

IBM Software

UK Innovate 2010

The Rational Software Conference



Smarter software for a smarter planet.



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Do Requirements still matter?

Lyn

Senior Business Analyst

UK Government

Mike MacDonagh      

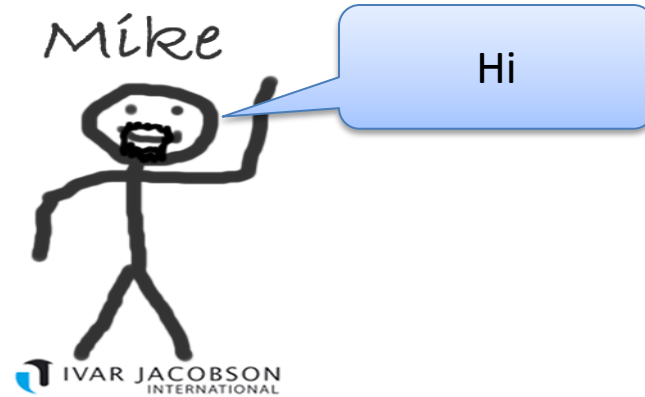
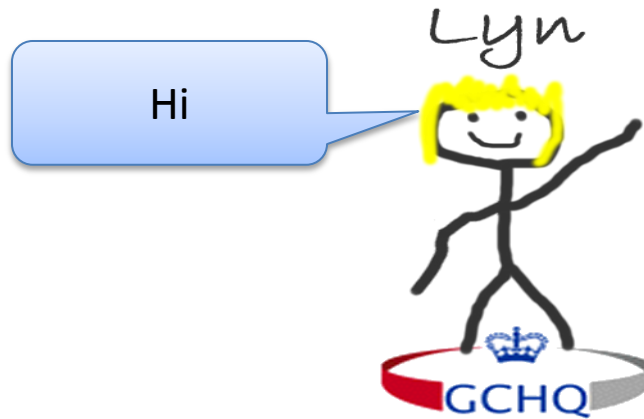
Principal Consultant



Smarter software for a smarter planet.



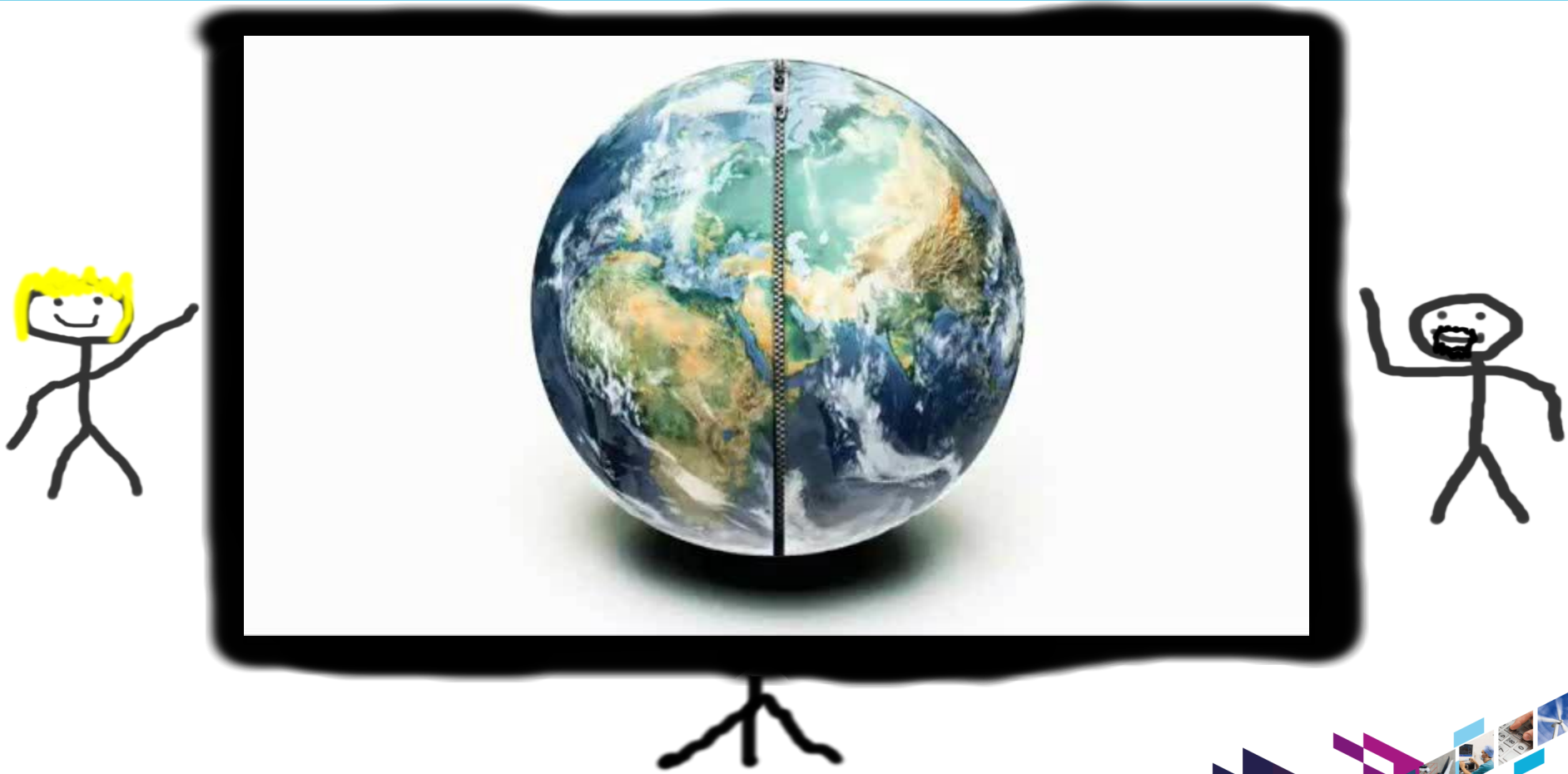
Introductions



Agenda

Background
The Balancing Act
How We Do Requirements
What Are the Anti-Patterns?
Our Solution
 In real life
 The future
Lessons Learned
Questions





Smarter software for a smarter planet.



