Managing Requirements Maturity

A strategic approach to improving project success

Toll: +1 (778) 783-0791
Access Code: 217-669-983
Audio PIN: Shown after joining the meeting
The **REQUIREMENTS** experts
LEARNING OBJECTIVES

- The impact of requirements maturity on overall business and project objectives

- The Requirements Maturity Model
  - What are the 5 levels of maturity
  - The key requirements capabilities
  - All process areas that should be considered when measuring requirements maturity
  - How to assess requirements maturity

- A high level roadmap to improving requirements capabilities
Trained over **100,000** professionals

Completed over **1,400** requirements projects

In excess of **700** clients using our methods

**REQUIREMENTS excellence** since **1997**

Annually invested **10%** of our revenue in developing our methods and harmonizing these with industry best practices

Authors of *The Business Analysis Benchmark*

Founding member of the IIBA

Worked with over **300** of the Fortune 1000 companies
The REQUIREMENTS experts

Core Competencies: Elicitation and Requirements Maturity

Work with clients in 2 modes:

- Requirements Definition and Management
- Requirements Transformation

Experts at making best practices work

Solely focused on business and software requirements
REQUIREMENTS Maturity

What level is your organization today?

01 PERFORMED (Ad-hoc)

02 DEFINED (Individual-centric)

03 IMPLEMENTED (Consistent)

04 INSTITUTIONALIZED (Part of culture)

05 CONTINUOUSLY OPTIMIZING (Adaptive)
MATURING REQUIREMENTS

is valuable

Pick Any Measure

Requirements Discovery & Management Maturity of Organization

- % of projects delivered on time
- % of projects delivered on budget
- % of projects delivering all required functionality
- % of projects deemed successful

0%  20%  40%  60%  80%  100%
Level 1  Level 2  Level 3  Level 4
IMPROVING PROJECT performance

Requirements - Driven Waste in IT Spending by Portfolio Mix

Poor Requirement Maturity Can Consume Over 50% of Development Budgets
# The Requirements Maturity Model

<table>
<thead>
<tr>
<th>Process</th>
<th>0 Incomplete</th>
<th>1 Performed</th>
<th>2 Defined</th>
<th>3 Implemented</th>
<th>4 Institutionalized</th>
<th>5 Optimizing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not defined</td>
<td>Informally &amp; Inconsistently</td>
<td>Defined activities performed on many projects</td>
<td>Standards followed on majority of projects</td>
<td>Universally applied • Integrated with PMLC/SDLC</td>
<td>Continuously improved</td>
</tr>
<tr>
<td>Practices &amp; Techniques</td>
<td>Not defined</td>
<td>Informally &amp; Inconsistently</td>
<td>• Best practices used • Guidelines defined • Not mandated</td>
<td>• Standards implemented • used on majority of projects</td>
<td>Applied, Integrated and Measured</td>
<td>Continuously improved</td>
</tr>
<tr>
<td>Deliverables</td>
<td>No standard Requirements deliverables</td>
<td>Informal non-standardized</td>
<td>• Standards defined • Not mandated • Used on most projects</td>
<td>• Mandatory • Quality standards</td>
<td>• Meets expectations • Integrated with PM/SDLC</td>
<td>Continuously improved</td>
</tr>
<tr>
<td>Technology</td>
<td>Not used</td>
<td>Standard generic desktop tools</td>
<td>• Provided • Inconsistent usage</td>
<td>Implemented and mandatory</td>
<td>• Used on virtually all Projects • Integrated with ALM/PPM</td>
<td>Continuously improved</td>
</tr>
<tr>
<td>Organization</td>
<td>Not recognized or supported</td>
<td>Limited Support • Undefined Roles • Little Training</td>
<td>Informal Structure • Organizationally supported</td>
<td>Formal infrastructure and organization</td>
<td>Fully Operational, Integrated, Managed and Measured</td>
<td>Continuously improved</td>
</tr>
<tr>
<td>Staff Competency</td>
<td>No knowledge</td>
<td>Fundamental knowledge</td>
<td>Good knowledge</td>
<td>Good ability</td>
<td>• Solid capability • Consistently applied</td>
<td>Advanced Level of Proficiency</td>
</tr>
</tbody>
</table>
## WHAT LEVEL are you?

