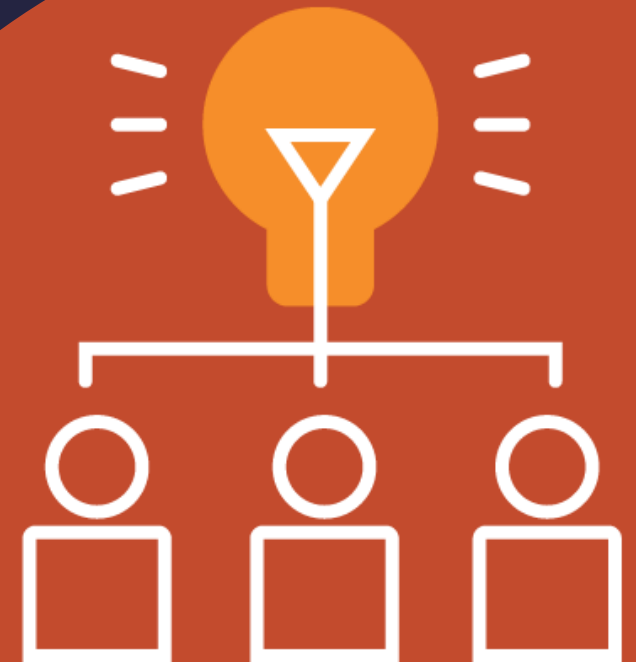


Standardizing Requirements Management





Agenda

- Standardizing Requirements Management
 - Importance of Requirements and Traceability
 - Why it matters – Benefits
 - Perceived Challenges
- What Standardization Looks Like
 - Scope Definition
 - Best Practices
- Implementation Challenges
- Demo
- Q&A

AGENDA

Standardizing Requirements Management

Standardizing Requirements Management

IMPORTANCE OF REQUIREMENTS AND TRACEABILITY

Before discussing the values of standardizing and how it benefits requirements and traceability, it's worth reminding ourselves why requirements and traceability are so important .

- According to a PMI study in 2014, poor requirements management is the second most common reason for project failure.
 - 51% of project and program dollars are wasted due to poor requirements management
 - 47% of unmet project goals were due to poor requirements management
- An Engineering.com survey found that 83% of companies experienced at least one negative product outcome directly related to poor requirements management.
 - Negative outcomes included: significant delays, cost overruns, product defects, compliance gaps, recalls, omitted requirements, lengthy rework

Why	Description
To Ensure Compliance	All specified requirements have been met and final deliverables can be traced back to a business need.
Helpful in Analysis and Design	Traceability ensures that each business need has been translated to a requirement, which further transforms into technical specifications, and then resulting in a deliverable.
Ensures Comprehensive Test Coverage	Ensures that the right test cases are mapped to the requirement and executed.
Aids in Keeping Track of Project Progress	Analysis of the requirements and the test results, and tracing it back to origins, helps in keeping track of how far the project has progressed. It also helps in keeping tabs on reality check whether the timelines will be practically met or not.
Decision Making and Change Impact Analysis	Any changes in the business need have a direct impact on requirements, which further propagates to the development and testing process.
Accelerates the Development Process	Traceability speeds up release cycles and as the traceability increases, the defect rate goes down, simply because it becomes easier for the development team to understand and relate, and for the testing team to understand the context and scope of testing.
Increased Customer Confidence	Traceability helps in gaining and maintaining customer's trust and confidence by increased transparency.

Standardizing Requirements Management

IMPORTANCE OF REQUIREMENTS AND TRACEABILITY

Traceability to the Rescue

Properly performed, accumulating requirements traceability information is neither wasted effort nor excessively burdensome. It provides numerous benefits, including the following:

- It's hard to overlook a requirement because you can see when it has not been traced into downstream deliverables.
- Business or user requirements that don't trace to any functionality might indicate that some requirements are missing.
- Conversely, functionality that doesn't trace back to a higher-level requirement might be unnecessary.
- Nonfunctional requirements in categories like safety, security, reliability and robustness can be traced to specific functional requirements and design elements to ensure all have been properly addressed.
- Trace data facilitates change management. It provides pointers to software and hardware components that you might need to modify when a requirement changes.
- When a test fails, the links between tests, requirements and code point toward likely hiding places for the defect.
- Trace information facilitates reusing product components by identifying packages of related requirements, design, code and tests.