Background

Large Government organisation developing in-house solutions

External forces were catalyst for large scale change

- Diverse environment/moving target

- Pace of change

- Delivery needed in days/weeks

Engineering processes cracking at the seams

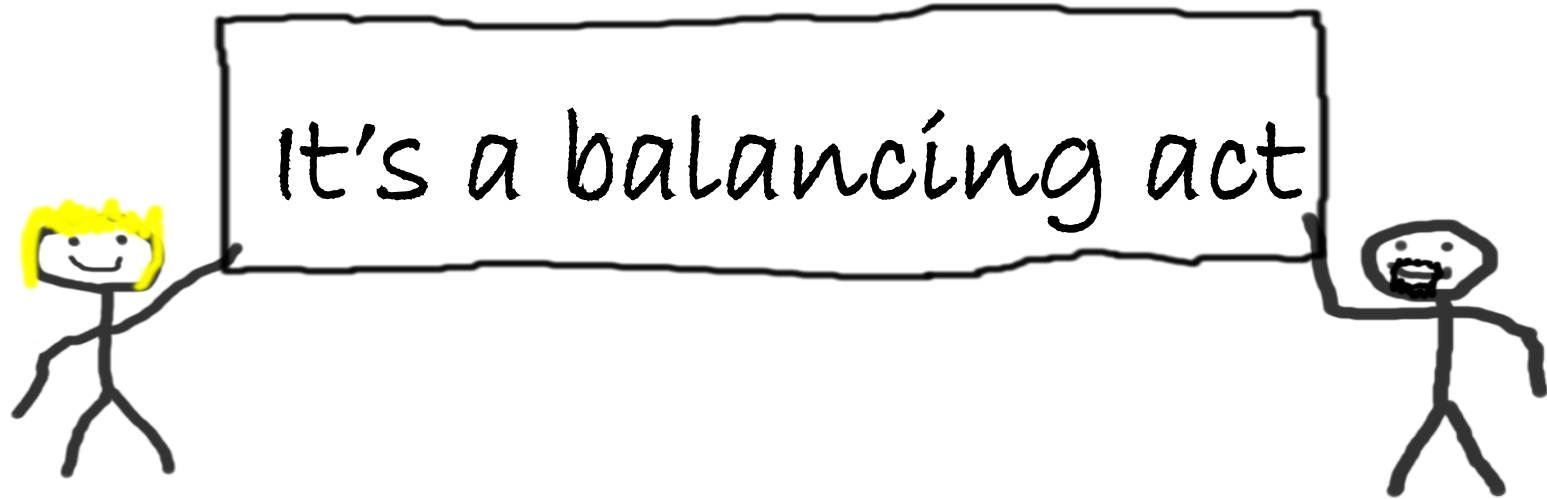
- Taking too long to deliver

- Didn't meet customers needs

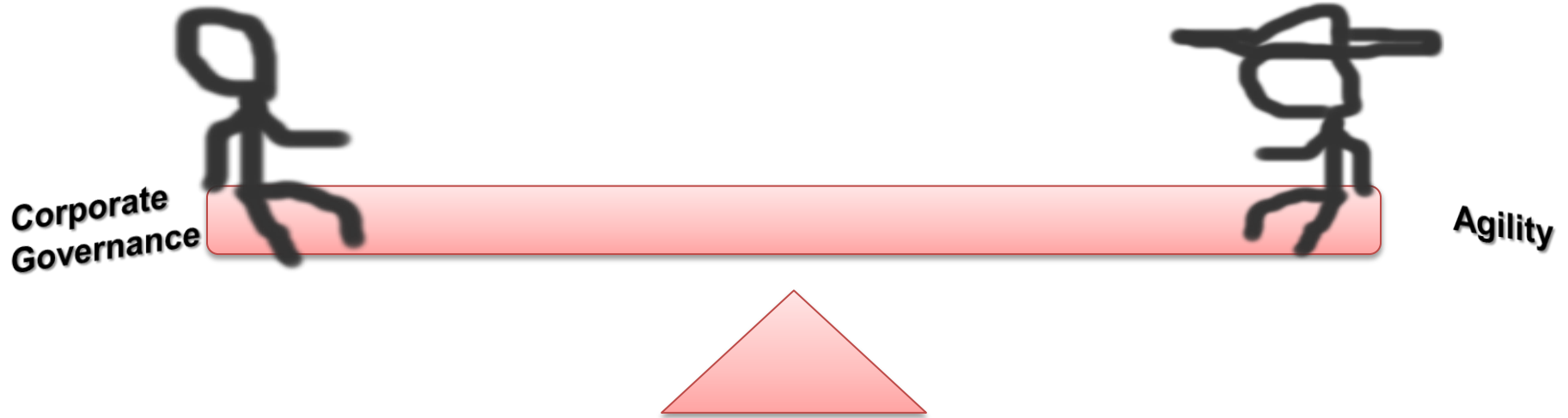
- Customer trust broken

Adopted Agile practices

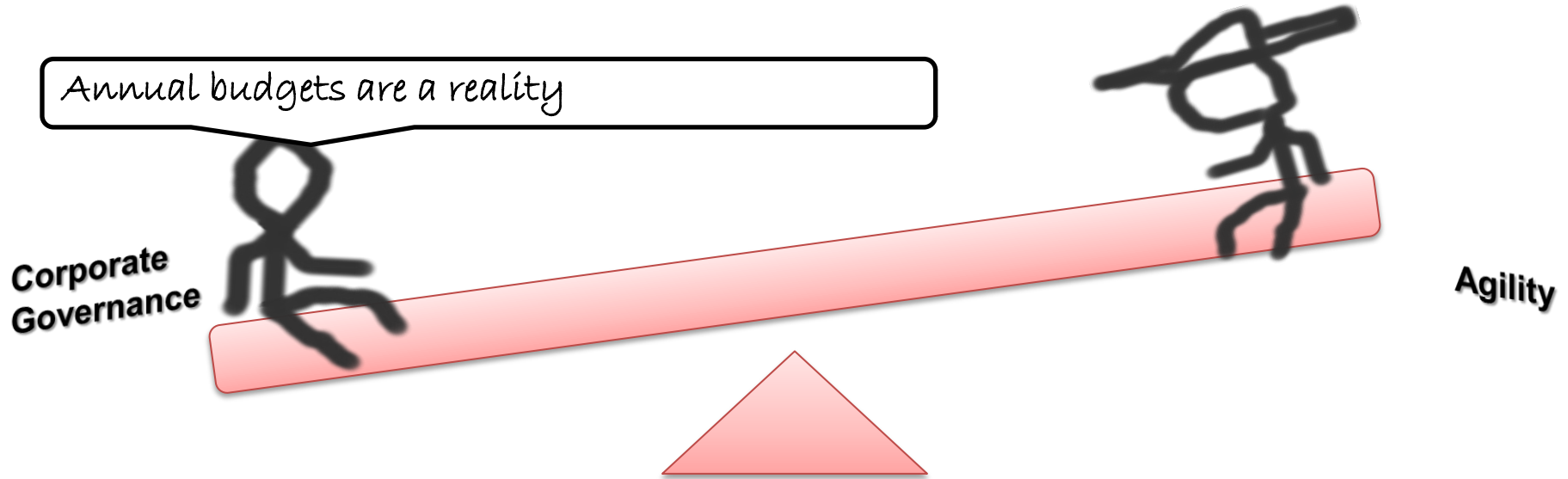




But... It's a balancing act



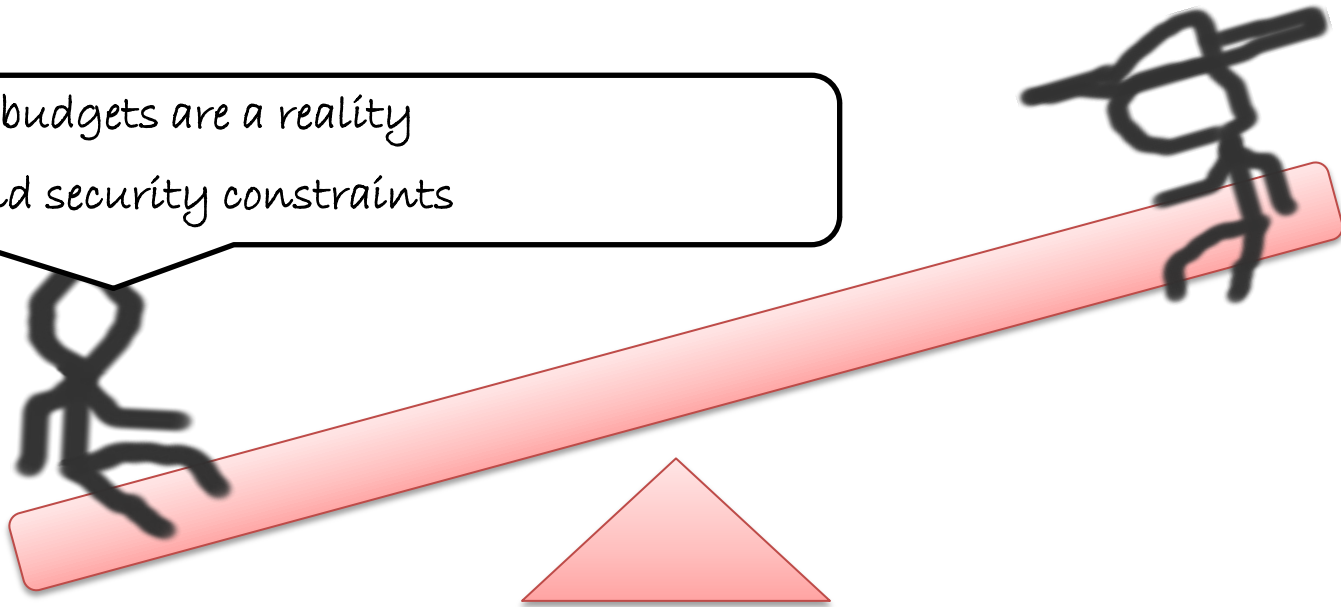
But... It's a balancing act



But... It's a balancing act

Annual budgets are a reality
Legal and security constraints

**Corporate
Governance**



Agility



But... It's a balancing act

Annual budgets are a reality
Legal and security constraints
We are a large enterprise with a portfolio of projects and products

Corporate Governance



Agility



But... It's a balancing act

Annual budgets are a reality
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We are a large enterprise with a portfolio of projects and products
Scope needs to be in line with agreed spending

