IBM Software

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Software. Everyware.

19- July, Sydney, Australia
21- July, Melbourne, Australia

Agile Requirements by Agile Analysts

IBM Rational Requirements Composer & Team Concert

Kurt Solarte

IBM Software

Innovate2011

The Premier Event for Software and Systems Innovation

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Agenda

- Agile Overview
- Where does the Business Analyst Fit?
- IBM Rational & Agile
- agility@scale with IBM CLM 3.0.1
- Requirements Elicitation with RRC 3.0.1
- What the Market is Saying……

What is Agile?

IBM: a **collaborative, incremental**, and **iterative** approach to software development that can produce **high-quality software** in a cost effective and timely manner. Unlike traditional software development, agile development emphasizes flexibility, continuous testing and integration, and **rapid delivery of functionality**.

Wikipedia: a group of software development methodologies based on **iterative** and **incremental** development, where requirements and solutions **evolve** through **collaboration** between self-organizing, cross-functional teams.

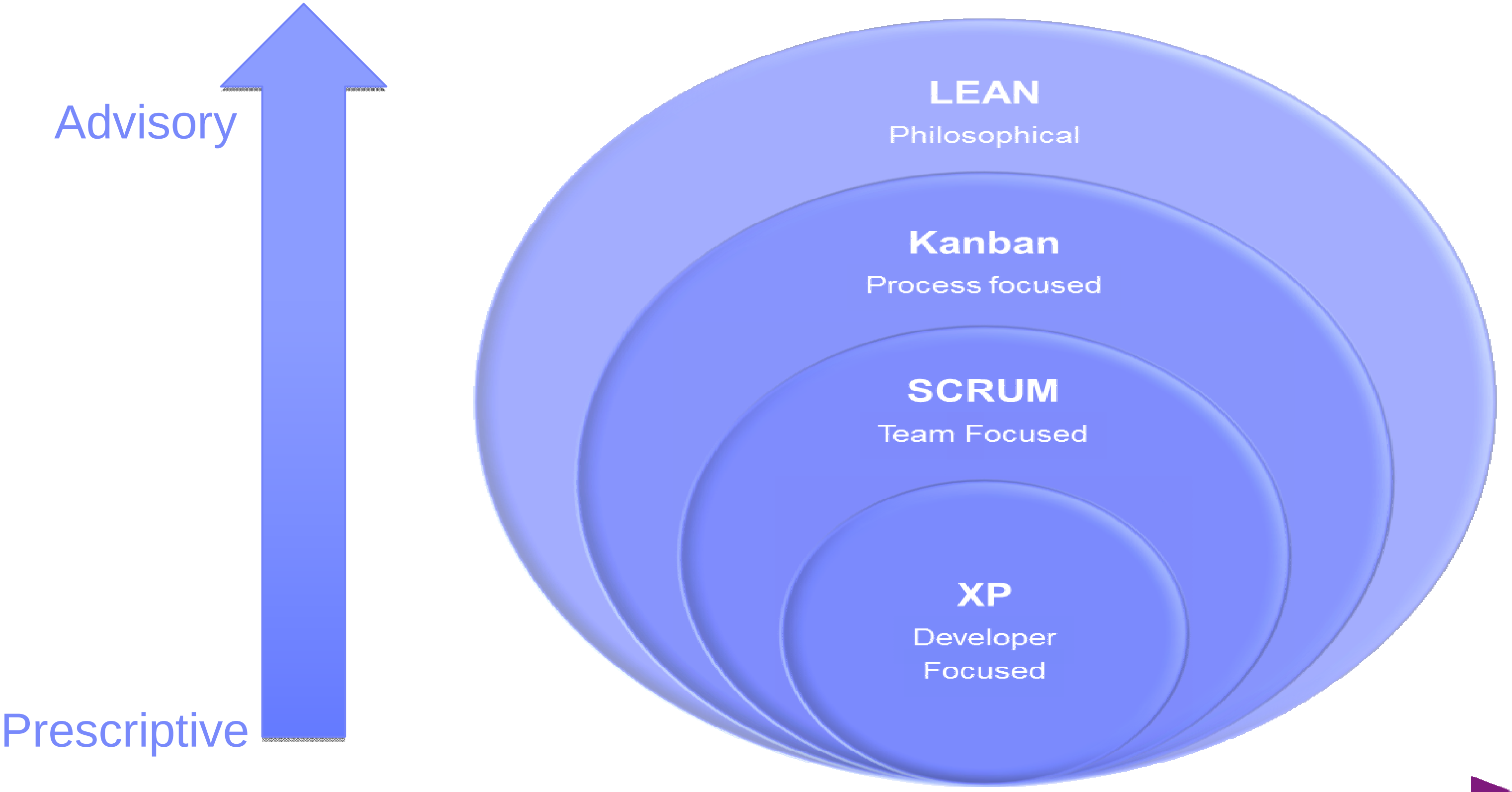
The Agile Manifesto

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more

Where do the popular Agile methods lay?