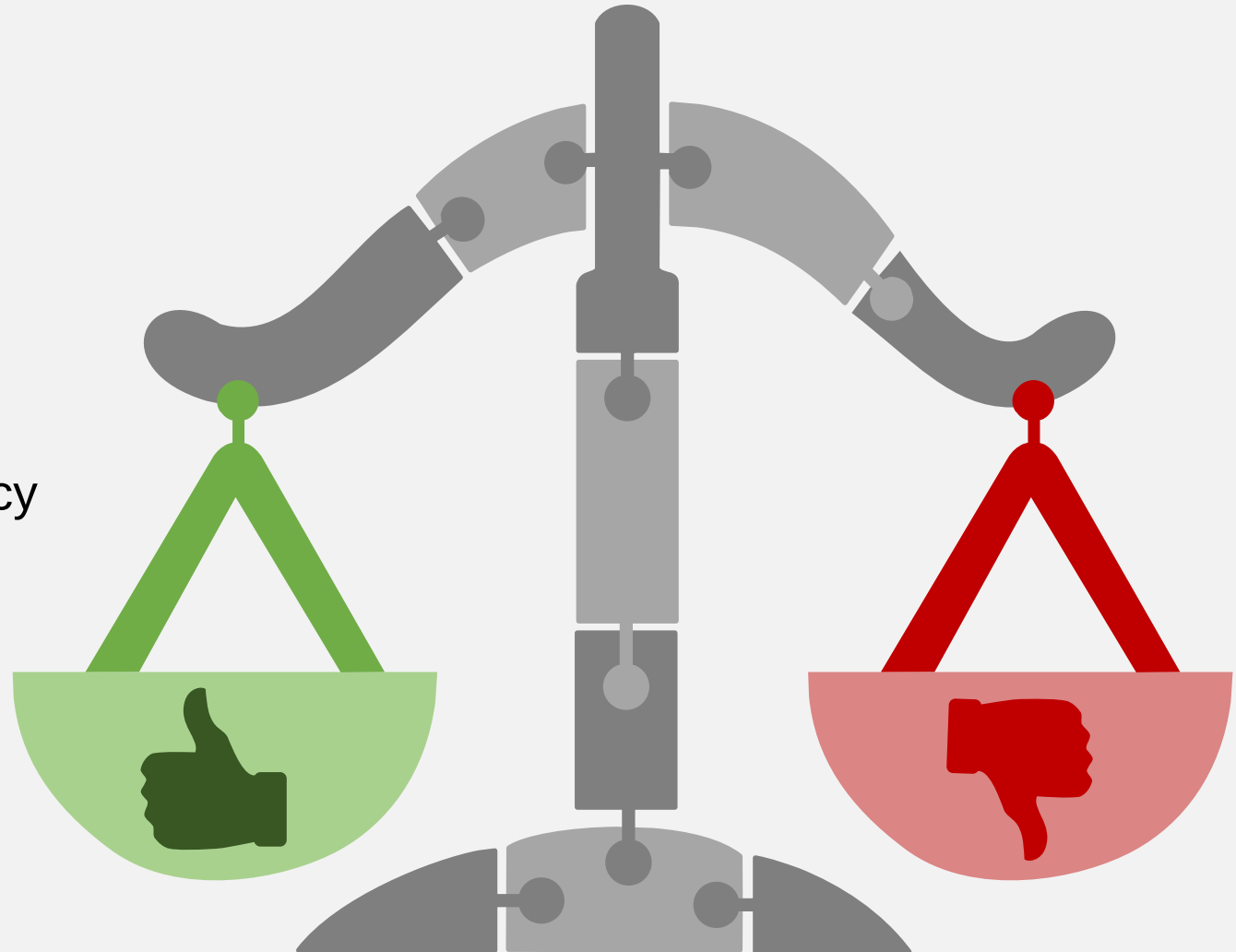
Standardizing Requirements Management

WHY IT MATTERS

Benefits

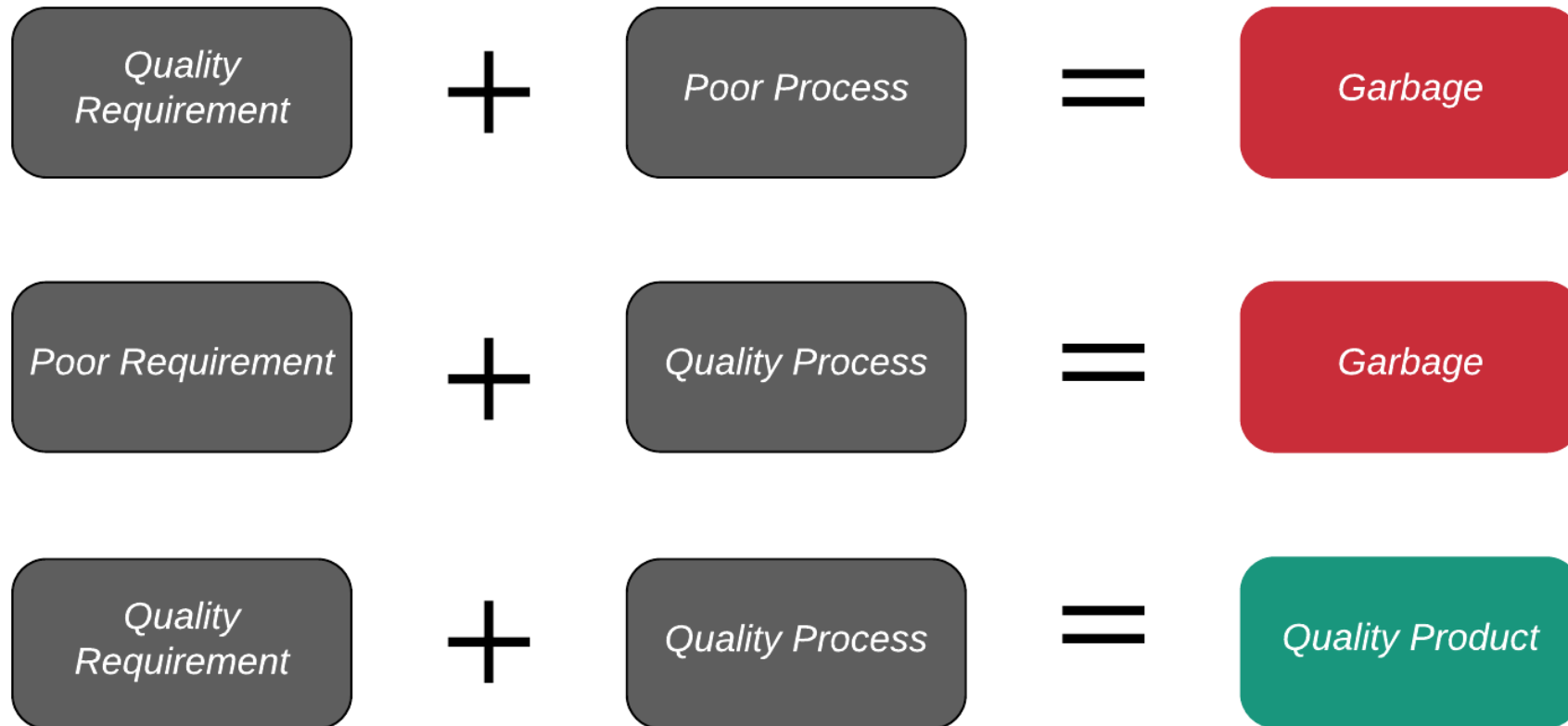
Standardization fosters excellence in requirements management, resulting in consistency, repeatability, predictability, and a competitive edge

- Significantly improves traceability accuracy and completeness (end to end)
- Leverage industry best practices to the maximum extent possible
- Elimination of unnecessary rework