Corporate Governance

Agility



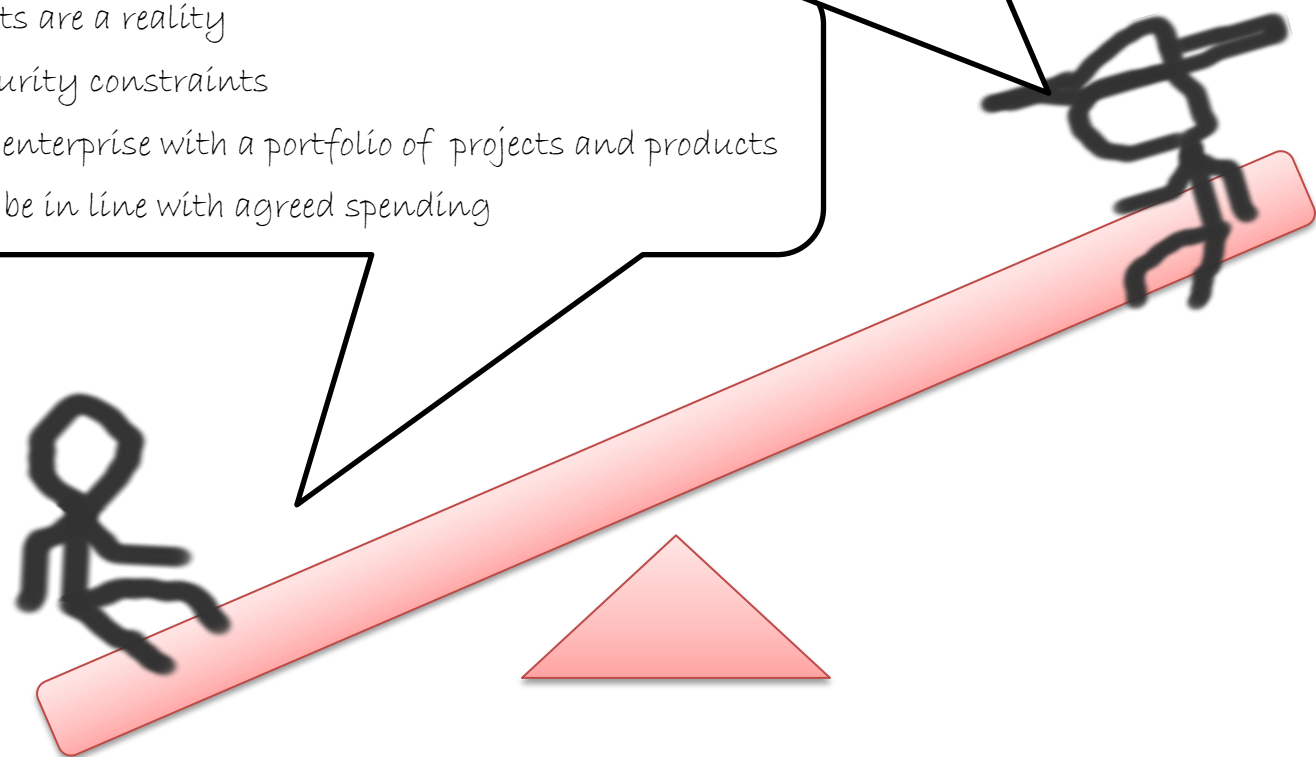
But... It's a balancing act

Quicker, Faster, Better

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Corporate Governance

Agility



But... It's a balancing act

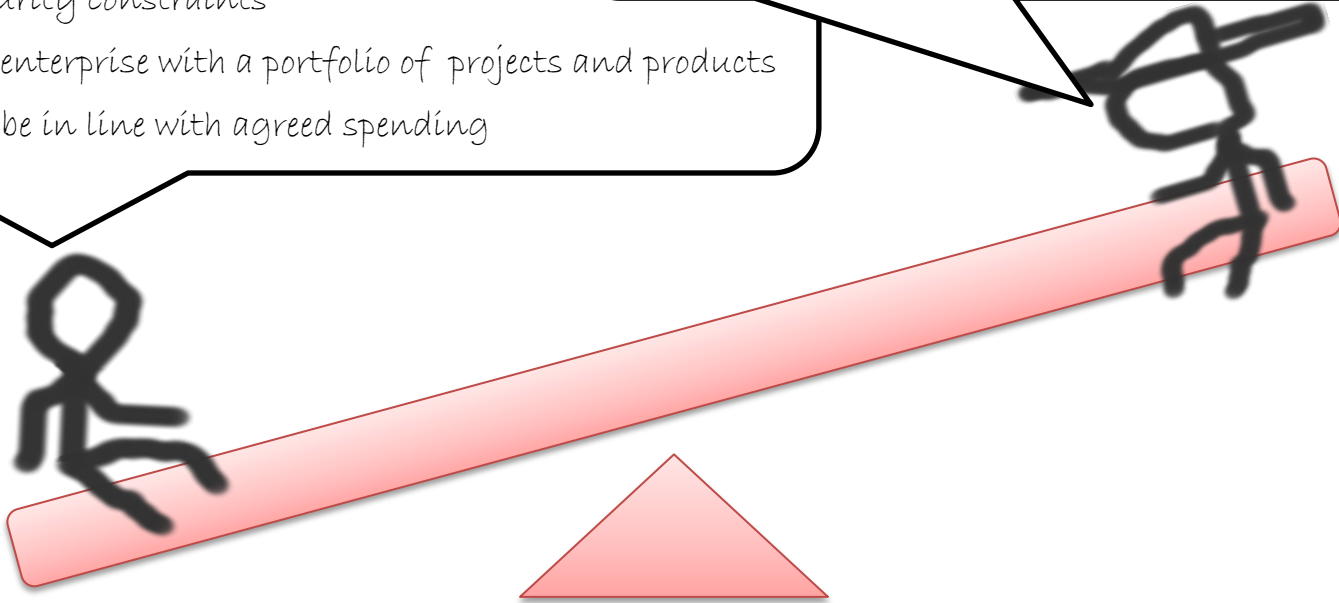
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Quicker, Faster, Better

Building trust between developers and the business

Corporate Governance

Agility

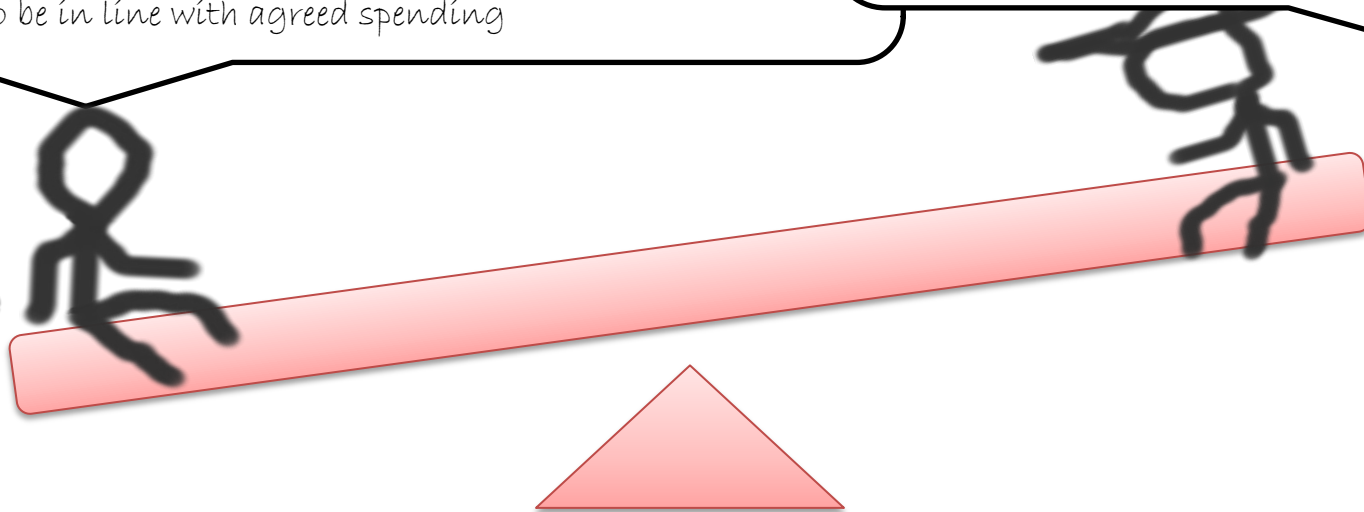


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Quicker, Faster, Better
Building trust between developers
and the business
Getting things done

**Corporate
Governance**



Agility



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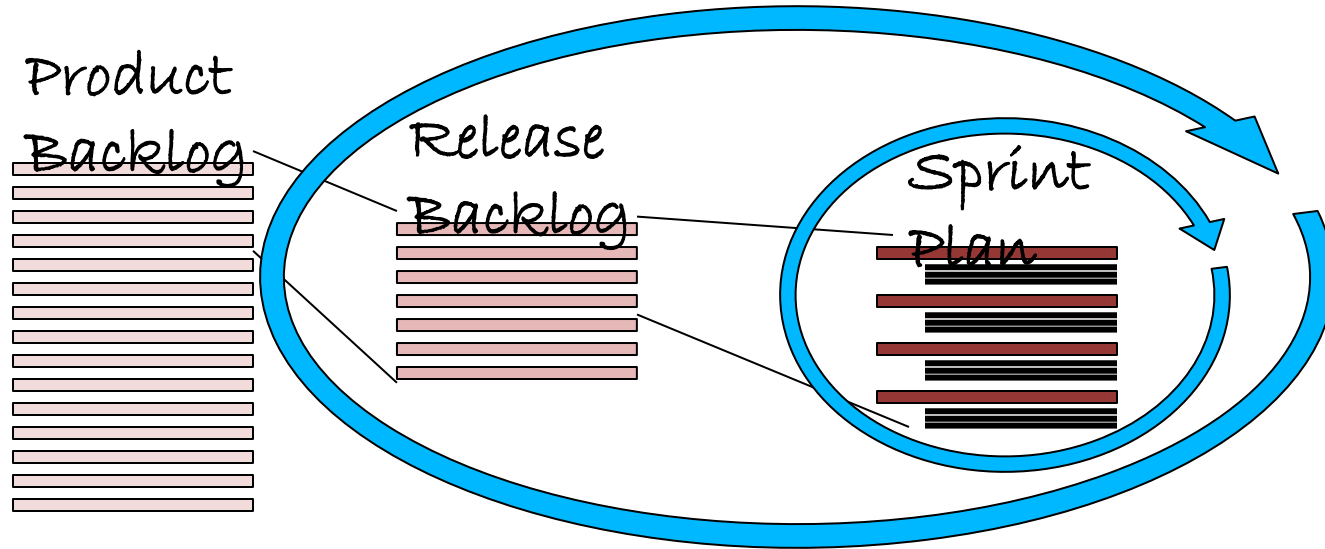
Quicker, Faster, Better
Building trust between developers and the business
Getting things done
Using up-to-date practices and tools