Advisory

Prescriptive

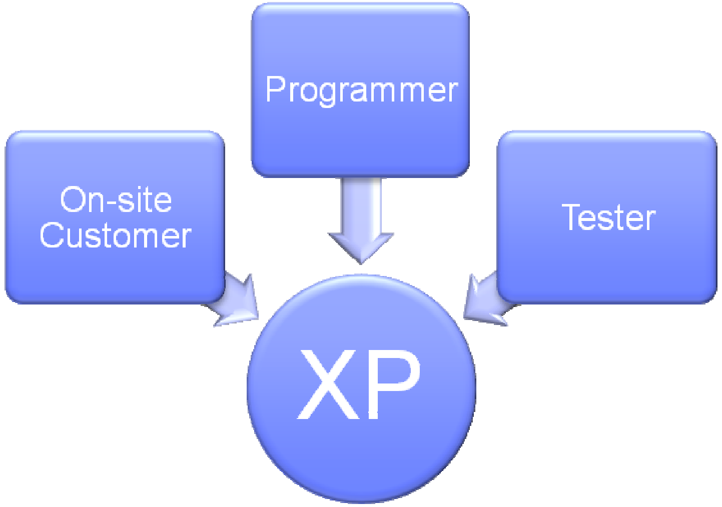
LEAN
Philosophical

Kanban
Process focused

SCRUM
Team Focused

XP
Developer
Focused

Most Common Agile Roles

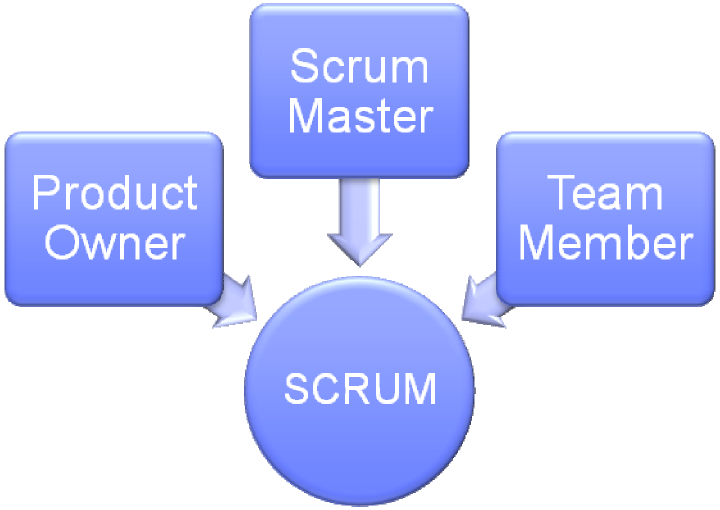


Programmer

On-site Customer

Tester

XP



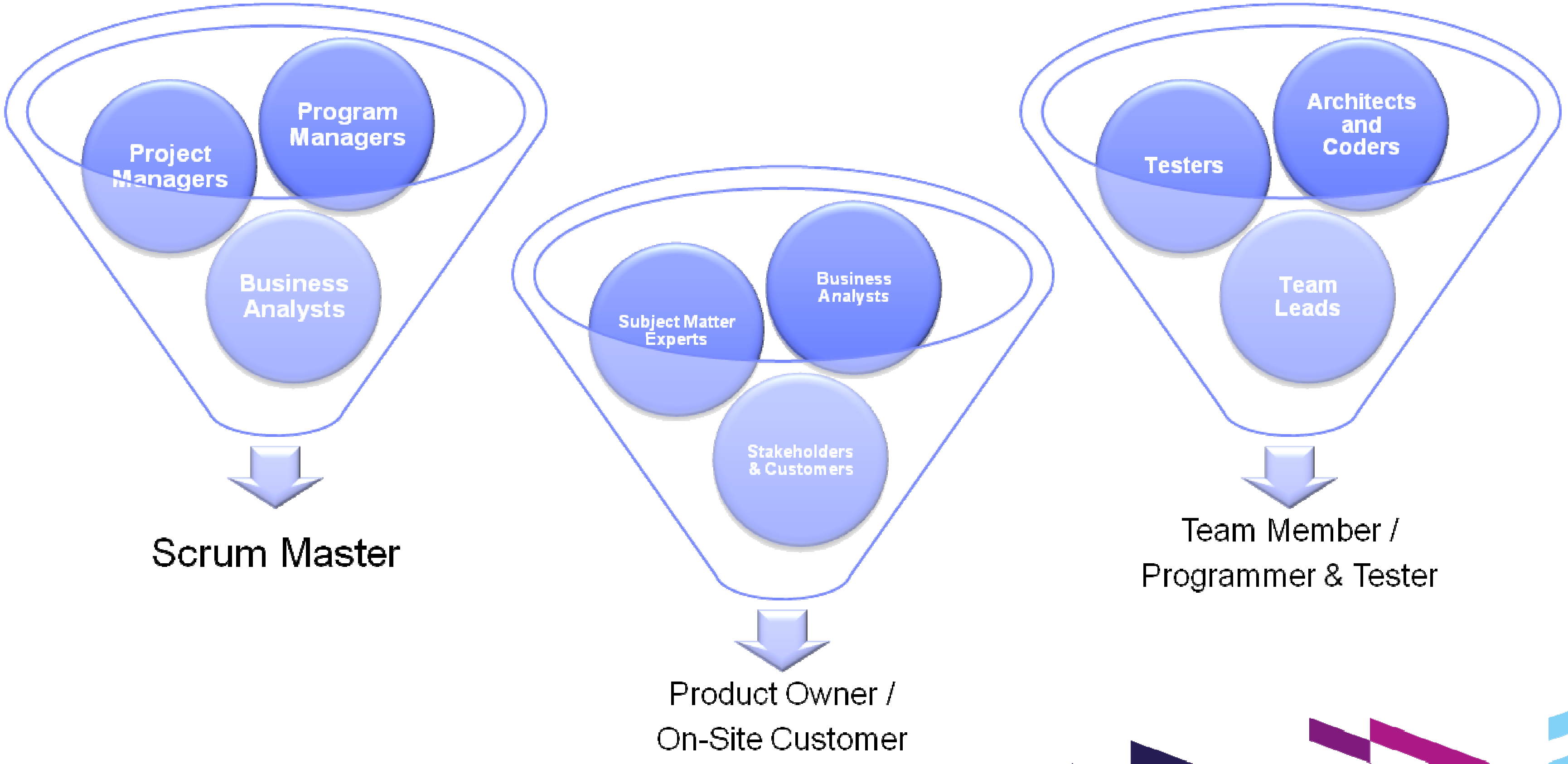
Scrum Master

Product Owner

Team Member

SCRUM

Who potentially makes up these roles


Project Managers
Program Managers
Business Analysts
Scrum Master
Subject Matter Experts
Business Analysts
Stakeholders & Customers
Product Owner / On-Site Customer
Testers
Architects and Coders
Team Leads
Team Member / Programmer & Tester

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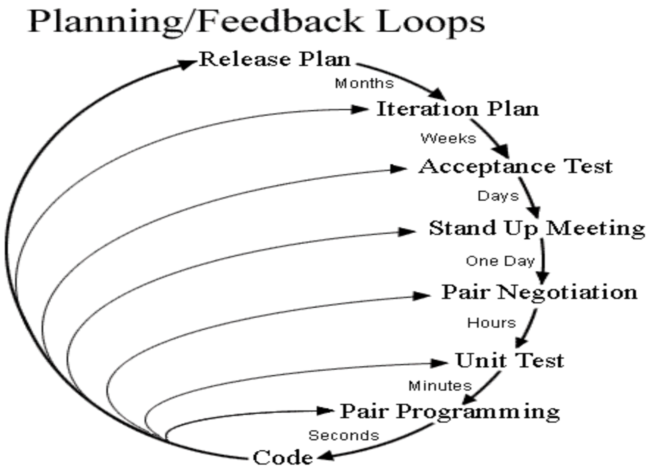
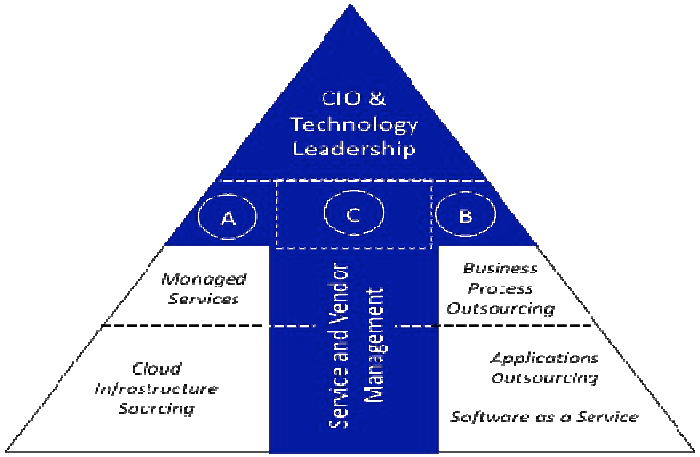
Where does the Business Analysis Fit?