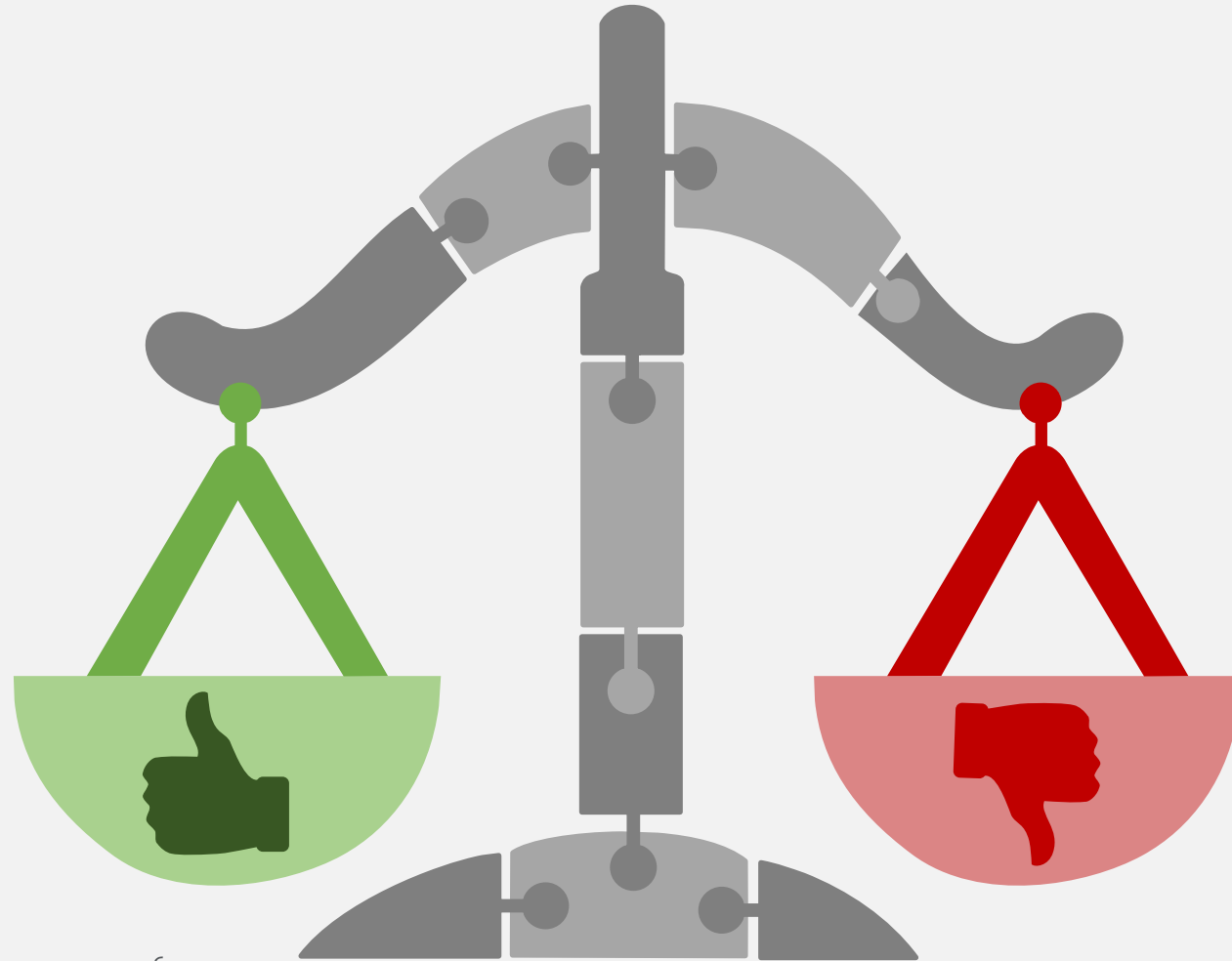
Standardizing Requirements Management

WHY IT MATTERS



Standardizing Requirements Management

PERCEIVED CHALLENGES



Perceived Challenges

- Standardization stifles creativity and response time
- That it is too time consuming or costly to implement
- Will disrupt development in progress

AGENDA

What Standardization Looks Like

What Standardization Looks Like

SCOPE DEFINITION

Define Scope – What gets standardized?

Policies and Standards

Processes

Procedures

Tools

Training

What Standardization Looks Like

SUPPORTING ELEMENTS

- **People** — put the necessary resources in place to properly apply requirements management and recognize and develop the skills needed to perform these functions
- **Processes** — standardize and formalize processes at the project and product levels, to ensure good requirements management practices are consistently applied
- **Culture** — create a sense of urgency at the top, so that executive management and sponsors fully value the practice as a critical competency of development
- **Requirements Management Tool** - a dedicated tool to streamline your process is likely a necessity.

What Standardization Looks Like

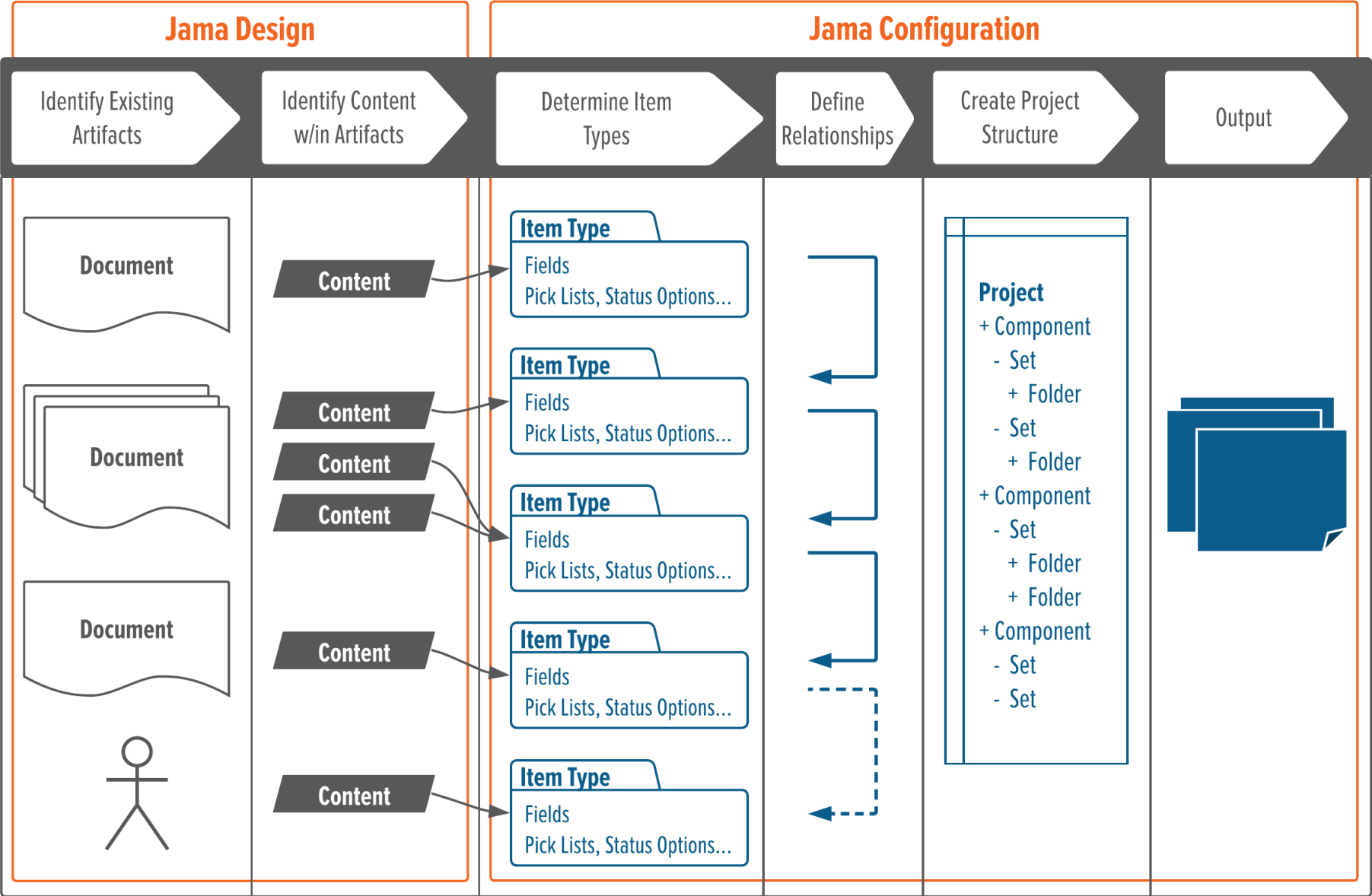
BEST PRACTICES

Requirements Management Best Practices



- Standardize Requirements Management Process
 - Uniform Stakeholder Buy-In (only as strong as your weakest link)
 - Taxonomy, Requirement Definition Standards, End to End Traceability, Change Management
- Development Tools
 - Dedicated Requirements Management Tool/Single Source of Truth
 - Integrate Tools