Corporate Governance

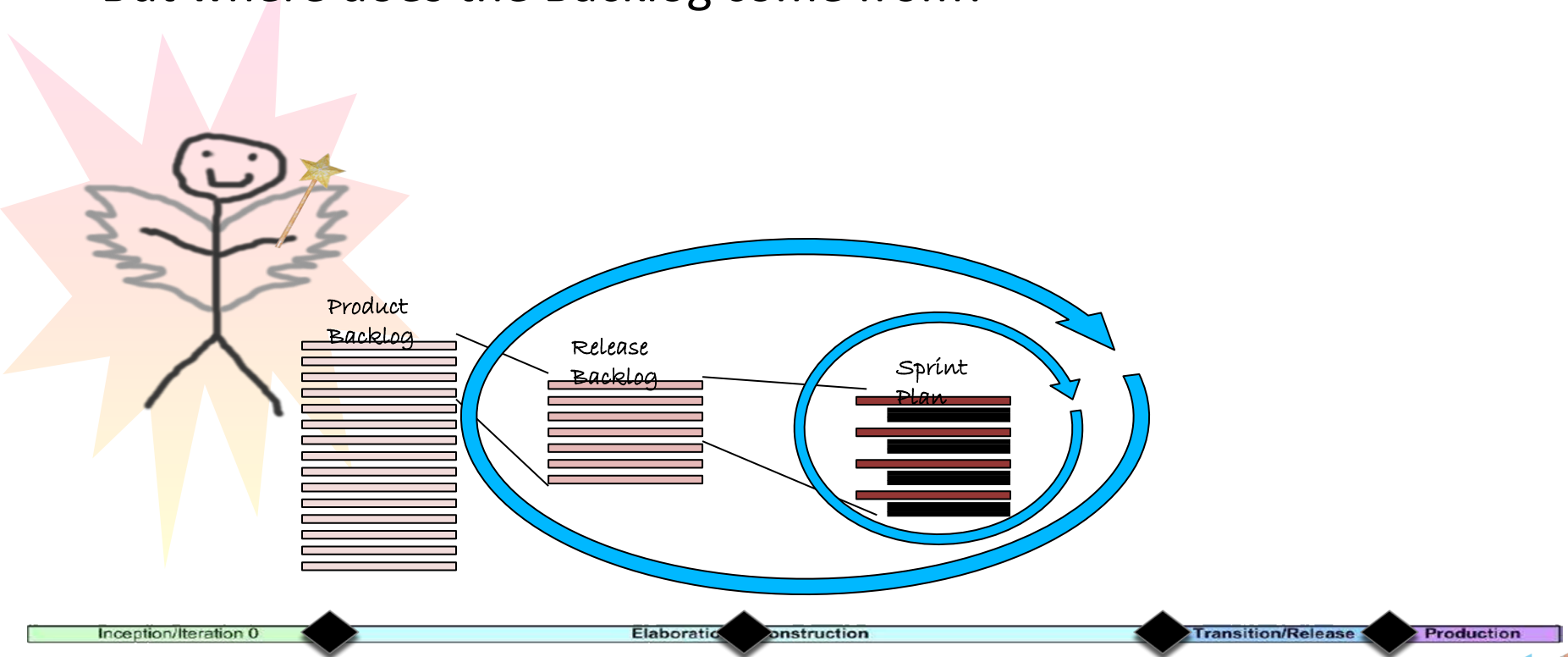
Agility

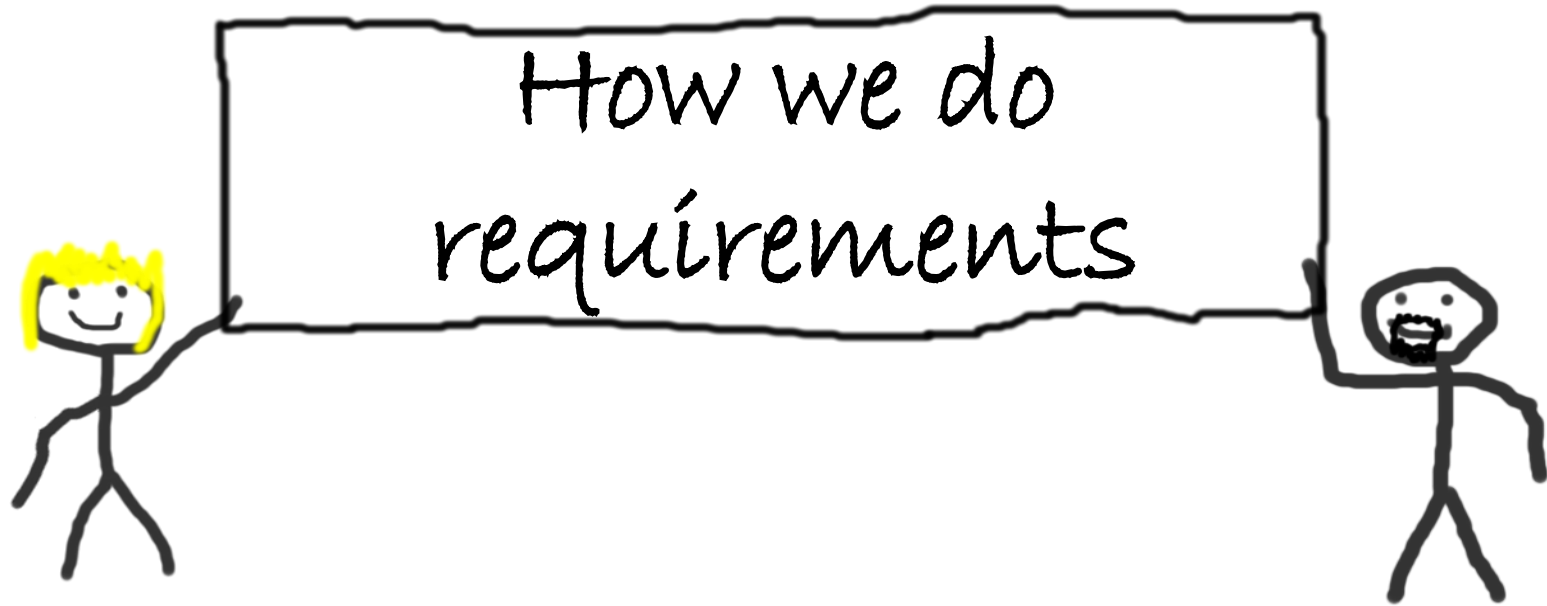


But what do we mean by agility?



But where does the Backlog come from?





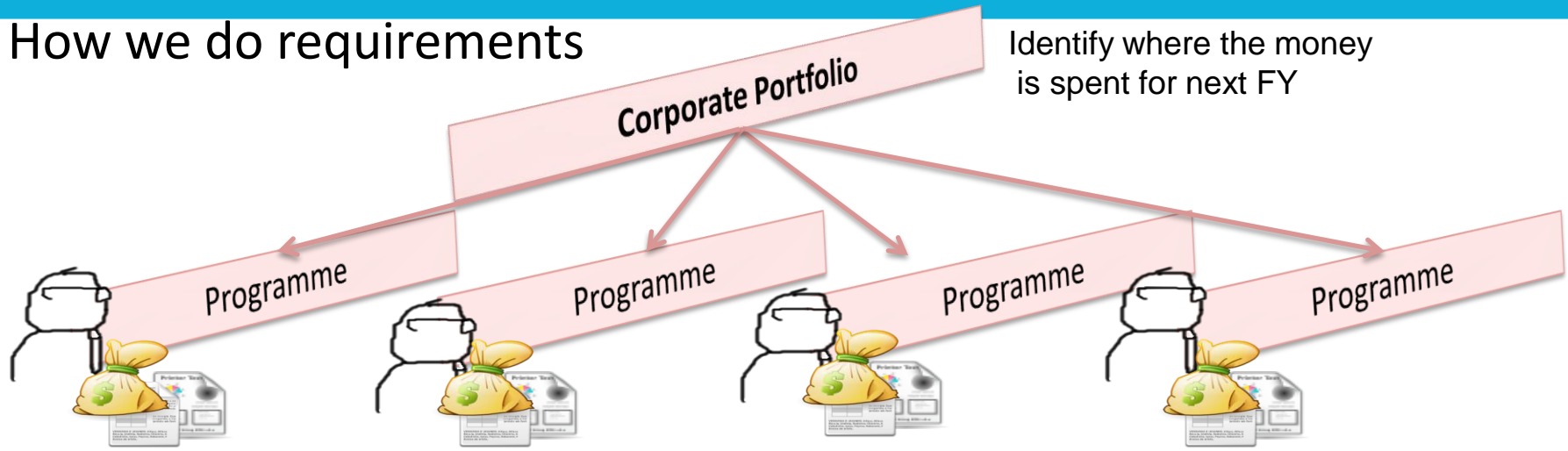
How we do requirements

Corporate Portfolio

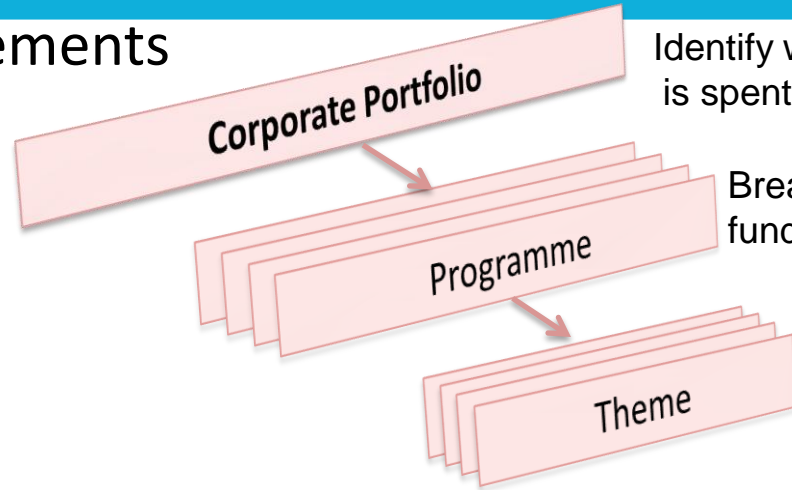


How we do requirements

Identify where the money is spent for next FY



How we do requirements



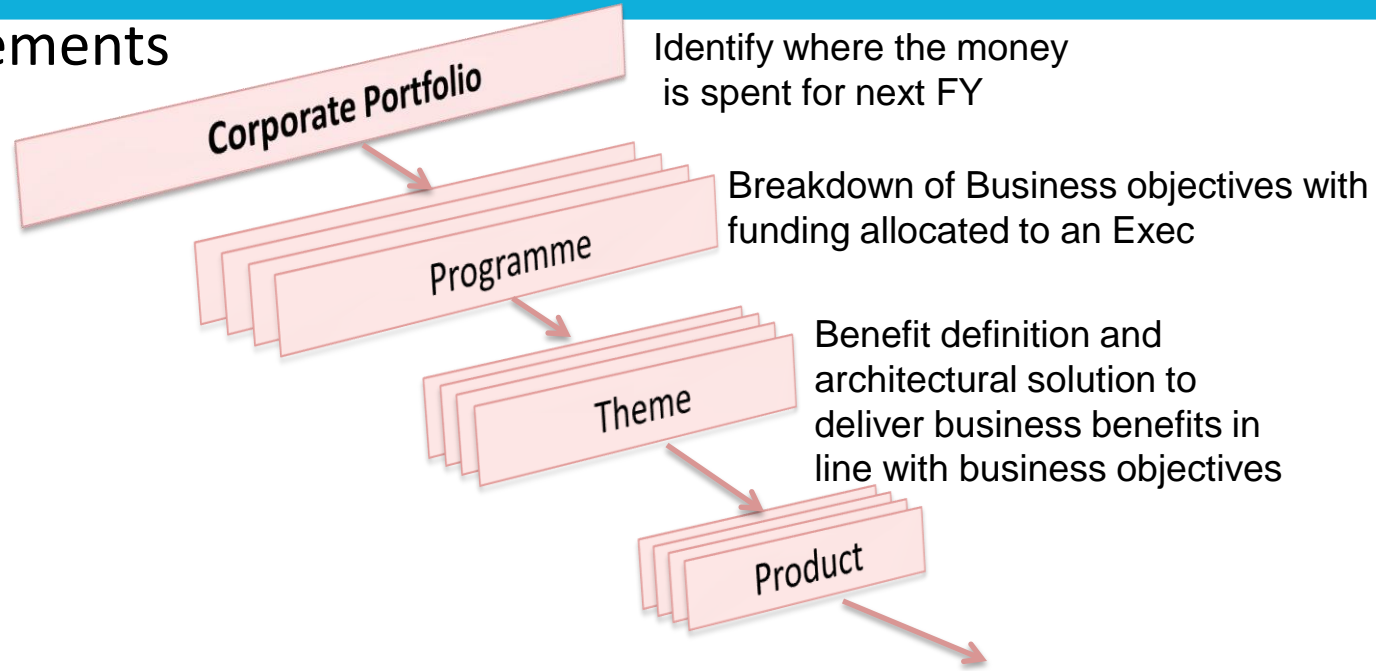
Identify where the money is spent for next FY

Breakdown of Business objectives with funding allocated to an Exec

- Identifies and delivers business benefits
- End 2 End problem & solution architecture
- Tests and integrates the products in order to realise business benefit