### Key Process Areas

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Enterprise Analysis</th>
<th>Business Analysis Planning &amp; Monitoring</th>
<th>Elicitation</th>
<th>Requirements Analysis</th>
<th>Solution Assessment &amp; Validation</th>
<th>Overall Level (Note 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Process</strong></td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Staff Competency</strong></td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Practices &amp; Techniques</strong></td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Tools (Technology)</strong></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Deliverables</strong></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Level</strong></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(Scale 0 -5)
RMMA
(Requirements Management Maturity Assessment)

RPI
(Requirements Practice Integration)

Assess + Implement + Manage

Infrastructure, Framework, and Resources

RCoE
(Requirements Center Excellence)
Analyst Competency Test  60 minutes

Assessment Surveys  360° Stakeholder Survey

Facilitated Interviews

ASSESSMENT tactics

Focused ‘by group’

- Stakeholder Group
- Application Delivery Management
- IT Development/QA
- Business Management (project Sponsors)
- Business Analysts
- Project Managers
# Maturity Improvement

<table>
<thead>
<tr>
<th>Maturity Levels Capabilities</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Improvement Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td></td>
<td><img src="image1" alt="Image" /></td>
<td><img src="image2" alt="Image" /></td>
<td><img src="image3" alt="Image" /></td>
<td><img src="image4" alt="Image" /></td>
<td><img src="image5" alt="Image" /></td>
</tr>
<tr>
<td>Staff Competency</td>
<td><img src="image6" alt="Image" /></td>
<td></td>
<td><img src="image7" alt="Image" /></td>
<td><img src="image8" alt="Image" /></td>
<td><img src="image9" alt="Image" /></td>
<td><img src="image10" alt="Image" /></td>
</tr>
<tr>
<td>Tools</td>
<td><img src="image11" alt="Image" /></td>
<td><img src="image12" alt="Image" /></td>
<td></td>
<td><img src="image13" alt="Image" /></td>
<td><img src="image14" alt="Image" /></td>
<td><img src="image15" alt="Image" /></td>
</tr>
<tr>
<td>Practices &amp; Techniques</td>
<td><img src="image16" alt="Image" /></td>
<td><img src="image17" alt="Image" /></td>
<td><img src="image18" alt="Image" /></td>
<td></td>
<td><img src="image19" alt="Image" /></td>
<td><img src="image20" alt="Image" /></td>
</tr>
<tr>
<td>Organization</td>
<td><img src="image21" alt="Image" /></td>
<td><img src="image22" alt="Image" /></td>
<td><img src="image23" alt="Image" /></td>
<td><img src="image24" alt="Image" /></td>
<td></td>
<td><img src="image25" alt="Image" /></td>
</tr>
<tr>
<td>Deliverables / Results</td>
<td><img src="image26" alt="Image" /></td>
<td><img src="image27" alt="Image" /></td>
<td><img src="image28" alt="Image" /></td>
<td><img src="image29" alt="Image" /></td>
<td><img src="image30" alt="Image" /></td>
<td></td>
</tr>
</tbody>
</table>

---

**Training**

**Role Definition**

**Performance Management**

**Defining Deliverables**

**Process Management**

**Organization Change Management**

**Define Playbooks**

**Assess Analyst Technology**
**PLANNED RPI OUTCOMES**

1. **Accomplishments**
   - Standardized Process and Workflows
   - Enhanced integration with enterprise business functions (clients, development, QA, project management)
   - Formalized Structure for a Client’s Requirements Practice (Requirements Managements Office / Center of Practice / Center of Excellence)
   - Consistent Concepts and Definitions
   - Adoption of Best Practices and Technologies
   - Improved Business Analysis Competency

2. **Work Products**
   - Process Manual
   - Practice Guide: RCoe Charter; Skills Development Program; Implementation Program; Requirements Software; Governance Model; and Balanced Scorecarding
   - Playbooks: Project-type specific Templates, Work Guidelines, Checklists
   - Courseware, Workshops, and Other Learning Assets
EXAMPLE ACTIONS

Process
- Deliver the process, the variations and the work products necessary for consistency
- Tested on projects for performance improvement

Staff Competency
- Train people to be effective
- Define roles / skills / services of analysts
- Benchmark Performance

Tools
- Identify appropriate tools relative to goals
- Assist in acquisition of analyst technologies
- Integrate & train on technology

Practices & Techniques
- Practice guides, work breakdown structures, glossaries, help materials
- Online training support
- Simulations

Organization
- Recommendations on organization
- Stakeholder communication
- Manage and deliver RCoE / Community of Practice

Deliverables/Results
- Templates
- Checklists / Quality reviews
- Measurement of process (project) improvement
EXAMPLE TRANSFORMATION PROGRAM

Planning Stage
Capabilities Assessment (IAG’s RMMA)
Requirements Implementation Plan/Roadmap

1. RPI Stage One: Set-UP
Delivery of a Customized Requirements Process
- Defined Set of Project Types, Sizes
- Definition of Practices and Techniques
- Development of Main Templates
- Development of a Discovery Process Repository
- Process Training & Stakeholder Education
  - Bootcamp
  - Stakeholder Communication/Training
- Pilot Projects and Coaching with New Process
  - Baseline Improvement
  - Identify Optimization Opportunities
- Effectiveness Audit
DEFINING THE PLAYBOOK & Best Practice Guide