Planning/Feedback Loops
Release Plan
Months
Iteration Plan
Weeks
Acceptance Test
Days
Stand Up Meeting
One Day
Pair Negotiation
Hours
Unit Test
Minutes
Pair Programming
Seconds
Code

Source: Don Wells, 2001


CIO &
Technology
Leadership
A
C
B
Managed
Services
Service and Vendor
Management
Business
Process
Outsourcing
Cloud
Infrastructure
Sourcing
Applications
Outsourcing
Software as a Service

Lean IT

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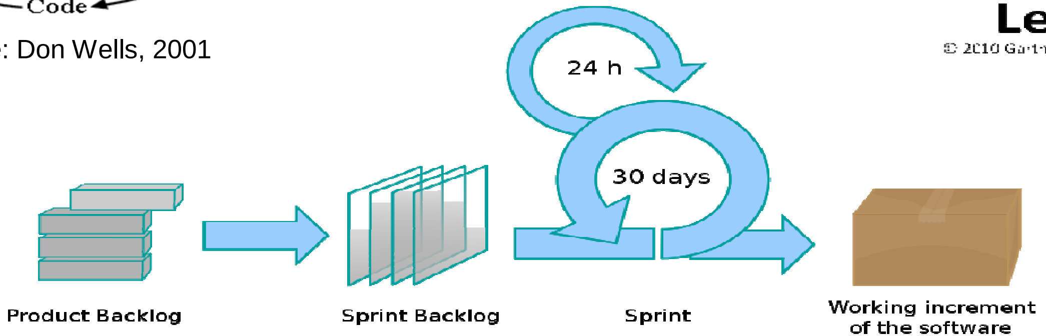
24 h
30 days
Product Backlog
Sprint Backlog
Sprint
Working increment
of the software

Agile Business Analyst – What is needed?

- Take the Scrum analogy to heart
  - No more kicking requirements over the wall
  - No more big requirements documents
  - Become embedded in the team and the process

- Become part of the full project lifecycle
  - Realise requirements are an ongoing process throughout project
  - Prepare to be a part of the team for longer time frame, through many iterations/sprints
  - Become imbedded in the Quality aspect of the lifecycle

- Embrace change!
  - Embrace the organisational change that comes with agile
  - Embrace constant change to the project scope/requirements/needs/priorities

- Become more then a requirements scribe
  - Need to provide dialog and insight
  - Need to assist in the process adoption

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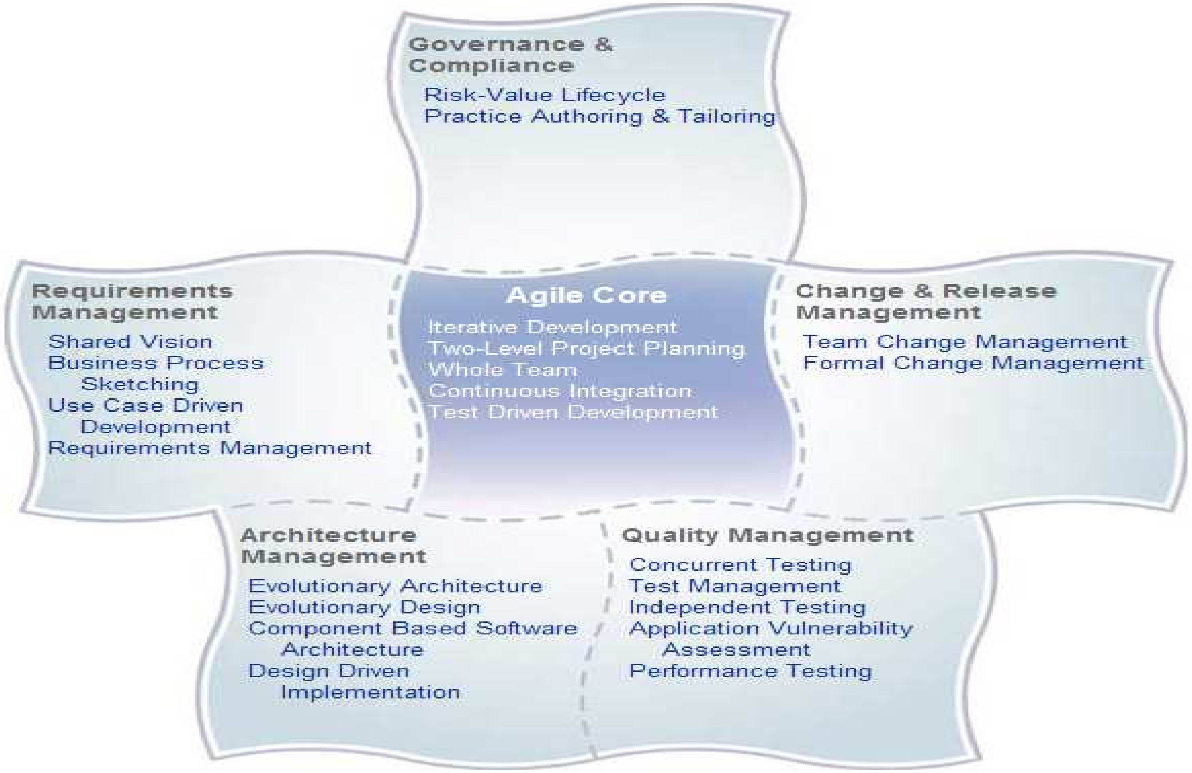
Rational Agile Methods



Governance & Compliance
- Risk-Value Lifecycle
- Practice Authoring & Tailoring

Requirements Management
- Shared Vision
- Business Process Sketching
- Use Case Driven Development
- Requirements Management