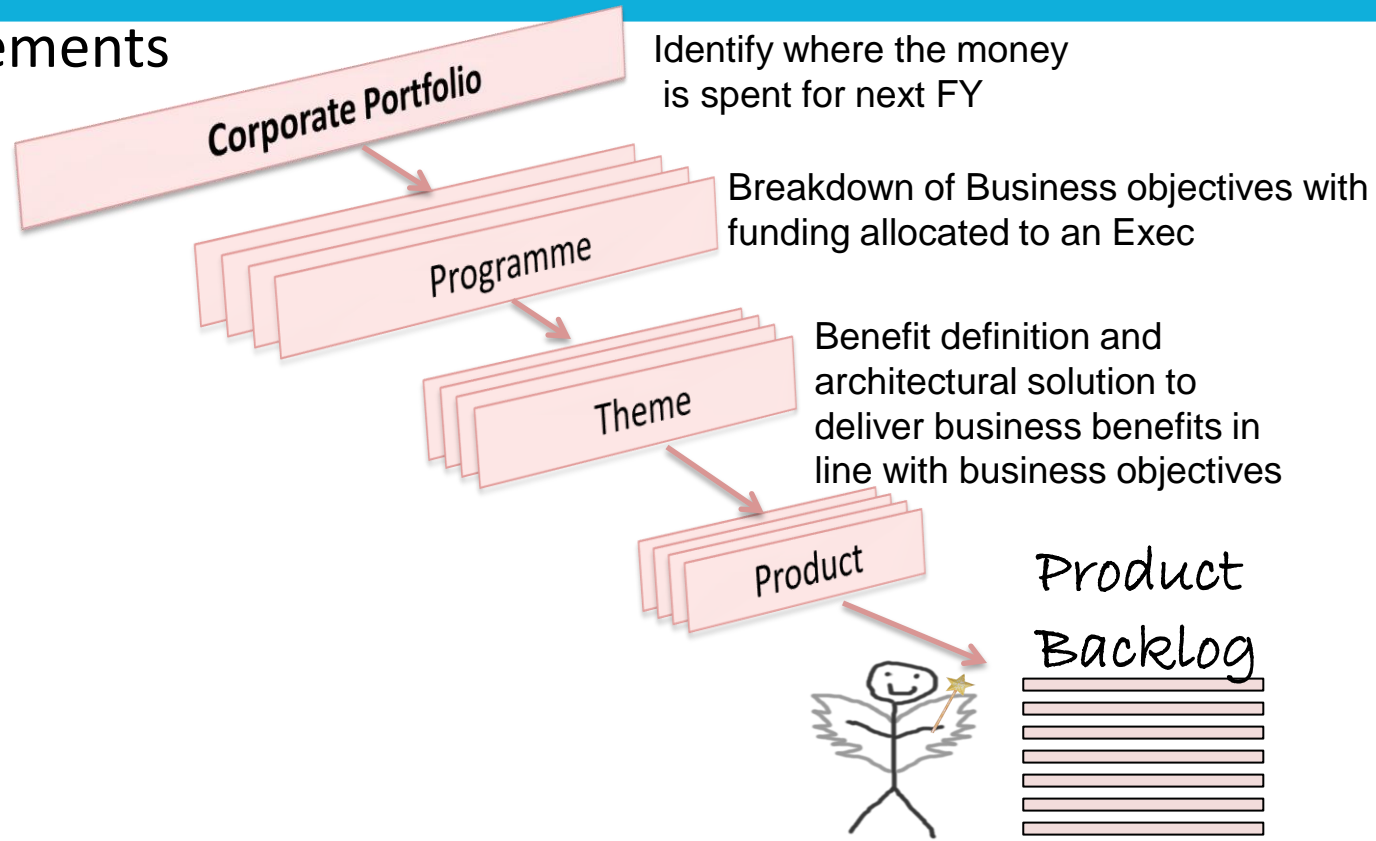
How we do requirements



But, still not that simple...