Tool Configuration NOT Custom Coding/Development



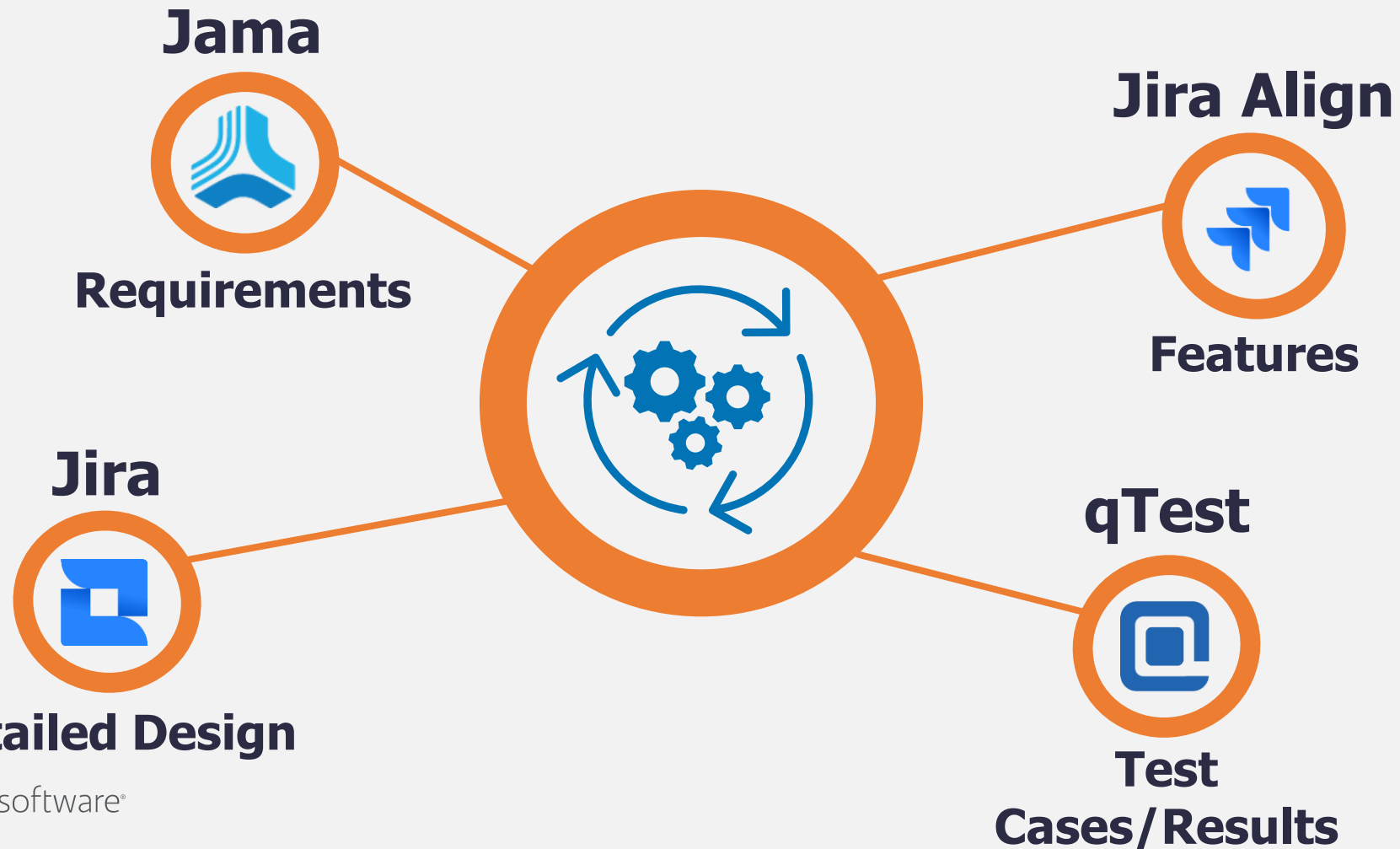
What Standardization Looks Like

BEST PRACTICES – TOOL INTEGRATION



What Standardization Looks Like

BEST PRACTICES – TOOL INTEGRATION



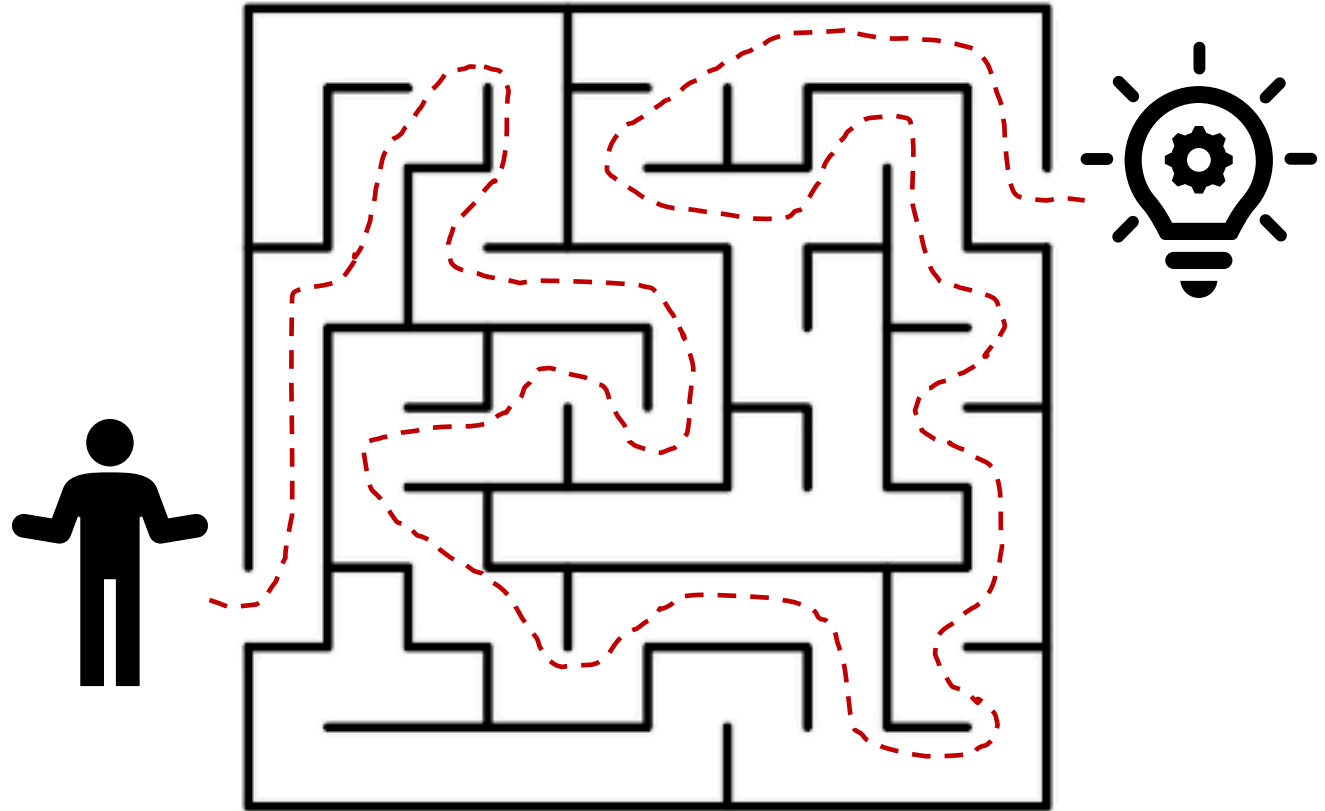