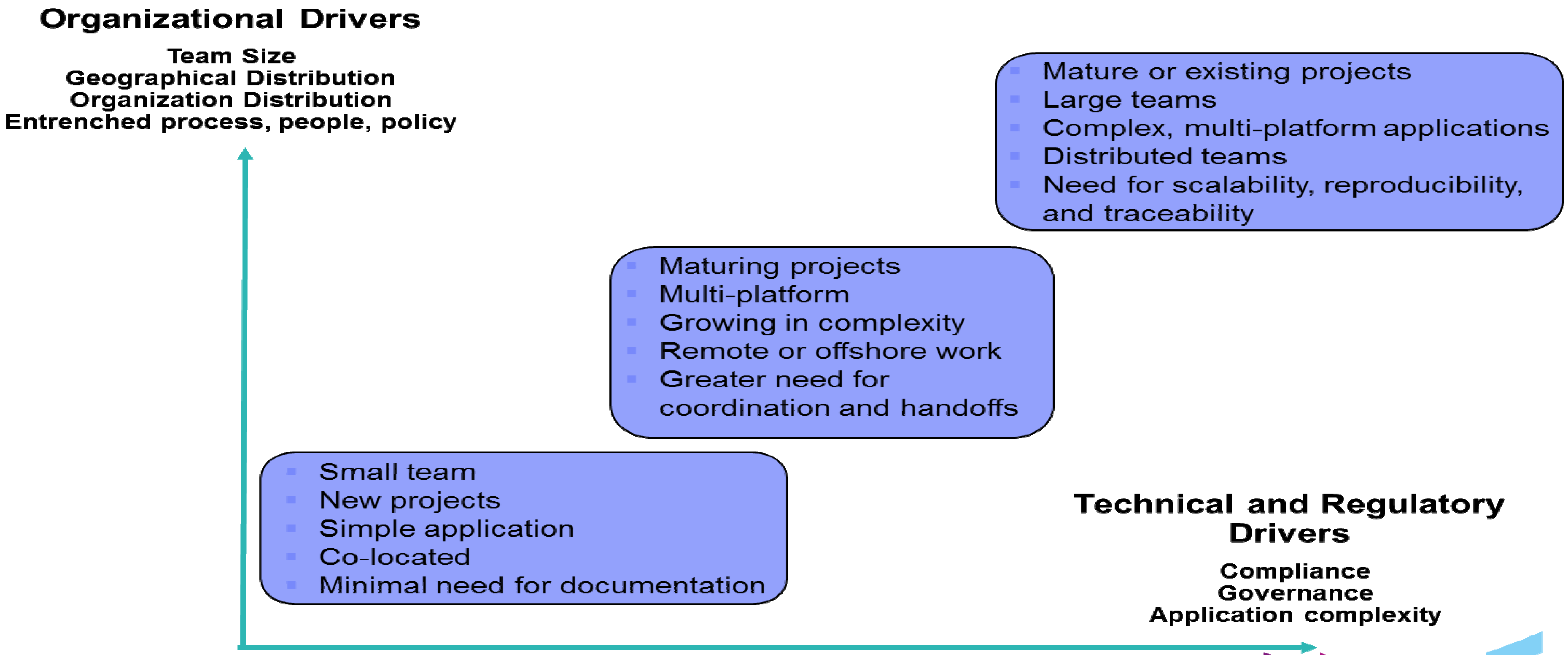
Agile Core
- Iterative Development
- Two-Level Project Planning
- Whole Team
- Continuous Integration
- Test Driven Development

Change & Release Management
- Team Change Management
- Formal Change Management

Architecture Management
- Evolutionary Architecture
- Evolutionary Design
- Component Based Software Architecture
- Design Driven Implementation

Quality Management
- Concurrent Testing
- Test Management
- Independent Testing
- Application Vulnerability Assessment
- Performance Testing

Agility is Relative – It Depends on Project Dynamics



Organizational Drivers

Team Size
Geographical Distribution
Organization Distribution
Entrenched process, people, policy

- Mature or existing projects
- Large teams
- Complex, multi-platform applications
- Distributed teams
- Need for scalability, reproducibility, and traceability

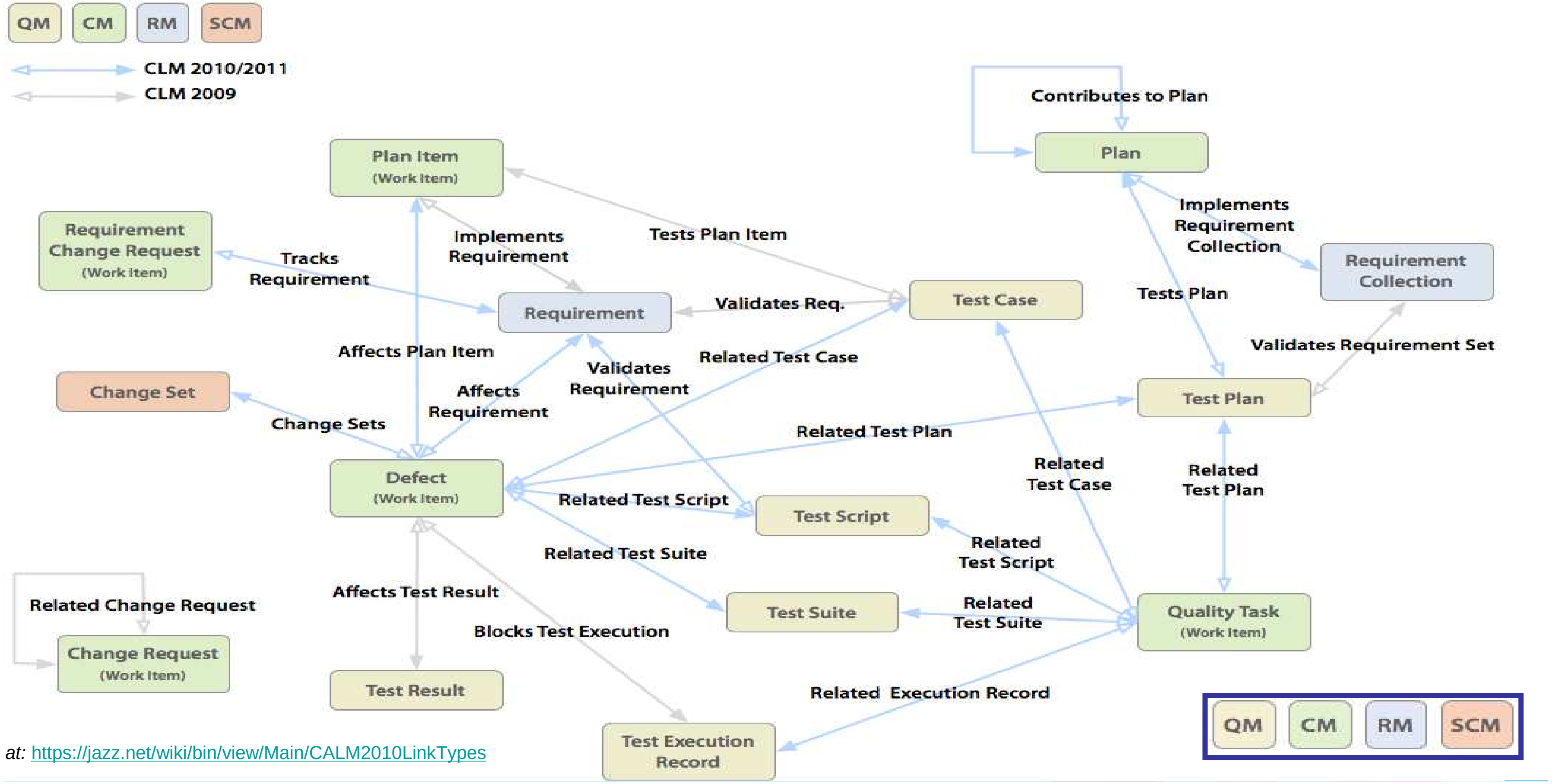
- Maturing projects
- Multi-platform
- Growing in complexity
- Remote or offshore work
- Greater need for coordination and handoffs

- Small team
- New projects
- Simple application
- Co-located
- Minimal need for documentation

Technical and Regulatory Drivers

Compliance
Governance
Application complexity

Complete Lifecycle Traceability



QM CM RM SCM

CLM 2010/2011

CLM 2009

Plan Item (Work Item)

Requirement Change Request (Work Item)

Tracks Requirement

Implements Requirement

Tests Plan Item

Contributes to Plan

Plan

Implements Requirement Collection

Requirement Collection

Requirement

Validates Req.