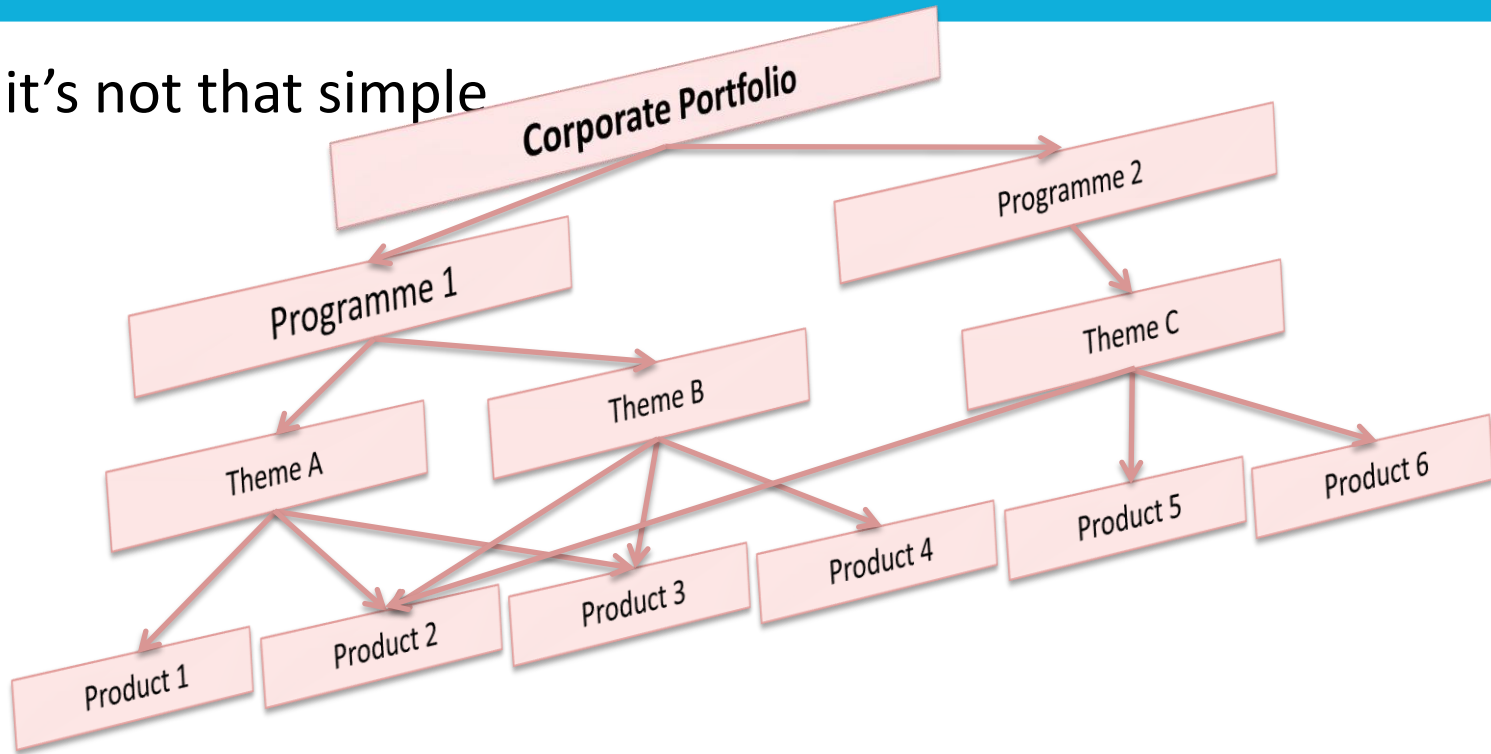
How we do requirements



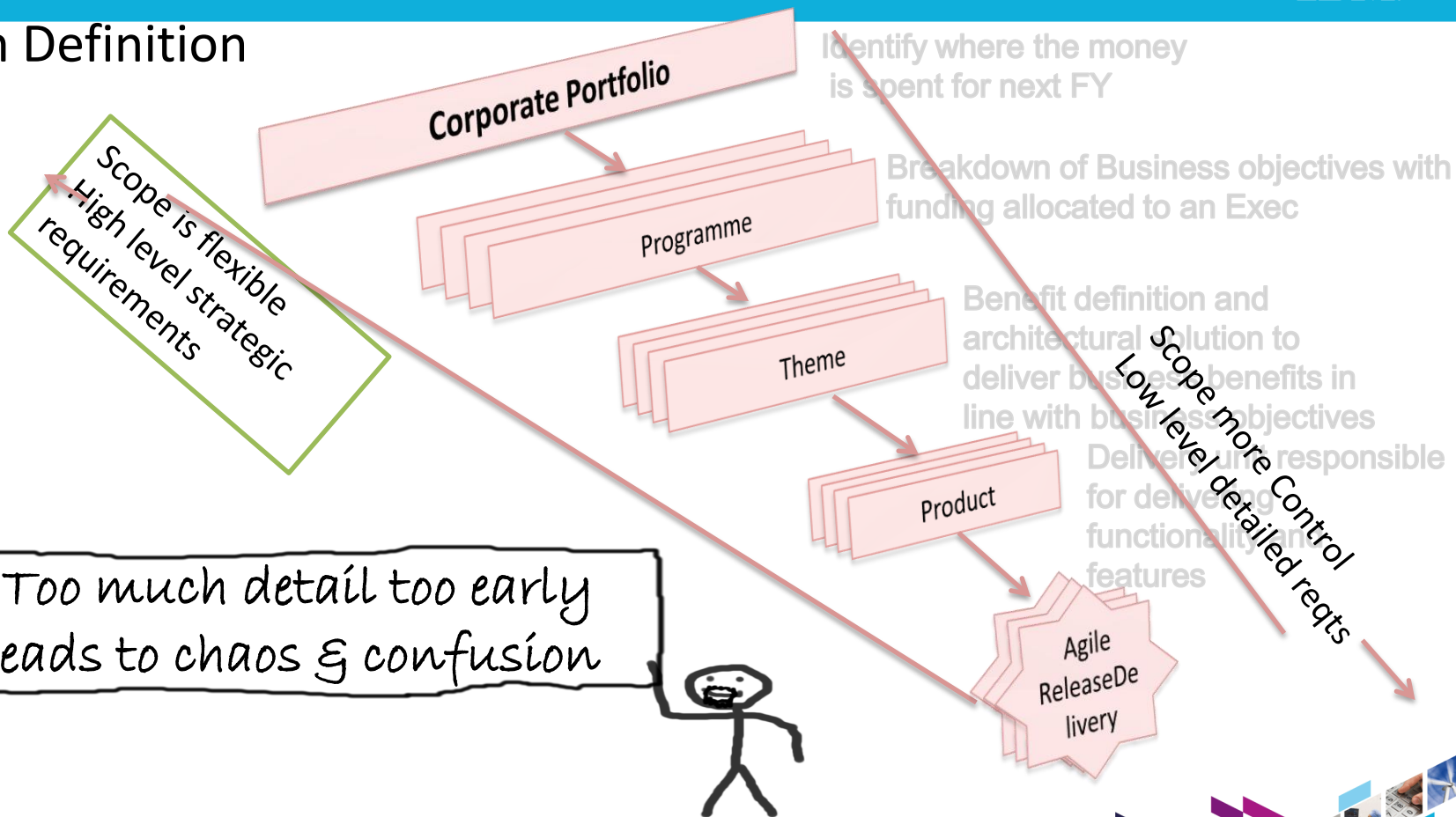
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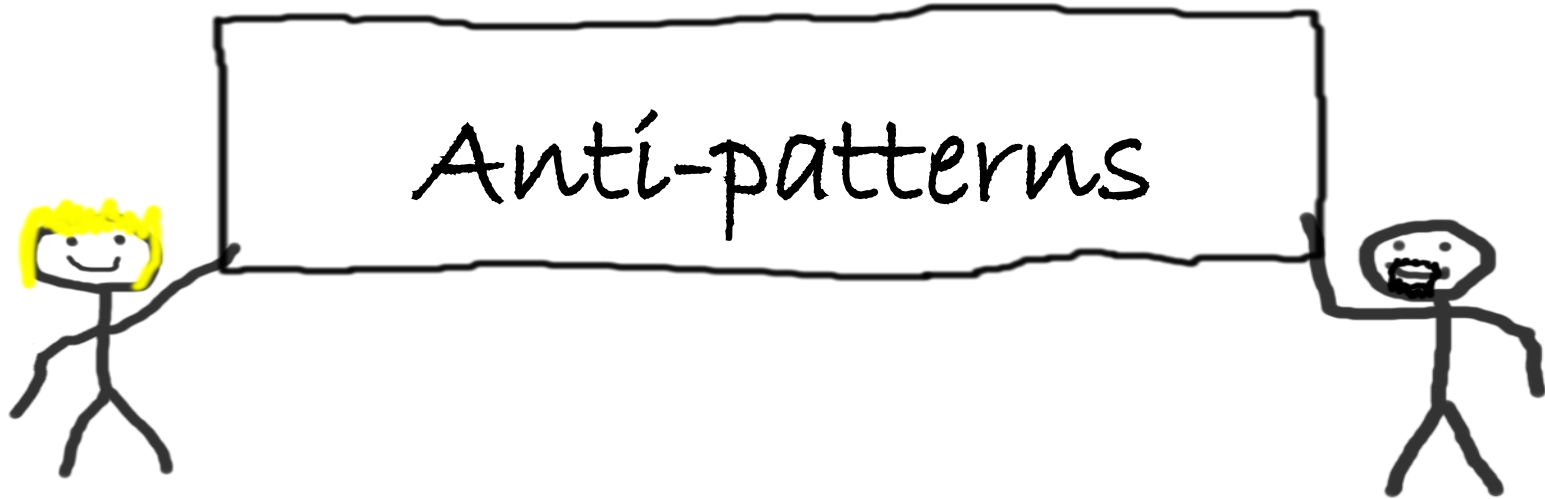


But it's not that simple



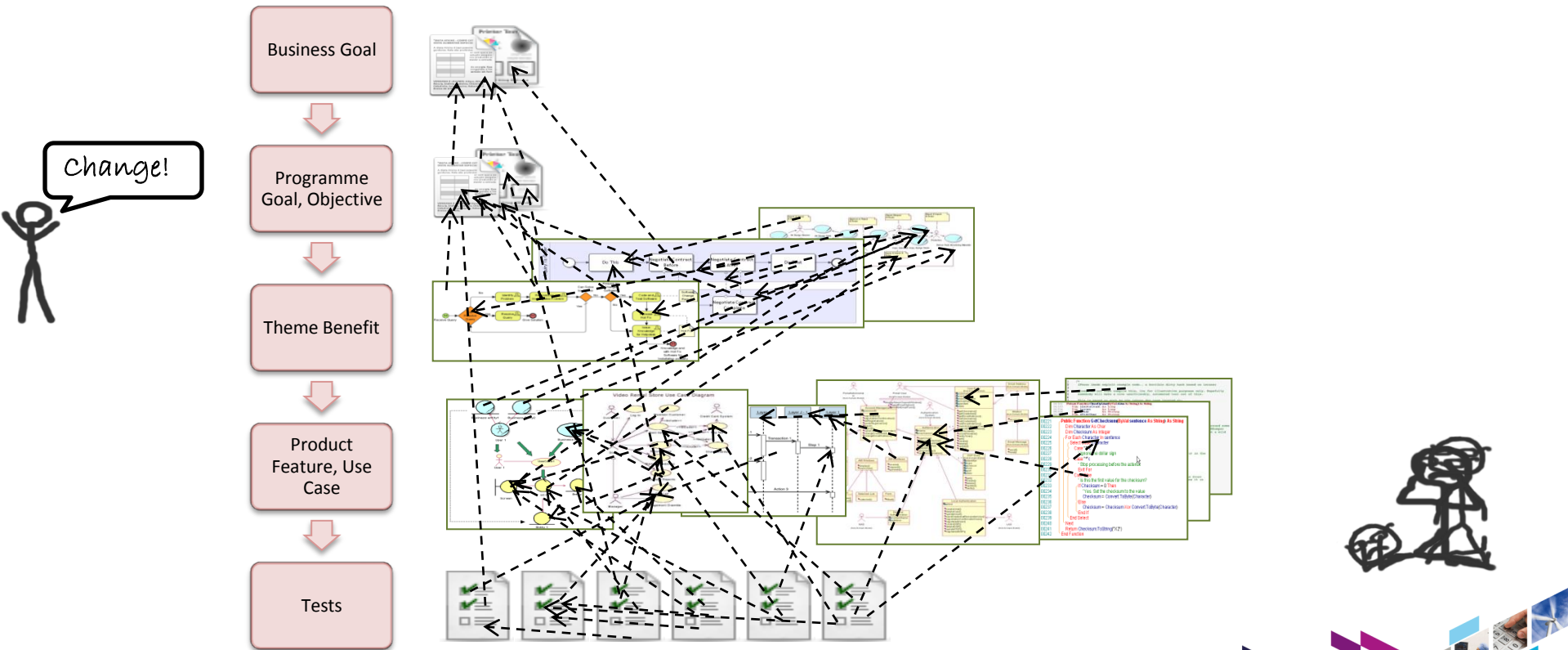
Problem Definition





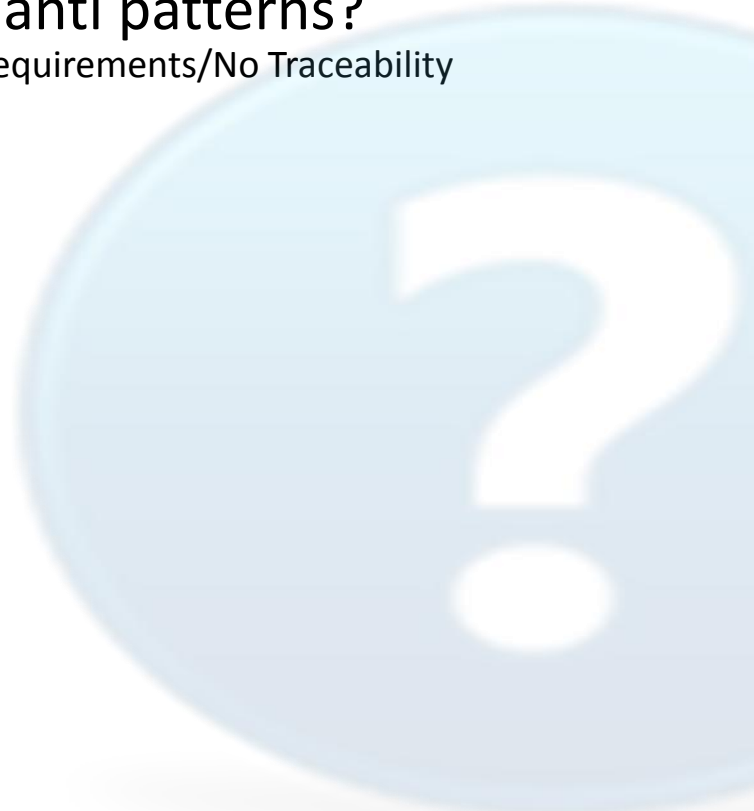
What are the anti patterns?

Anti Pattern 2 – Excessive Traceability



What are the anti patterns?

Anti Pattern 3 – No Requirements/No Traceability





Do Requirements still matter?