AGENDA

Implementation Challenges

Implementation Challenges

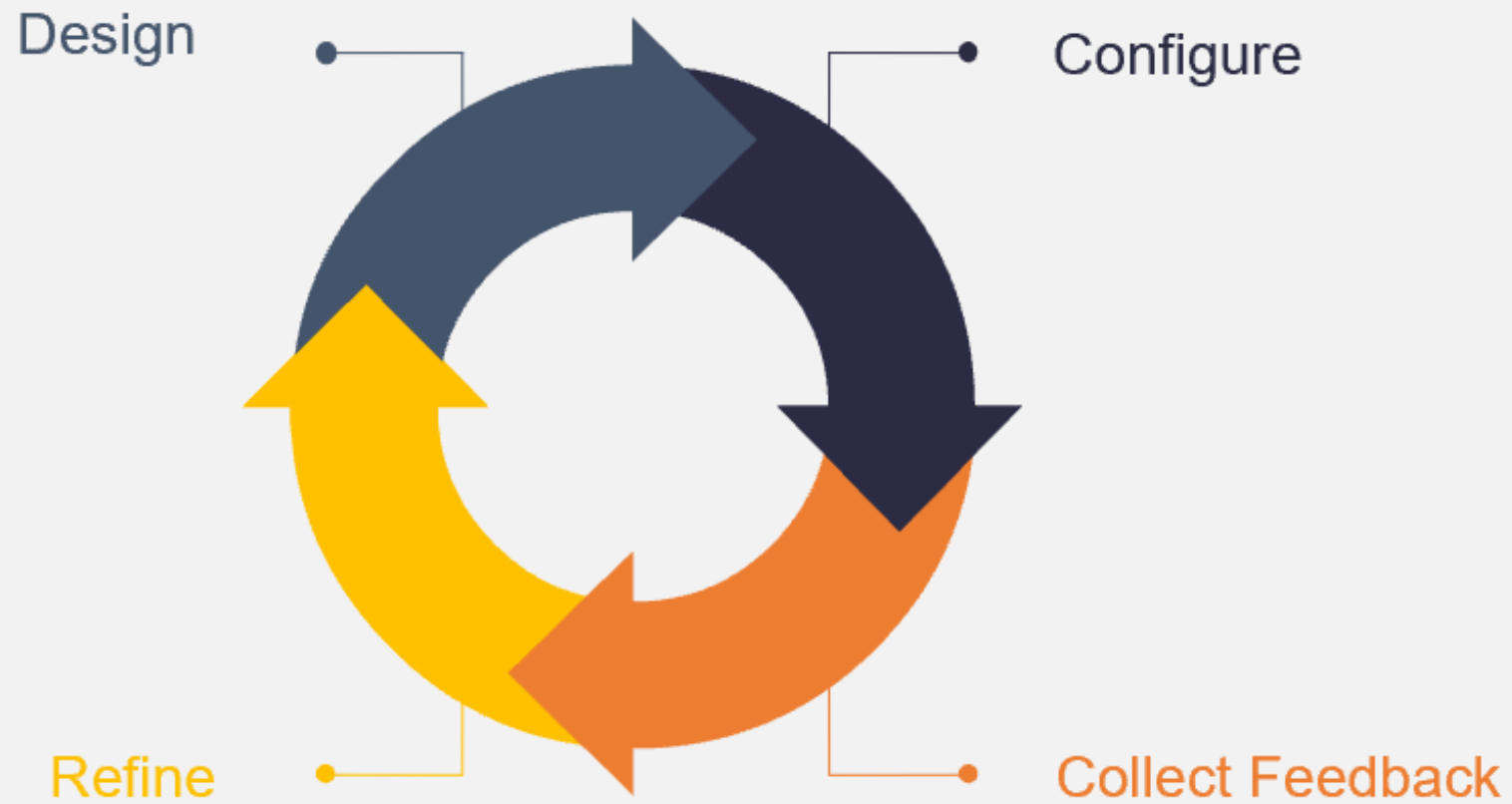
PRIMARY OBSTACLE

With a high volume of projects and no “pause” buttons, how can standardization be implemented without disrupting development in flight?