Test Case

Tests Plan

Affects Plan Item

Validates Requirement

Related Test Case

Validates Requirement Set

Change Set

Affects Requirement

Change Sets

Test Plan

Related Test Plan

Defect (Work Item)

Related Test Case

Related Test Plan

Related Test Script

Test Script

Related Test Suite

Related Test Script

Affects Test Result

Related Change Request

Change Request (Work Item)

Test Suite

Related Test Suite

Quality Task (Work Item)

Blocks Test Execution

Test Result

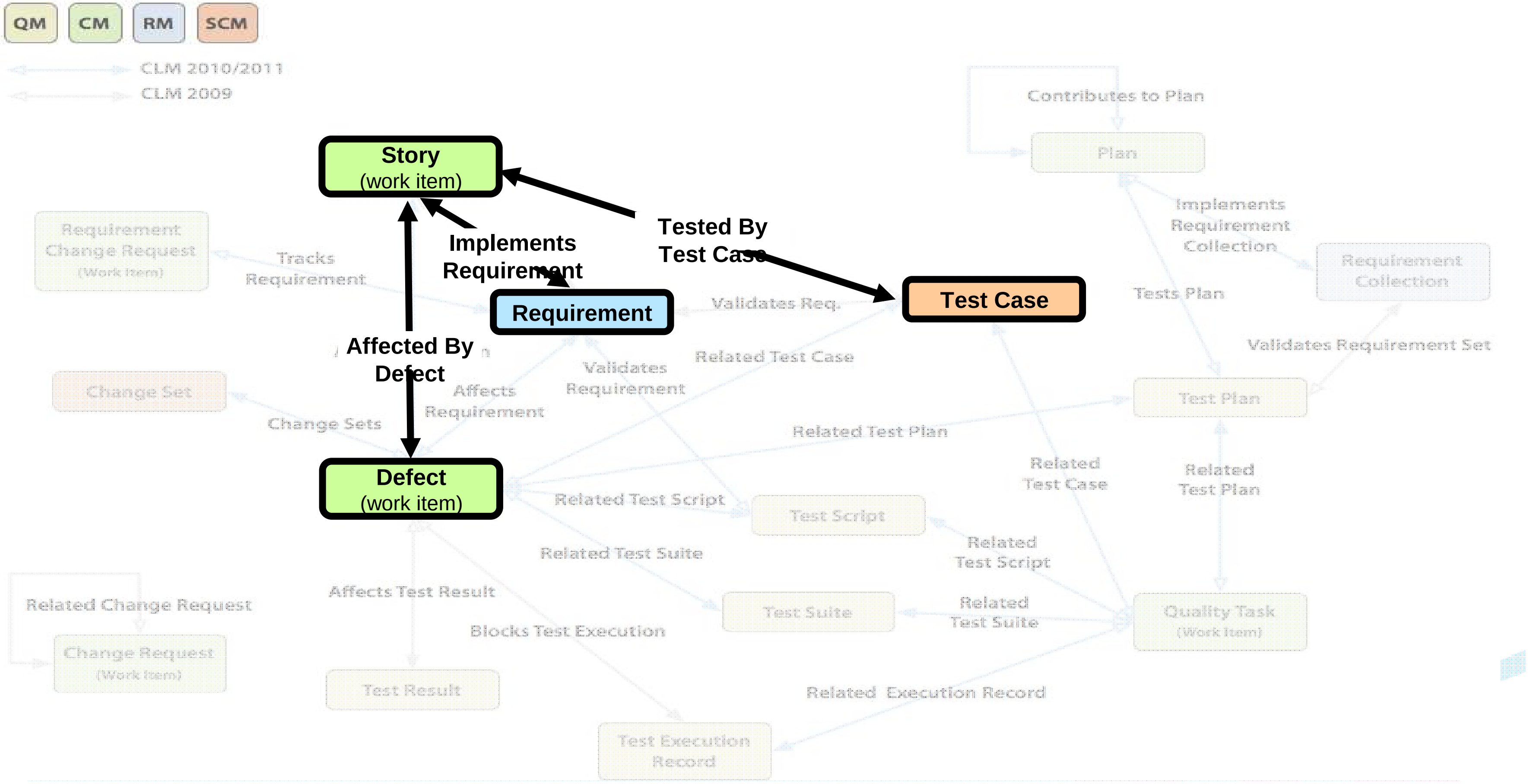
Related Execution Record

Test Execution Record

QM CM RM SCM

Learn more at: https://jazz.net/wiki/bin/view/Main/CALM2010LinkTypes

IBM Distributed SCRUM Process Template



QM
CM
RM
SCM
CLM 2010/2011
CLM 2009
Contributes to Plan
Plan
Story
(work item)
Implements Requirement Collection
Requirement Collection
Requirement Change Request
(Work Item)
Tracks Requirement
Implements Requirement
Tested By Test Case
Requirement
Validates Req.
Test Case
Tests Plan
Affected By Defect
Validates Requirement Set
Related Test Case
Validates Requirement
Affects Requirement
Change Set
Change Sets
Test Plan
Related Test Plan
Defect
(work item)
Related Test Case
Related Test Plan
Related Test Script
Test Script
Related Test Suite
Related Test Script
Affects Test Result
Related Change Request
Change Request
(Work Item)
Test Suite
Related Test Suite
Quality Task
(Work Item)
Blocks Test Execution
Test Result
Related Execution Record
Test Execution Record

