

Senior IT Test Manager

Test Workstream Management in Migration and Transformation

Background

Large migration and transformation programs depend heavily on structured and well-governed testing in order to succeed. In manufacturing, retail, logistics, and enterprise IT environments, major system transitions and transformation initiatives often involve multiple applications, integrations, data migrations, business processes, technical platforms, and operational dependencies that must be validated in a controlled and business-relevant way before deployment.

Within this setup, the Senior Test Manager is responsible for leading the overall test workstream across migration and transformation initiatives. The role is intended to ensure that test strategy, test scope, test governance, planning, environments, tools, resources, execution, defect handling, business validation, and go-live readiness are managed in a structured and proactive way throughout the lifecycle of the program.

The role is not only about coordinating test cases. It is a senior delivery role with responsibility for creating direction, structure, governance, and follow-through across business testers, technical teams, workstream leads, implementation partners, and program leadership, ensuring that the test workstream is executed with clarity, control, and quality.

Purpose of the Role

The purpose of the Senior Test Manager role is to lead and control the test workstream across business and IT and ensure that the solution, data, integrations, and operational scenarios are validated in a controlled and reliable manner before release, cutover, or go-live.

The role must ensure that the testing setup is established with the right governance, strategy, test model, planning structure, environment readiness, tooling, defect management, business participation, and reporting approach to support successful execution. This requires the Senior Test Manager to create clarity around test scope, responsibilities, quality risks, entry and exit criteria, execution priorities, and validation ownership throughout the lifecycle of the initiative.

The Senior Test Manager must create confidence that testing risks, quality issues, environment gaps, participation weaknesses, dependency constraints, and release readiness concerns are identified early and managed with sufficient structure, traceability, and transparency.

Overall Responsibility

The Senior Test Manager is accountable for:

- leading the overall test workstream across migration and transformation programs
- defining and maintaining the test governance, test strategy, and execution model
- coordinating test activities across business owners, workstream leads, technical teams, and implementation partners
- ensuring that test scope, priorities, dependencies, and quality risks are managed proactively
- driving test preparation, execution, defect handling, validation, and follow-up across all major testing areas
- ensuring that testing supports release decisions, cutover readiness, deployment confidence, and successful go-live

The role must ensure that testing is not treated as a late control step, but as an integrated and actively managed delivery track with clear ownership, strong quality discipline, and realistic execution planning.

Key Responsibilities

1. Establish the overall test setup and governance

Define and structure the overall test model, including governance, roles, working methods, escalation paths, and reporting logic.

This includes:

- defining the test scope, structure, and delivery model
- establishing governance forums, roles, and decision mechanisms
- clarifying responsibilities across business testers, test leads, technical teams, and workstream stakeholders
- setting the cadence for planning, execution follow-up, defect triage, status reporting, and escalation
- ensuring alignment between test governance and the overall program or project structure

2. Drive test scope clarification and prioritization

Lead the clarification of which business processes, technical components, integrations, data areas, and release scenarios are in scope, how they are prioritized, and how test boundaries are controlled across the lifecycle.

This includes:

- identifying test scope across functional, technical, integration, data, and business validation areas
- aligning priorities with business criticality, risk, release objectives, and operational impact
- clarifying scope boundaries across systems, interfaces, teams, and environments
- supporting decisions on which scenarios, regressions, and validation needs must be covered
- ensuring that test ambition remains aligned with delivery timing, solution maturity, and readiness constraints

3. Lead integrated test planning and milestone control

Establish and maintain a realistic test plan across the full validation lifecycle, including preparation, environment readiness, test design, execution cycles, defect resolution, retesting, and go-live support.

This includes:

- driving creation and maintenance of the master test plan and key milestones
- aligning test activities with design, build, data migration, integration, training, cutover, and deployment timelines
- ensuring visibility of critical path items and testing dependencies
- following up on slippage, sequencing issues, and execution realism
- supporting re-planning where scope, quality, environments, or timing changes affect test readiness

4. Coordinate test stakeholders and cross-functional execution

Ensure that testing activities are coordinated across business and technical domains and managed as an integrated workstream rather than as isolated local efforts.

This includes:

- coordinating test analysts, business testers, technical teams, and supporting workstreams
- identifying and managing interdependencies across processes, systems, integrations, data, roles, and reporting
- following up on actions, interfaces, and blockers across teams and test areas
- ensuring consistency in test methods, templates, defect discipline, and execution standards
- supporting alignment where local test decisions affect end-to-end quality or release readiness

5. Lead test strategy, approach, and business alignment

Drive the structured definition of how the solution will be validated and ensure that the testing approach is aligned with business and delivery needs.

This includes:

- defining the overall test strategy, test levels, and execution principles
- establishing entry and exit criteria, quality gates, and acceptance expectations
- clarifying the approach for system testing, integration testing, end-to-end testing, regression testing, performance testing, and user acceptance testing
- aligning test design and validation methods with business-critical scenarios and operational risks
- ensuring that test assumptions, quality expectations, and responsibilities are documented, reviewed, and properly anchored with stakeholders

6. Manage test risks, defects, issues, and dependencies

Establish strong control over test-related risks, quality issues, defects, participation gaps, and dependencies and ensure that they are surfaced early and managed actively.