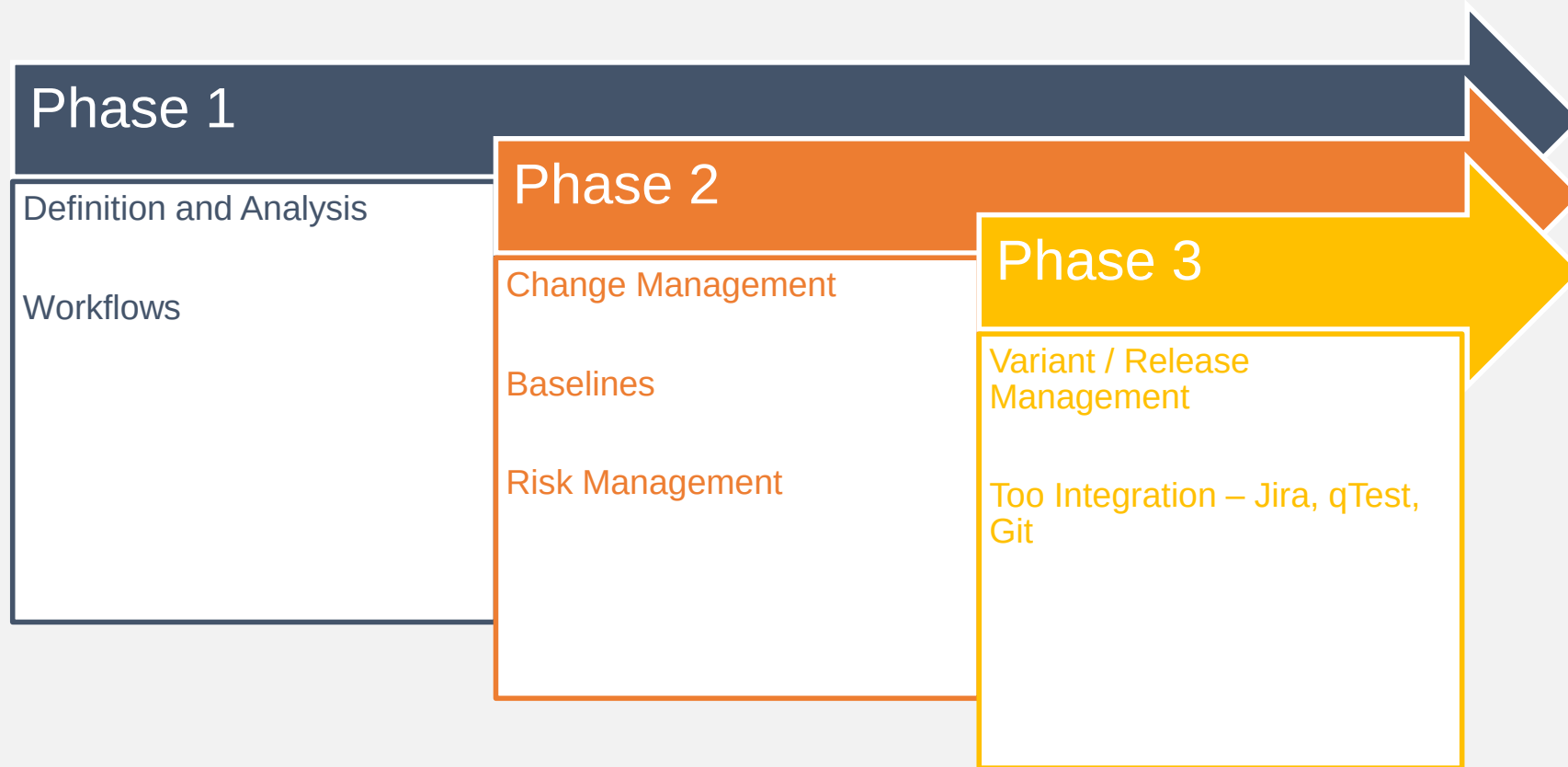
Implementation Challenges

OVERCOMING WITH JAMA



Implementation Challenges

OVERCOMING WITH JAMA



Implementation Challenges

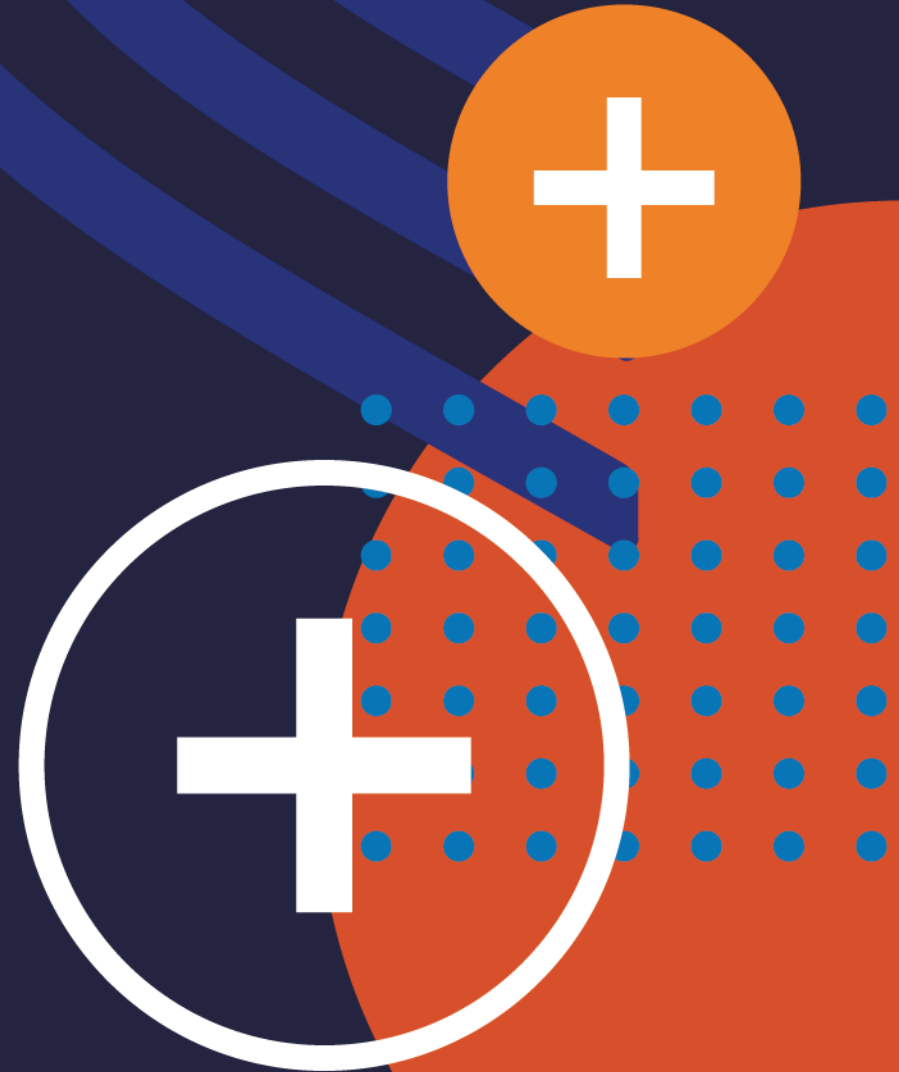
BEST PRACTICES

Implementation Best Practices



- Executive Support
- Develop a Plan
 - Roll Out Approach (avoid having team working in old and new concurrently, set and enforce expectations for adoption)
 - Resources, Scope, Schedule
 - Stakeholder Validation
- Ensuring Adoption & Sustained Success
 - End user Training & Resources (for both process and tools)

Demo



Demo List

IN T-MOBILE TRIAL JAMA INSTANCE

Jama Best Practice Framework

- Illustrate how it can be customized to support CARBL process
 - BRD Structure - Project Templates

Traceability

- Trace View
- Impact Analysis
- Suspect Flagging

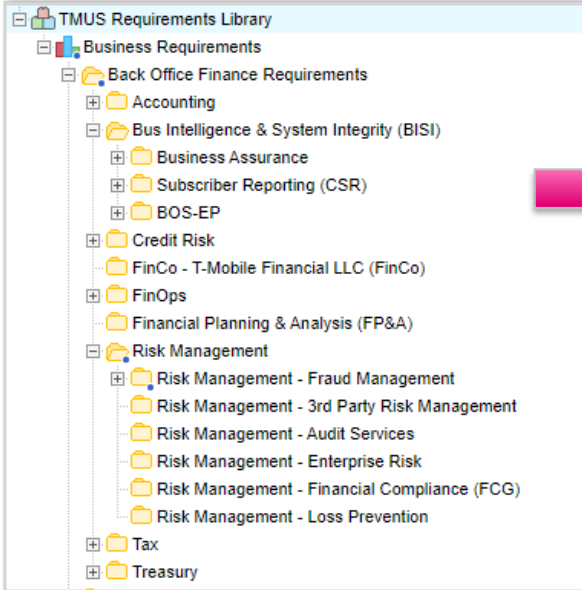
Reuse and Sync

User Onboarding and Training Resources

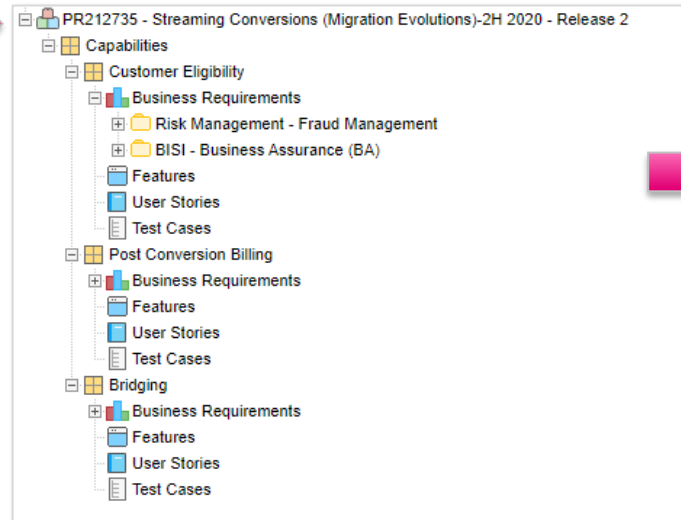
- Process and tool training directly in Jama
- Collect and share feedback/requests/questions directly in Jama