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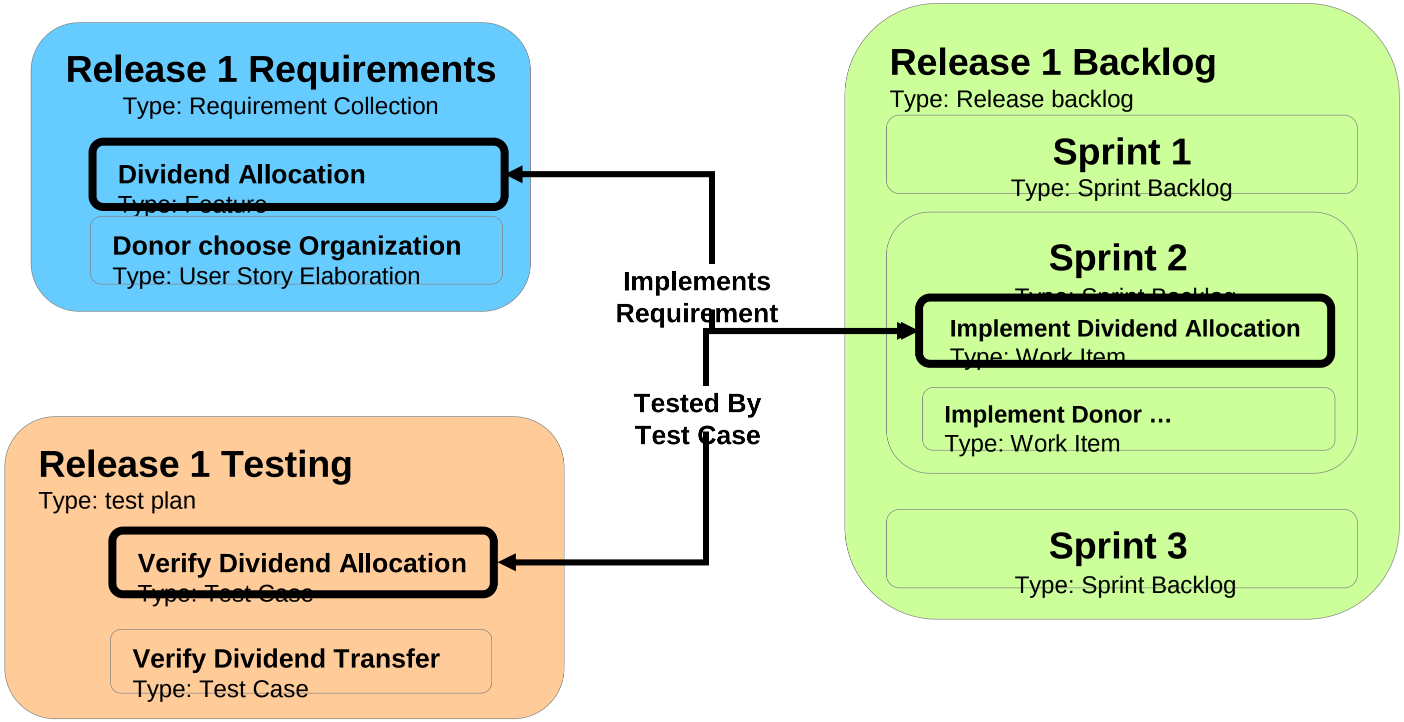
agility@scale Key Relationships