This includes:

- maintaining visibility of open defects, unresolved quality issues, and test readiness concerns
- identifying critical risks related to scope coverage, data quality, environment stability, resource availability, and timing
- tracking dependencies across test preparation, delivery maturity, data migration, integration readiness, and business validation
- supporting mitigation planning and corrective action with relevant stakeholders
- escalating threats to release quality, cutover timing, business acceptance, or go-live readiness when needed

7. Ensure test readiness for business validation and acceptance

Lead the preparation of testing so that it can support business confidence, validation, and acceptance throughout the lifecycle of the transformation.

This includes:

- coordinating test preparation for key business scenarios and validation flows
- supporting planning and readiness for end-to-end testing and user acceptance testing
- ensuring that validation methods, evidence expectations, and sign-off responsibilities are clear
- following up on business participation in testing, validation, and defect resolution
- supporting decisions around acceptance, residual defects, risk tolerance, and quality readiness

8. Drive implementation readiness from a testing perspective

Provide structured leadership to ensure that the test workstream is ready to support release, cutover, deployment, and transition into live operations.

This includes:

- coordinating final test cycles, defect resolution focus, and readiness activities
- validating that critical scenarios, integrations, and operational processes have been sufficiently tested
- ensuring readiness of business sign-off, defect visibility, and supporting evidence
- supporting checkpoints and decision forums related to quality readiness
- ensuring that critical testing concerns are surfaced before deployment or go-live decisions are made

9. Lead test reporting, transparency, and management control

Provide structured planning, governance, and reporting for the test workstream throughout the transformation.

This includes:

- maintaining test status reporting and milestone overview
- reporting test progress, defects, risks, issues, and readiness to program or project leadership
- preparing material for governance forums, steering reviews, and escalation discussions
- communicating key decisions, execution expectations, and quality concerns to stakeholders
- ensuring transparency across business, technical, and delivery teams

10. Support stabilization, lessons learned, and transition into operations

Ensure that the test workstream remains relevant through deployment and early stabilization and that ownership for test-related follow-up is clear after go-live.

This includes:

- supporting issue coordination related to defects and quality gaps during deployment and hypercare
- ensuring ownership for post-go-live validation and corrective actions
- helping prioritize stabilization activities related to quality, defects, or operational fit
- capturing lessons learned from the test workstream
- supporting transition into steady-state ownership for quality assurance, regression coverage, and future release validation

Expected Deliverables

The Senior Test Manager is expected to produce and maintain deliverables such as:

- test strategy and test scope overview
- test governance model and working structure
- master test plan and milestone overview
- test cycle plan and execution overview
- test environment and readiness overview
- test scenario and coverage overview
- defect management process and defect tracker
- test RAID log

- business validation and UAT readiness overview
- entry and exit criteria documentation
- reconciliation and evidence tracking
- quality status reporting and management dashboards
- go-live quality readiness assessment
- stabilization and post-go-live follow-up summary
- lessons learned and closure documentation

Key Interfaces

The Senior Test Manager will work closely with a broad range of stakeholders across the transformation, including:

- Executive Sponsor
- Program Manager
- Project Manager
- PMO Lead
- Business Owners
- Workstream Leads
- Business Process Manager / Process Lead
- Data Migration Lead
- Integration Lead
- Change Management and Training Leads
- Solution Architect / Enterprise Architect
- Technical Leads
- Business Testers / Key Users
- Super Users
- ERP / COTS implementation partner
- Infrastructure and environment teams
- Deployment / Cutover Lead
- Vendor Delivery Leads

Required Profile

Experience

The ideal candidate brings strong senior experience from migration and transformation initiatives where quality control, business validation, and structured test execution have been central to success.

Preferred experience includes:

- proven experience as Senior Test Manager, Test Workstream Lead, or similar in complex transformation environments
- strong experience with test strategy, test planning, defect management, and business validation in large-scale programs
- experience from ERP, COTS, software implementation, infrastructure migration, or integrated business transformation initiatives
- experience from manufacturing, logistics, retail, service operations, or enterprise IT environments
- experience coordinating test work across multiple systems, teams, business areas, and decision layers

- experience translating solution scope and process understanding into structured test coverage and validation activities
- experience with governance, reporting, and escalation in transformation initiatives
- experience supporting cutover readiness, go-live preparation, and early stabilization in business-critical environments

Preferred background

Strong candidates may come from backgrounds such as:

- enterprise test management
- ERP or COTS test leadership
- transformation quality assurance
- end-to-end business testing leadership
- software and infrastructure test coordination
- senior delivery roles with strong testing and validation ownership focus

Competencies

The role requires a person who is:

- highly structured and execution-oriented
- strong in test planning, quality governance, and follow-up
- capable of turning complexity into clear actions and decisions
- confident in planning, reporting, and escalation
- pragmatic and quality-focused
- able to challenge constructively and create alignment
- credible with both business stakeholders and technical teams
- persistent in follow-up and able to maintain momentum over time
- detail-aware without losing end-to-end perspective
- calm under pressure and able to manage competing priorities across many stakeholders

Success Criteria

The Senior Test Manager will be successful when:

- the test workstream is structured, active, and well coordinated across the transformation
- test scope, priorities, environments, and dependencies are clarified early and managed transparently
- business and delivery stakeholders are engaged, aligned, and responsive in the required decisions and activities
- test preparation, execution, validation, and defect handling are timely and actionable
- readiness activities are planned and followed through across business and technical teams
- risks, blockers, quality gaps, and ownership issues are surfaced early and managed proactively
- program or project leadership has a clear view of test progress and quality readiness
- deployment and go-live decisions are supported by realistic testing and readiness assessments
- the organization reaches release and go-live with controlled quality, strong validation coverage, and managed transition into operations