Requirements Library Flow to Jira Align for Projects

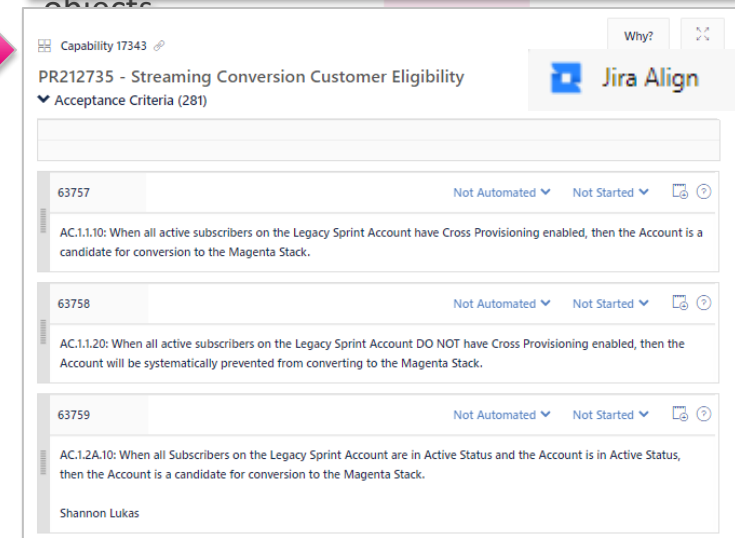
Requirements are stored in Jama Library for use in Projects



Requirements are “cloned” from the Jama Library to a Jama Project “BRD”

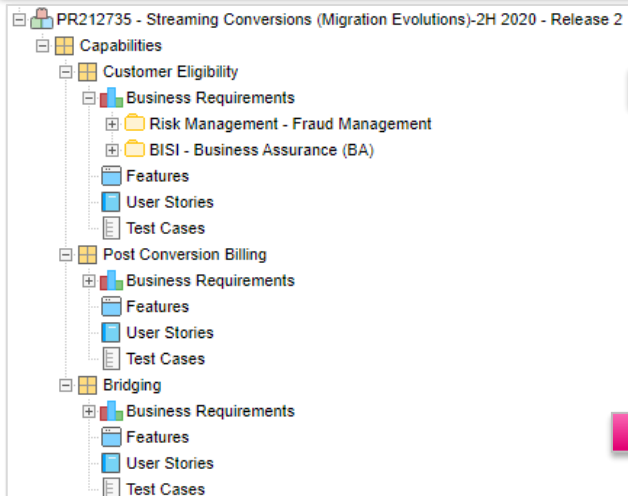


Requirements are pushed from Jama Project “BRD” to Jira Align Capability AC

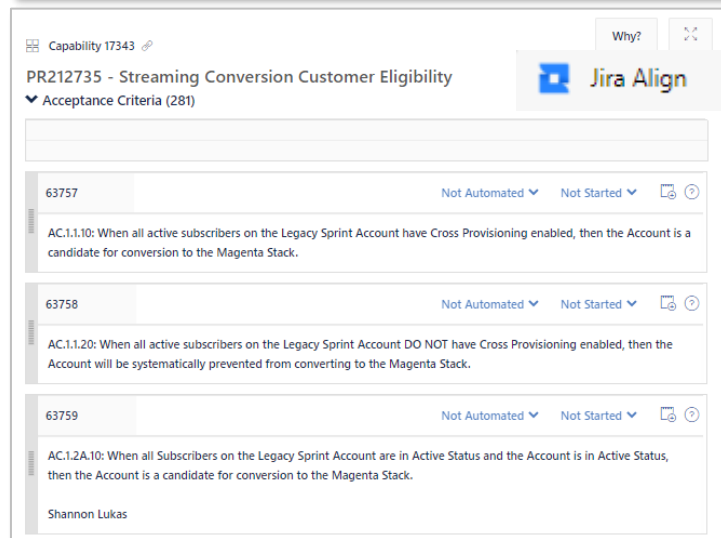


Jama Project Requirements “BRD” to Jira Align and Library

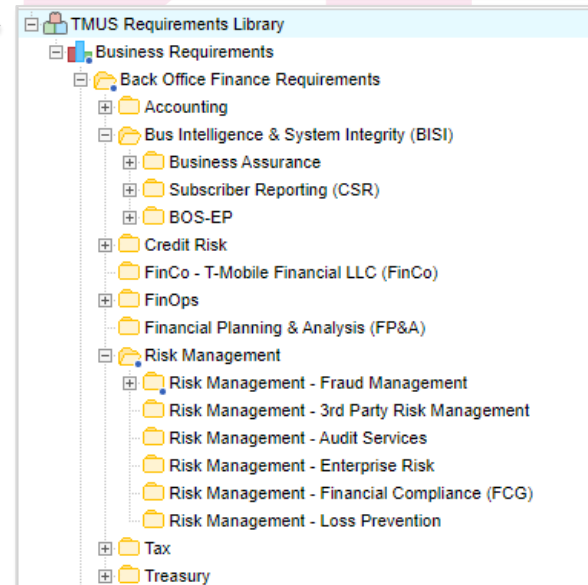
Requirements are created in a Jama Project BRD



Requirements are pushed from Jama Project “BRD” to Jira Align Capability AC objects



Approved requirements are pushed back to Library in Jama once Testing is complete to update the Library



Creating Requirements in Jama in a Template

Add TM Business Requirement

TMUS Requirements Library | Business Requirements

*Name:

Type:

Back Office Team:

Assigned:

Customer Segment:

Capability:

Scenario:

B I U S A - A - T_x

*Requirements Deferred?:

Approval Status:

User Story:

B I U S A - A - T_x

As a [persona/role], I want to [take an action] so that I can [achieve a goal/result/value]

Acceptance Criteria:

Given	*step to define the preconditions (initial state or context)
When	*step to define the action to be performed
Then	*step to define the expected result from the action taken by When
And	*an additional step added to a Given, When, or Then *used instead of repeating Given, When, or Then *example: Given-When-Then-Then = Given-When-Then-And *associated with the immediately preceding step - order matters
But	*functions the same as And, but might be easier to read *interchangeable with And