Release 1 Requirements
Type: Requirement Collection

Dividend Allocation
Type: Feature

Donor choose Organization
Type: User Story Elaboration

Implements Requirement

Tested By Test Case

Release 1 Testing
Type: test plan

Verify Dividend Allocation
Type: Test Case

Verify Dividend Transfer
Type: Test Case

Release 1 Backlog
Type: Release backlog

Sprint 1
Type: Sprint Backlog

Sprint 2
Type: Sprint Backlog

Implement Dividend Allocation
Type: Work Item

Implement Donor …
Type: Work Item

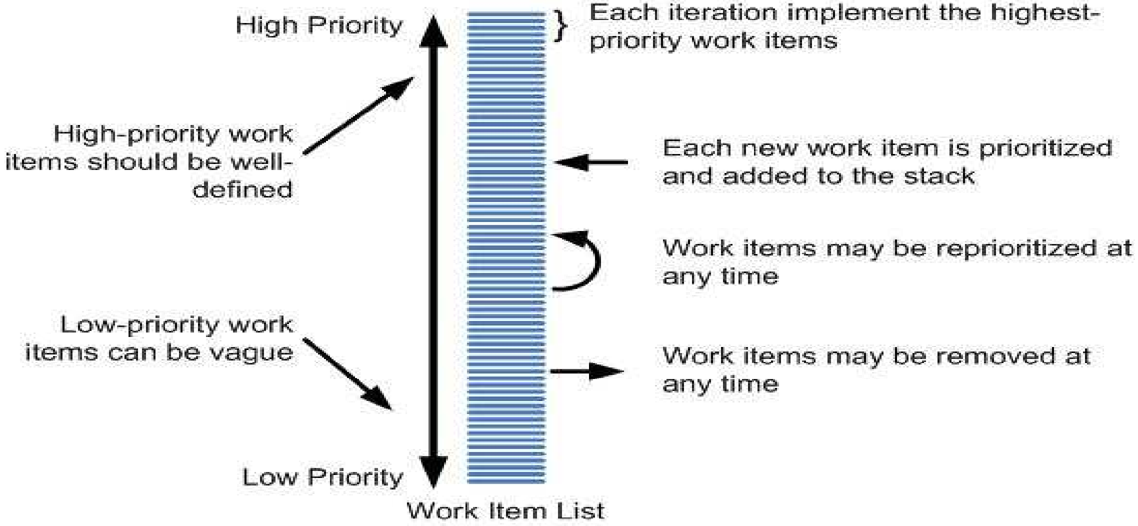
Sprint 3
Type: Sprint Backlog

Agile Software Requirements Management

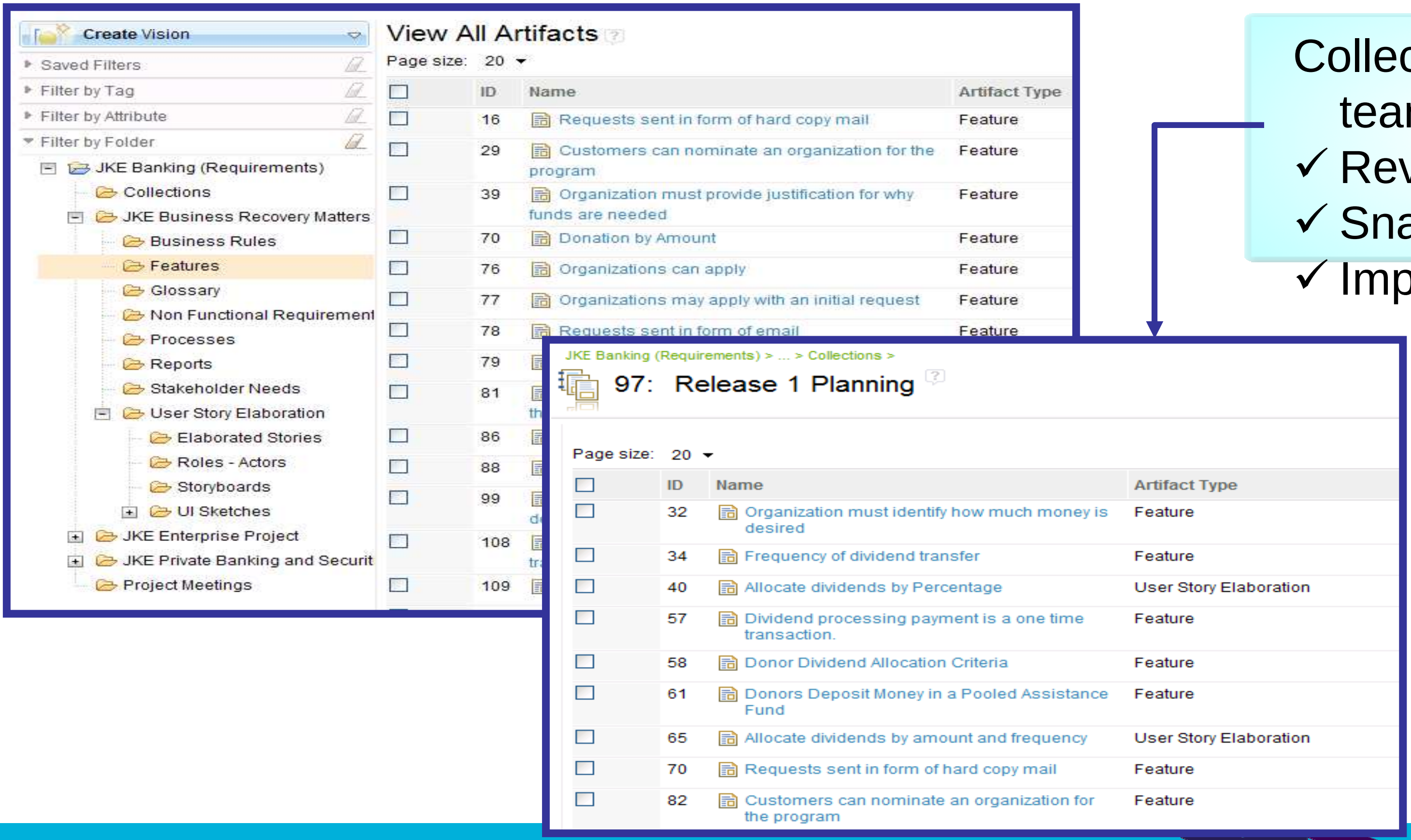
- Requirements are prioritized by stakeholders
- Requirements are estimated by the development team
- Requirements will evolve throughout the project
- Stakeholders see working software each iteration
- Stakeholders can change the level of funding as appropriate
- Stakeholders determine when “enough is enough”

✓ Rational Requirements Composer

✓ Rational Team Concert


High Priority
Each iteration implement the highest-priority work items
High-priority work items should be well-defined
Each new work item is prioritized and added to the stack
Work items may be reprioritized at any time
Low-priority work items can be vague
Work items may be removed at any time
Low Priority
Work Item List

Requirements Collections focus Teams Sprint Goals



- JKE Banking (Requirements)
  - Collections
  - JKE Business Recovery Matters
    - Business Rules
    - Features
    - Glossary
    - Non Functional Requirement
    - Processes
    - Reports
    - Stakeholder Needs
    - User Story Elaboration
      - Elaborated Stories
      - Roles - Actors
      - Storyboards
      - UI Sketches
  - JKE Enterprise Project
  - JKE Private Banking and Securit
  - Project Meetings

View All Artifacts

Page size: 20

☐	ID	Name	Artifact Type
☐	16	Requests sent in form of hard copy mail	Feature
☐	29	Customers can nominate an organization for the program	Feature
☐	39	Organization must provide justification for why funds are needed	Feature
☐	70	Donation by Amount	Feature
☐	76	Organizations can apply	Feature
☐	77	Organizations may apply with an initial request	Feature
☐	78	Requests sent in form of email	Feature
☐	79		
☐	81		
☐	86		
☐	88		
☐	99		
☐	108		
☐	109		

JKE Banking (Requirements) > ... > Collections >

97: Release 1 Planning

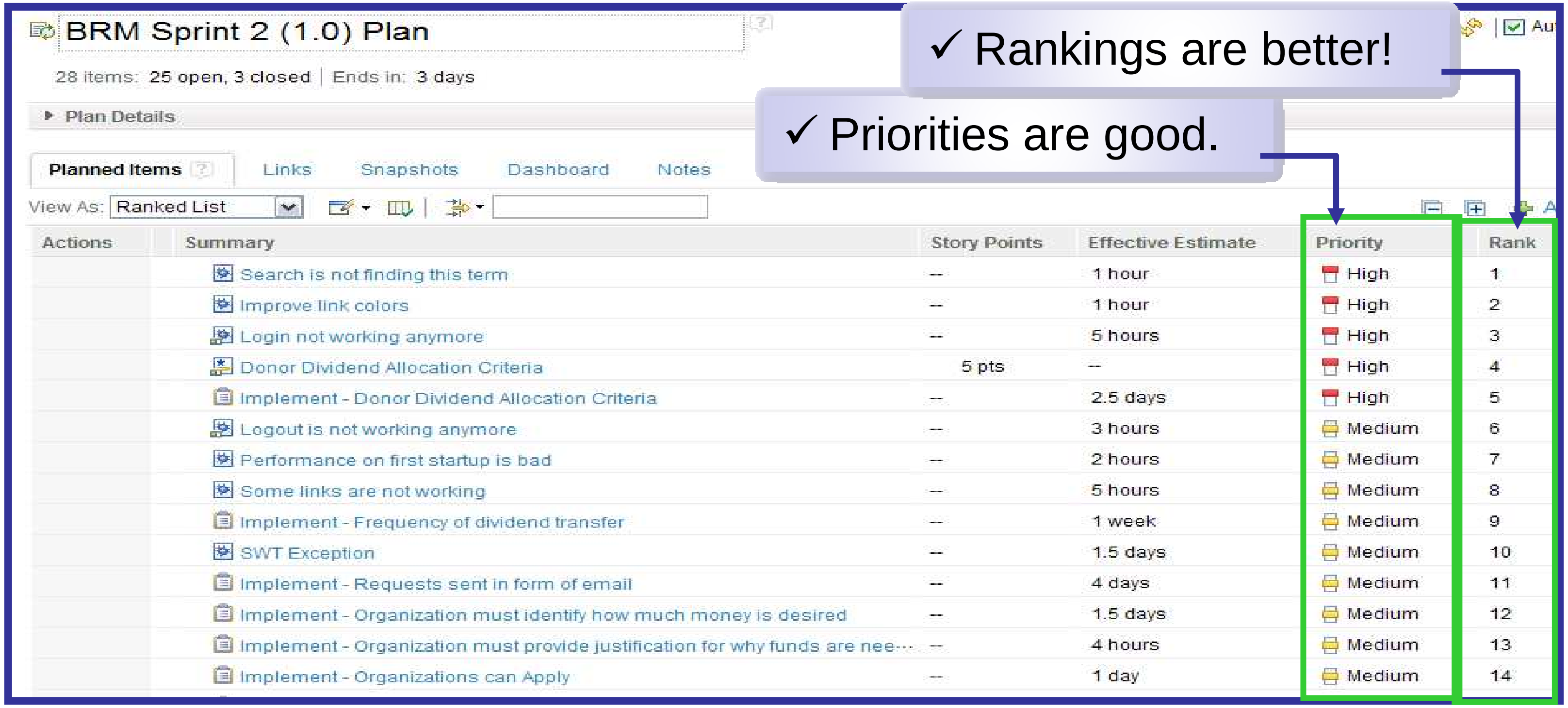
Page size: 20

☐	ID	Name	Artifact Type
☐	32	Organization must identify how much money is desired	Feature
☐	34	Frequency of dividend transfer	Feature
☐	40	Allocate dividends by Percentage	User Story Elaboration
☐	57	Dividend processing payment is a one time transaction.	Feature
☐	58	Donor Dividend Allocation Criteria	Feature
☐	61	Donors Deposit Money in a Pooled Assistance Fund	Feature
☐	65	Allocate dividends by amount and frequency	User Story Elaboration
☐	70	Requests sent in form of hard copy mail	Feature
☐	82	Customers can nominate an organization for the program	Feature