Requirements Discovery Process

Requirements Life Cycle
- Stages & Processes
- Analyst Roles & Services
- Compliance

“What the analyst needs to do” Master process

Playbook

How the analyst executes
Architected for ease of use

Project Guide
- WBS/Templates
- Project-type-specific workflow
- Project-type-specific roles

Best Practice Guide

Application
- Maintenance
- Agile
- SAP
- Data Warehouse

Training & Development
- ‘How-to’
- On-line training assets
- Samples/tips & traps
- Checklists
- Glossary
Success does not necessarily come from good documentation – it comes from GREAT PROCESS.
## Example Transformation Program

<table>
<thead>
<tr>
<th>Maturity Levels Capabilities</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff Competency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practices &amp; Techniques</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliverables / Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### RPI Stage 2+: Implementation

**COE/COP Definition**
- Scope, Mandate, Charter
- Organization and Governance
- Staffing and Skills Development Plan
- Performance and Metrics Management

**COE/COP Roll-Out**
- Change Management Plan
- Coaching and Mentoring
- Stakeholder Training and Communication
- Business Unit Acceptance & Compliance
- Integration with PMO, Development etc.

**Requirements Software**
- Assessment and Selection
- Integration and Training
- Optimize and Manage
- Integration into Playbooks
MAKING IT WORK:
RCoE or Community of Practice

Organizational Model & Services

Processes & Tools of Requirement

Provide and Manage People

Future Scope - How to organize and manage?
Role and tasks of RCoE/Community of Practice
Management
Governance
Integration with AD and the PMO

Got it!
Playbook
Need to adjust to address software specification needs

Optimize what you started!
Role definition(s)
Role differentiation
Skills Development
Accreditation
Management

Definition
1

Process
Infrastructure
Definition

Performance
2

Adoption
3

Governance
4

RCoP RCoE RMO
**RCoE/CoP MATRIX**

1. **Infrastructure**
   - Internal Structure
   - Governance
   - Organizational Integration
   - Business Alignment
   - Continuous Improvement

2. **Framework**
   - Integrated Requirements Process
   - Practices
   - Metrics and KPI's
   - Tools
   - Standardized Deliverables

3. **Resources**
   - Resource Allocation Management
   - Competency Management / Performance Management
   - Training and Professional Development
   - BA Accreditation
   - Team Development
LEARNING OBJECTIVES

- The impact of requirements maturity on overall business and project objectives
- The Requirements Maturity Model
  - What are the 5 levels of maturity
  - The key requirements capabilities
  - All process areas that should be considered when measuring requirements maturity
  - How to assess requirements maturity
- A high level roadmap to improving requirements capabilities
QUESTIONS?
THANK you.

PMI REP: xxx
IAG Consulting
Category 3
Course #: IAGxxx
Collaborating with a common understanding of requirements

Managing Requirements Maturity

Level 2 – Implementing Tools

Bob.Savelson@eDevTech.com
EXTEND your existing Tools Ecosystem

inteGREAT’s Value Proposition

- Process Automation
- Enterprise Requirements Reuse
- Simplified Collaboration
- Process Governance
- Lower Delivery Costs
- Meet User Expectations

Successful Projects
COLLABORATIVE RLM Ecosystem
Define A Single Version of the Truth
Easily Model and Document Requirements

Standard output to choose from

- Project Management:
  - High Level Estimation
  - Detailed Estimation
  - WBS
  - COCOMO II
  - Project Charter

- Business Requirements:
  - Business Scope
  - BOM Document
  - Risk Catalogue
  - Glossary
  - Content & Use Case Diagram

- Software Requirements:
  - Requirements Catalogue
  - Business Rule Catalogue
  - Software Requirements Specification
  - Change Request Document
  - Report Specification Document

- Domain Requirements:
  - Data Dictionary document
  - Translation Document
  - File Layout Report
  - Data Flow Diagram

- Business Processes / Use cases:
  - High Level Use case Document
  - Detailed Use case Document
  - Swimlane Diagram
  - Flowchart Diagram
  - User Manual

- Decision Models:
  - Decision Model Test Data
  - Field Type Glossary
  - Decision Model Diagrams
  - Rule Family Logic Table
  - Decision Traceability Matrix

- Test Cases:
  - Field Definition Matrix
  - Field Validation Matrix
  - Functional Test cases
  - UI Test cases
  - Integration Test cases

- Agile:
  - Product Backlog
  - Sprint Backlog
  - User Story Catalogue

Complete Traceability & Impact Analysis
Your success is our celebration

Questions?