Jama Requirements Example

 Converted BANs will have an identifier at the BAN level showing the BAN was converted (as opposed to Mapped) - V7

TMUSLIB-TMBR-2 · TM Business Requirement TMUS Requirements Library » Business Requirements » Back Office Finance Requirements » Risk Mana

PROJECT ID:
TMUSLIB-TMBR-2

GLOBAL ID:
GID-55762

NAME:
Converted BANs will have an identifier at the BAN level showing the BAN was converted (as opposed to Mapped)

TYPE:
Process & Function

DESCRIPTION:
As a Fraud Manager, I want to see an indicator at the BAN level after conversion, so that I can identify a BAN that was converted as opposed to mapped

BACK OFFICE TEAM:
Risk Management - Fraud Management

ACCEPTANCE CRITERIA:
WHEN a Legacy Sprint BAN has been converted,
THEN the NTM Account information will include a BAN level conversion identifier that is separate from MAP customers,
AND the NTM Subscriber information will include a Subscriber level conversion identifier that is separate from MAP customers.

ASSIGNED:
Mandy Meyers

BUSINESS CONTROL REF:
—

CUSTOMER SEGMENT:
Postpaid

SOX CONTROL REF:
—

CAPABILITY:
Post Conversion Customer Experience

TEST CASE ID:
—

SCENARIO:
Legacy Sprint Post-Conversion Billing

ATTACHMENTS:
[+ Add attachment...](#)

REQUIREMENTS DEFERRED?:
No

LINKS:
[+ Add link...](#)

APPROVAL STATUS:
● Approved

Jama Workflows

Organization admin

Workflow

- ☒ Enable workflow for this organization
- ☒ Allow project managers to override workflows on a project

Workflow Configuration

Workflow for Item Type: TM Business Requirement

What picklist field should workflow apply to? Approval Status

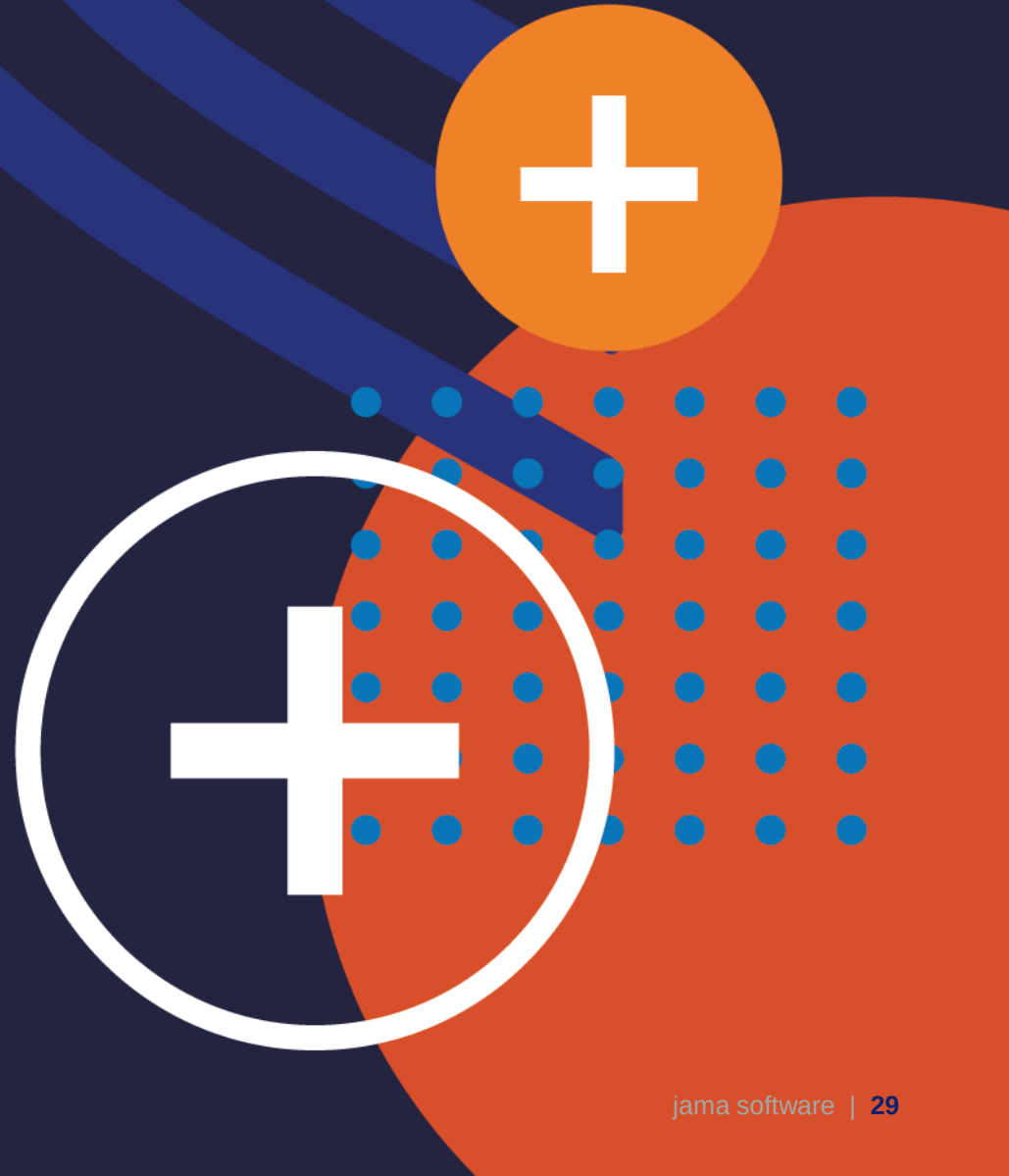
The field you have selected is currently set as a synchronized field for this item type.

Current Status		New Status		Notifications	Lock?	Transition Permissions
Item Created	→	Draft		None		
Draft	→	Under Review	+	None		Everyone
	Action Text:	"Under Review" edit				
	→	Rejected	+ -	None		Everyone
	Action Text:	"Rejected" edit				
Under Review	→	Approved	+	None		Everyone
	Action Text:	"Approved" edit				
	→	Rejected	+ -	None		Everyone
	Action Text:	"Rejected" edit				
	→	Draft	+ -	None		Everyone
	Action Text:	"Draft" edit				

- Workflows can be structured for any number of needs.
- Workflows can be tracked and audited.

Approved	→	Draft	+	None		Everyone
	Action Text:	"Draft" edit				
	→	Closed	+ -	None		Everyone
	Action Text:	"Closed" edit				
Closed	→	Draft	+	None		Everyone
	Action Text:	"Draft" edit				
Rejected	→	Draft	+	None		Everyone
	Action Text:	"Draft" edit				
						Save Cancel

Q&A



ADDITIONAL RESOURCES

- Jama Community

<https://community.jamasoftware.com/education/release-management>

- Jama Help Guide

<http://help.jamasoftware.com/>

Thank You!