Just in time and just enough

Enable us to progress understanding

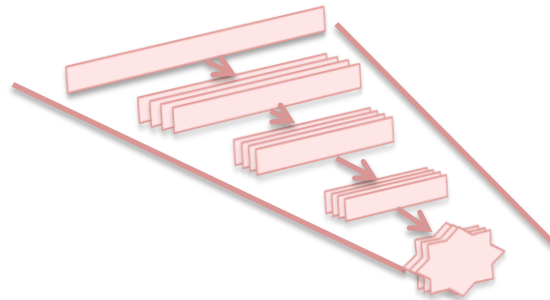
Manage change not preventing change

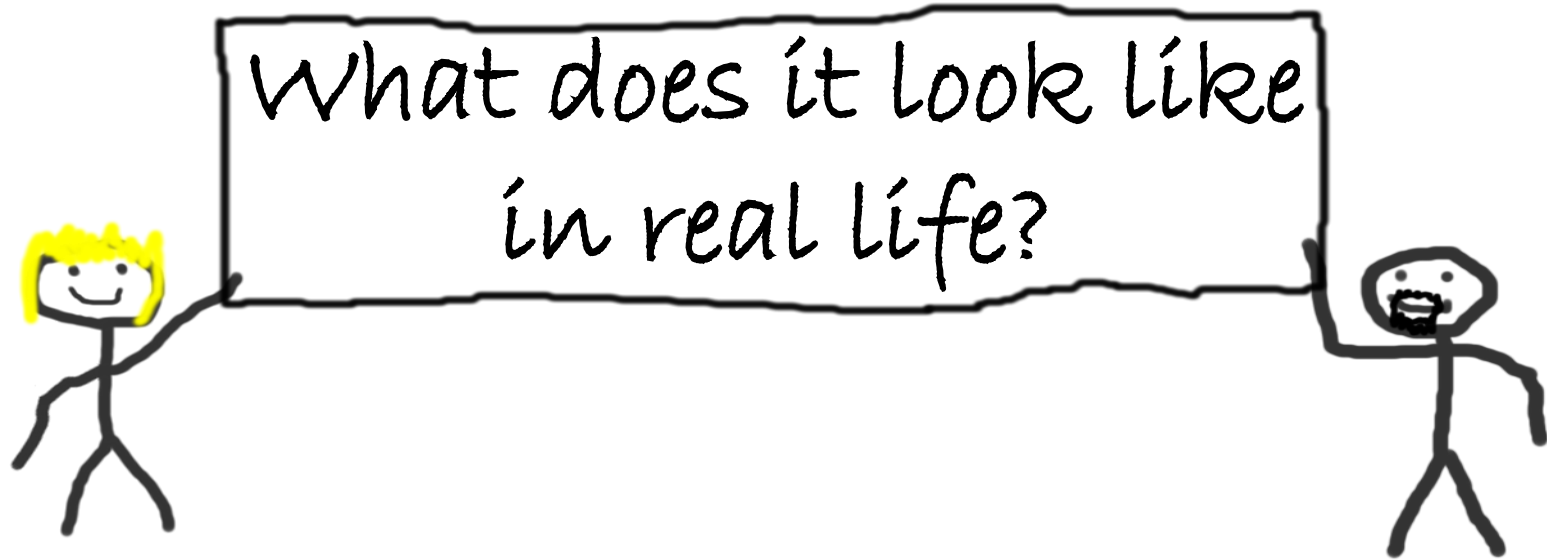
Work out top priorities and get on with delivering them

Manage scope at high level not detailed requirements and traceability

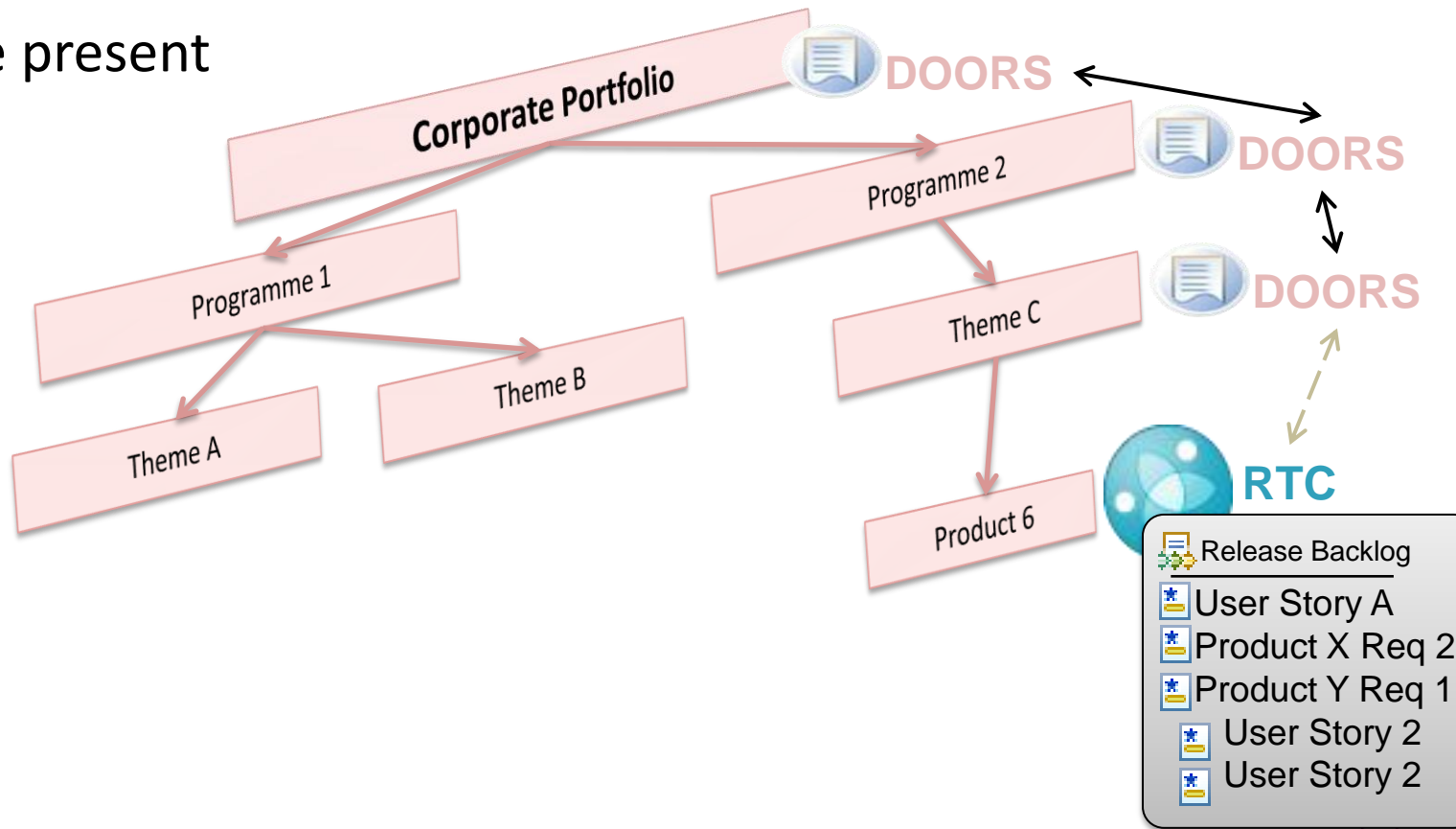
Focus on Business benefits higher in stack and whether they are delivered

How does it work in practice.....?





The present



RTC Stories trace to DOORS via urls



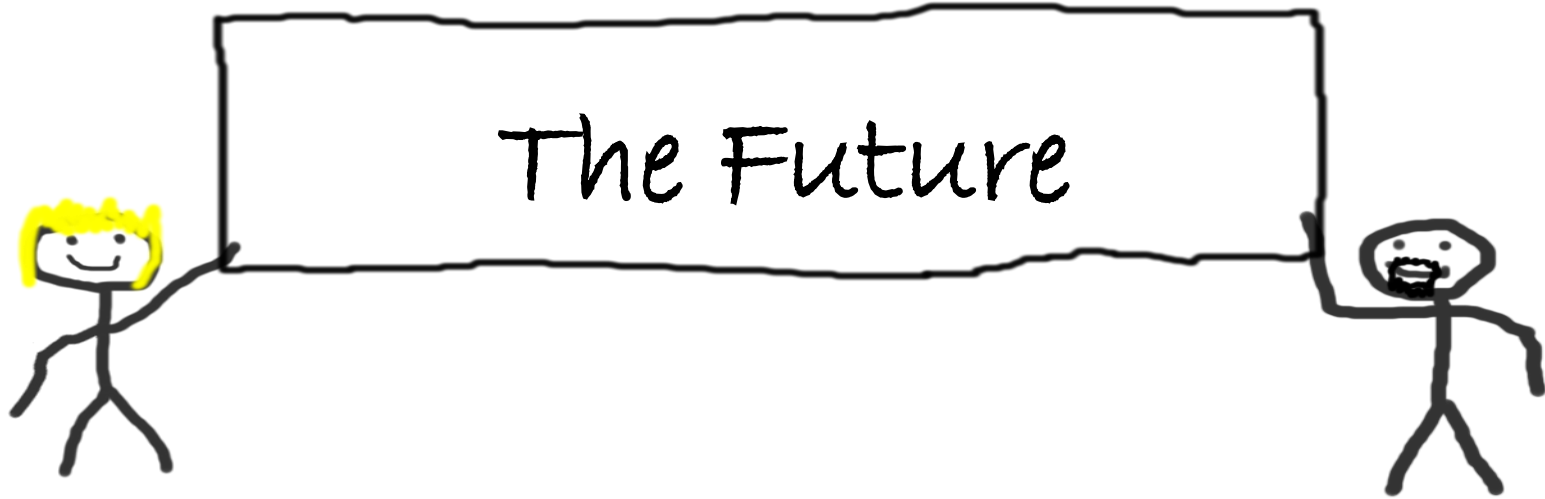
The screenshot shows a web browser window with a single tab titled "*5736: As a user, I can pass in 600 identifiers into a query so that I do not have to conduct multiple queries". The main content area displays "Story 5736" with a summary field containing the text "As a user, I can pass in 600 identifiers into a query so that I do not have t" and a status dropdown menu set to "Identified". Below the summary is a "Traceability" section containing a link: "Commissioning Requirement" followed by the URL <doors://doors.server:123456/?version=1,prodID=0,dbid=3a4ce451231a1231b34324cc,container=000d623a4,object=134>. At the bottom of the window, there is a navigation bar with tabs for "Overview", "Acceptance", "Traceability", "Links", "Approvals", and "History".



