project**

Establishing test processes, methodology, and strategy; roles and responsibilities for all testing of a Customer Relationship Management system for travel agencies.

TestDirector, Unix, C++, Informix.

- Co-ordination of all testing activities (low and high level testing)
- Test process definition
- Definition and implementation of a risk-based testing strategy
- Management of acceptance testing of 3rd Party deliverables
- Planning and co-ordination of high level testing of the integrated CRM system

01.1999 – 05.2000

Tourism

**Establishing an independent Test Team**

Establishing processes and role of an independent test team responsible for system testing of a complex object oriented client server application used to provide travel agencies with mid-office functionality.

TestDirector, WinRunner, SQS-TEST Suite, Unix, C++, Informix.

- Management of the QA-Test team
- Definition of the roles and responsibilities of the QA-Test team
- Development of a test methodology and the test-tool strategy
- Planning and performing the system testing

03.1998 – 12.1998

Telecommunication

**PSQM**

Establishing Processes, Standards and Quality Management in the Information Management Division.

Analysis and definition of the business processes for Change, Problem and Order Management.

- Business Process Modelling
- Coaching the process implementation projects
- Development of forms and templates
- Documentation of procedures
- Project and process auditing based on the SEI-CMM Model:
  - Design of audit questionnaires
  - Performing audit interviews
  - Documentation of the results in audit reports

12.1997 – 03.1998

Media

**IT-Organisational Consulting**

Optimisation of the organisational structure in the IT Division.

- Analysis of the Functions
- Verification of the personnel requirements for the current and future tasks
- Specification of the roles and responsibilities

07.1996 – 10.1997

Retail Bank

**Purchasing Information System**

Development of a Purchasing and Procurement Information system with SAP R/3 and Lotus Notes.

AVM, OOA, OOD, Lotus Notes, SAP R/3.

Project manager with responsibility for:



- Management of the project and the project team of 2-4 employees and 3 contractors
- Project planning and tracking; monitoring of progress, deadlines, quality and budget
- Analysis of the current procurement processes and modelling the improved processes
- Development of a prototype of the Order form and the approval workflow in Lotus Notes
- Selection and assessment of software packages for the online and asynchronous interfaces between Lotus Notes and SAP R/3
- Development and implementation of the application

06.1995 – 06.1996

Financial Services Company

**Establishing and Consolidation of a QA-Test team**

Management of the QA-Test team of 6 employees, Quality assurance of a complex business area of the operational system "OLGA-Handelsabwicklung" (trading in stocks and shares).

SQS-TEST Suite, TSO-ISPF

- Acceptance test specification
- Test data definition
- Planning and performing acceptance testing
- Development of documentation guidelines and standards for the software development life cycle
- Substantial participation in the consolidation of the QA measures and the development of the QM Handbook

11.1994 – 05.1995

Retail Bank

**Partner-Data Management**

Development of a flexible, easy to enhance Customer Management system, which was based on a new analysis and data modelling of the existing customer data.

ADW Analysis Workstation.

- Functional requirements analysis with the user departments
- Specification of the merging of customer data with a high degree of automation
- Specification of the process model for the customer data administration

01.1994 – 10.1994

Multiple Savings Banks / Building Societies

**Telephone Banking**

Pilot project for the introduction of telephone banking for regional savings banks.

- Comprehensive project consulting
- Participation in the preparation of the functional requirements

and test scenarios

- Definition of the business processes at the savings banks
- Management of the project interfaces to the pilot savings banks
- Software vendor management

08.1993 – 01.1994

Public sector

#### **Project in the area of Further Education and Retraining**

- Consulting in functional requirements analysis (SEtec methodology)
- High level requirements specification and definition of system scope
- Preparation and moderation of a workshop on "Functional Requirements Gathering"
- Preparation of decision documents for the Project Steering Committee

02.1992 – 10.1992 und  
02.1993 – 07.1993

Transportation and logistics

#### **Specification and design of a European logistics system**

An international logistics system to allow the planning and tracking of shipments by road within Europe, and the interfacing of this tracking application to competitive tracking services in an intermodal transport chain. The system was based on modern technology including mobile digital communication from on-board computer units in the trucks and the use of EDI (electronic data interchange).

ADA, DECdesign.

Project team leader with responsibility for:

- Management of the project team of 4 employees; project planning and tracking; monitoring progress, deadlines, and quality
- Functional requirements analysis and documentation
- Business Process Modelling
- Technical system design using SA/SD methodology
- Management of the interfaces to the customer and subcontractors

10.1992 – 01.1993

Telecommunication

#### **E-Star Start-Up**

Consultant to the E-Star Consortium (bidder for the E1 digital mobile communication network) in the planning phase for the network implementation and initial business process modelling.

- Business Process Modelling for Customer Management and Facilities Management
- High level specification of the software requirements

- Specification of the selection criteria for software packages
- Assessment of software packages using the defined assessment criteria

06.1991 – 01.1992

Automotive

**Application Architecture**

Design and definition of a layered architecture for the standardisation and simplification of application development in an IBM environment.

COBOL, CICS, DB2, DL/1, SEtec, TSO-ISPF.

Project leader with responsibility for:

- Management of the project and project team of 4 employees
- Project planning and tracking; monitoring progress, deadlines and quality
- Specification of the system architecture
- Technical system design

05.1990 – 05.1991

Telecommunication

**Founding a service provider in the mobile digital communication field (GSM compliant)**

- High level specification of the business processes
- High level specification of the enterprise IT-Organisation
- High level specification of the software requirements
- Consulting concerning the vendor selection
- Pre-selection of vendors involving assessment of product information and presales presentations
- Assessment and selection of a software package for Customer Care and Billing
- Comparison of the financial benefits between purchasing and in-house operation of the software or outsourcing to a service data centre

05.1990 – 05.1991

Retail Bank

**EAFNL Interface**

An application for the tracking of networked financial transactions, including display and archiving of the transactions. This software enhanced a software package (EAFNL) which supports the electronic funds transfer for bank systems.

DB2, COBOL, IMS-DC, SEtec, TSO-ISPF.

Project leader with responsibility for:

- Management of the project and project team of 3 employees
- Project planning and tracking; monitoring progress, deadlines, and quality

- Functional requirements analysis and documentation
- Technical system design
- Participation in the development and implementation
- Documentation (User Handbook, technical documentation)

11.1987 – 04.1990

Telecommunication, Public sector

**Type-approval for telecommunications equipment**

Development of a system to process Applications for Type Approval for telecommunication equipment.

Delta-COBOL, SEtec, UDS, UTM.

Project leader with responsibility for:

- Management of the project and project team of 6-10 employees and 2 trainees
- Project planning and tracking
- Monitoring progress, deadlines, and quality
- Technical system design, development and implementation
- Preparation of training materials
- End-user training

10.1985 – 10.1987

Wholesaler – automotive components and accessories

**Implementation of a material management system**

The company was replacing existing batch systems with OLTP applications supporting their warehousing and material management, customer administration and invoicing activities.

Technical design and development in the procurement subsystem.

Assistance by the migration of all applications from DOS/VSE to MVS/XA, analysing and performing the necessary alterations to the on-line transaction processing programs and the JCL for complex batch job streams.

IT Environment:

COBOL, IMS DB/DC, VOLLIE, VSAM

01.1984 – 09.1985

Chemical manufacturing

**Data Dictionary**

Enhancement of a proprietary Data Dictionary for the administration of IT assets

Analysis, development and integration in the existing Data Dictionary

Quality assurance of the deliverables of the Application Development units

IT Environment:

IMS DB/DC, PL/1, ROSCOE