DOORS Commissioning Requirements link to RTC Stories

The screenshot shows the IBM DOORS software interface. The title bar indicates the current module is 'Formal module' and the project path is '/10 - Commissioning Requirements/S-BAXX-00-00-000_Out_CmR Commissioning Req'. The menu bar includes File, Edit, View, Insert, Link, Analysis, Table, Tools, User, DOORScnnect, TA, GCHQ, and Help. The toolbar contains various icons for editing and viewing. The main workspace displays a table with the following data:

Object Identifier	This Delivery Units output Commissioning Requirements	Object Type	Status	RTC User Story
S-BANP-01-00-000_Out_CmR180	The analytic will accept 600 identifiers	Requirement	Mobilised Current	"As a user, I can pass in 600 identifiers into a query so that I do not have to conduct multiple queries" - https://rtc.server:9440/jazz/resource/itemName/com.ibm.team.workitem.WorkItem/2376



Where we're going

Collaborative Agile Development

Collaborative Test Management

Enhanced Requirements Management

Future stuff

NOW



Where we're going

Collaborative Agile Development



Collaborative Test Management



Enhanced Requirements Management



RRC & DOORS RP

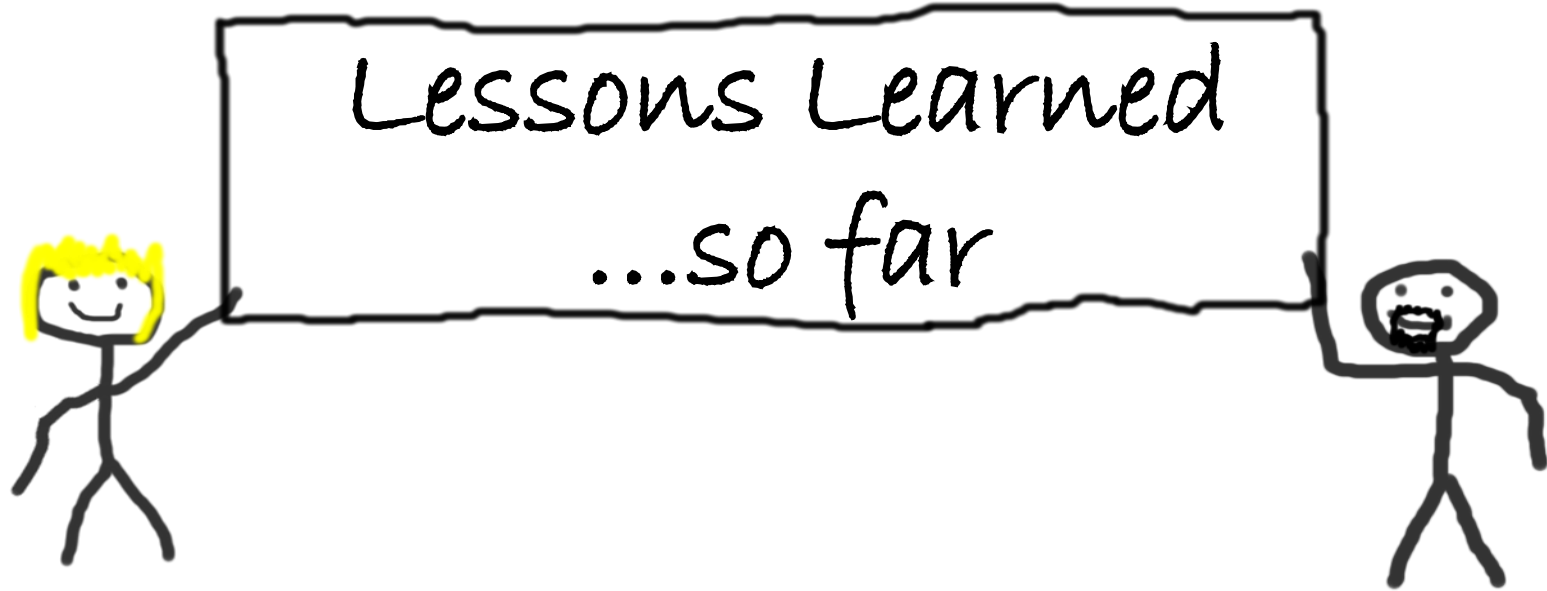


Where we're going

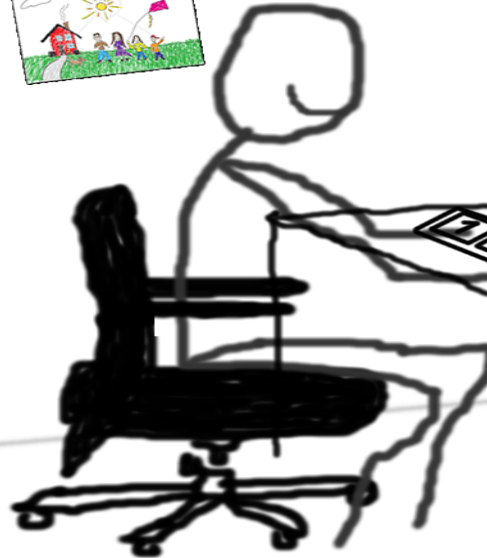
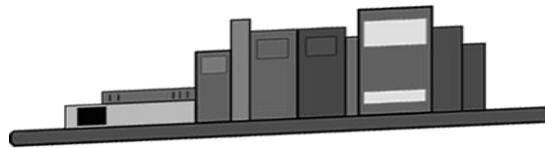


RRC & DOORS RP





Consider the full environment



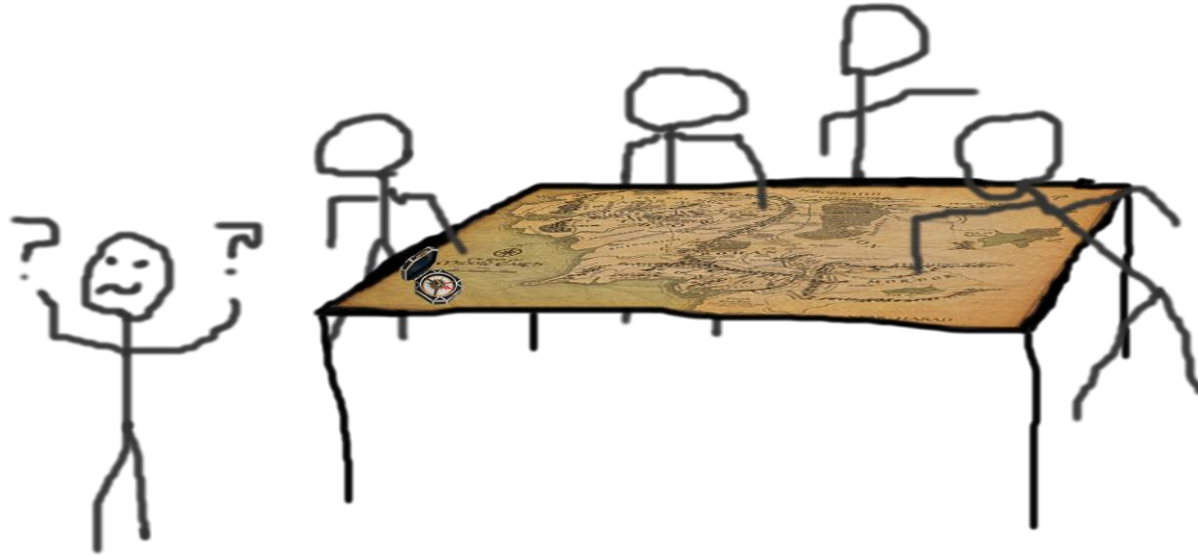
Drinking your own dogfood

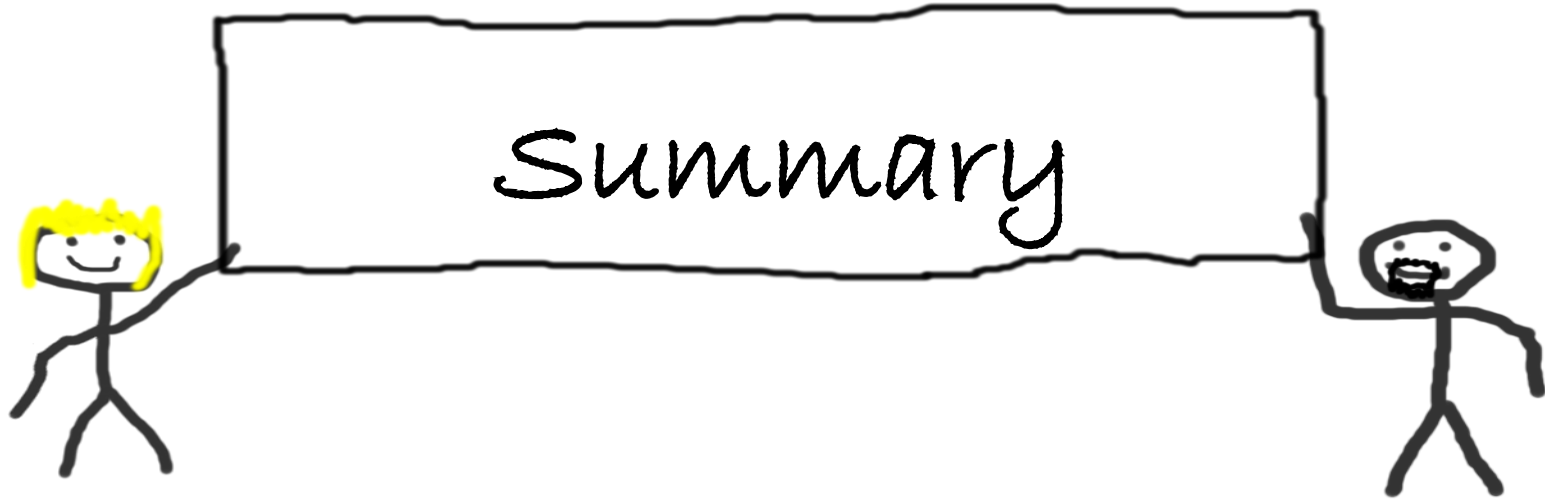


Collaborate!



Defining Scope is difficult





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But... It's a balancing act!

Small budgets are a reality
Legal constraints
Large enterprises have a portfolio of projects and products to manage
Stays needs to be in line with agreed operating

Customer: New, Better, Faster
Building full solution strategies and the business
Getting things done
Living up to the promises and facts

Let's build a smarter planet.

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What are the anti patterns?

- And Pattern 1 - Big Requirements Up Front (BRUF)

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What are the anti patterns?

- And Pattern 2 - No Requirements, No Traceability

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What are the anti patterns?

- And Pattern 2 - Excessive Traceability

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The present

Let's build a smarter planet.

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Where we're going

Let's build a smarter planet.

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Consider the full environment:

Let's build a smarter planet.

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Drinking your own dogfood

Let's build a smarter planet.

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Defining Scope is difficult

Let's build a smarter planet.



Questions





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