Collections focus team for:

- ✓ Reviews
- ✓ Snapshots
- ✓ Implementation

Agile Planning and Ranking



BRM Sprint 2 (1.0) Plan

28 items: 25 open, 3 closed | Ends in: 3 days

Plan Details

Actions	Summary	Story Points	Effective Estimate	Priority	Rank
	Search is not finding this term	--	1 hour	High	1
	Improve link colors	--	1 hour	High	2
	Login not working anymore	--	5 hours	High	3
	Donor Dividend Allocation Criteria	5 pts	--	High	4
	Implement - Donor Dividend Allocation Criteria	--	2.5 days	High	5
	Logout is not working anymore	--	3 hours	Medium	6
	Performance on first startup is bad	--	2 hours	Medium	7
	Some links are not working	--	5 hours	Medium	8
	Implement - Frequency of dividend transfer	--	1 week	Medium	9
	SWT Exception	--	1.5 days	Medium	10
	Implement - Requests sent in form of email	--	4 days	Medium	11
	Implement - Organization must identify how much money is desired	--	1.5 days	Medium	12
	Implement - Organization must provide justification for why funds are nee···	--	4 hours	Medium	13
	Implement - Organizations can Apply	--	1 day	Medium	14

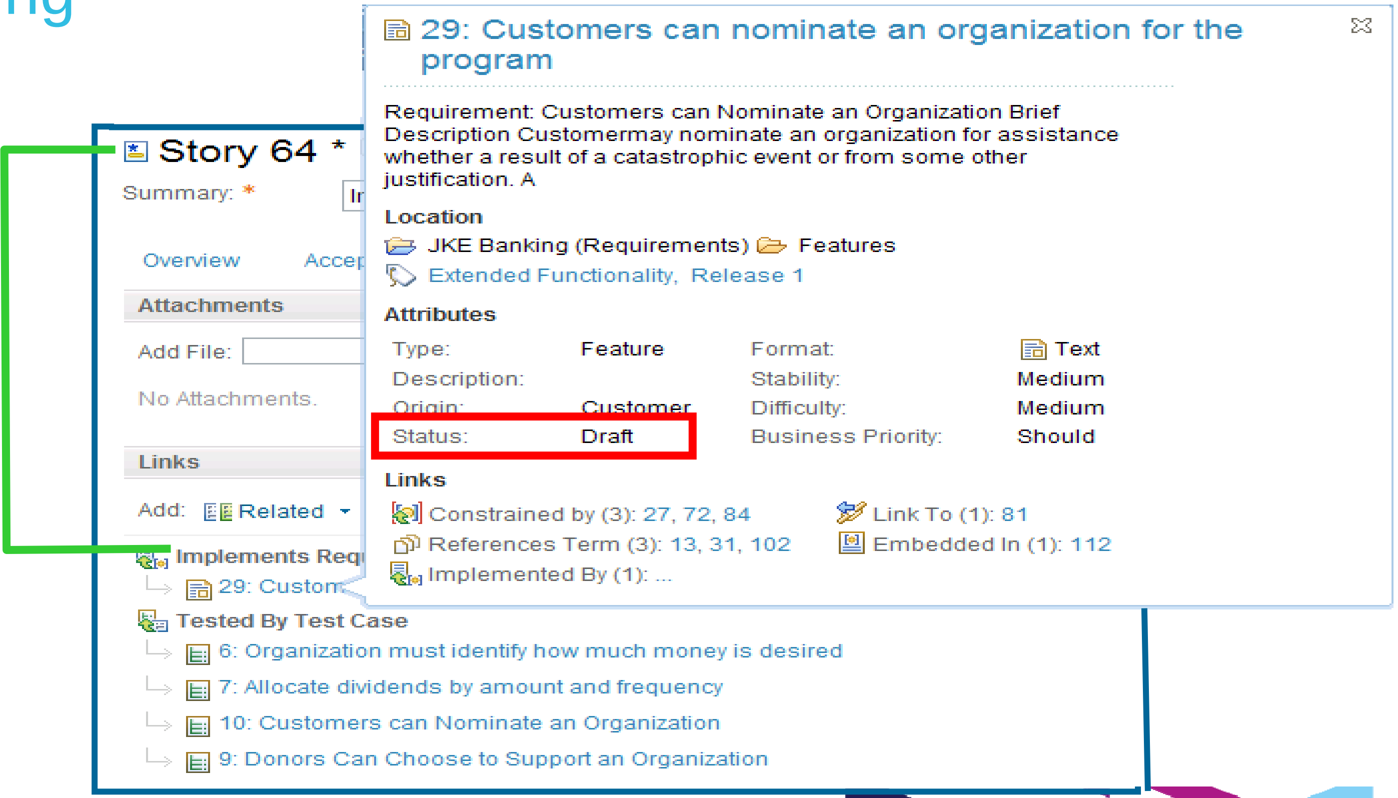
✓ Rankings are better!

✓ Priorities are good.

Developer have visibility into the Requirements they will be implementing

For the Developer

- ✓ **Rich Hovers** provides insight at your finger tips reducing time to value.
- ✓ **Clickable links** provides valuable information on requirement



29: Customers can nominate an organization for the program

Requirement: Customers can Nominate an Organization Brief Description Customermay nominate an organization for assistance whether a result of a catastrophic event or from some other justification. A

Location

JKE Banking (Requirements) Features

Extended Functionality, Release 1

Attributes

Type:	Feature	Format:	Text
Description:		Stability:	Medium
Origin:	Customer	Difficulty:	Medium
Status:	Draft	Business Priority:	Should

Links

Constrained by (3): 27, 72, 84

Link To (1): 81

References Term (3): 13, 31, 102

Embedded In (1): 112

Implemented By (1): ...

Story 64 *

Summary: *

Overview

Attachments

Add File:

No Attachments.

Links

Add: Related

Implements Req

29: Custom

Tested By Test Case

6: Organization must identify how much money is desired

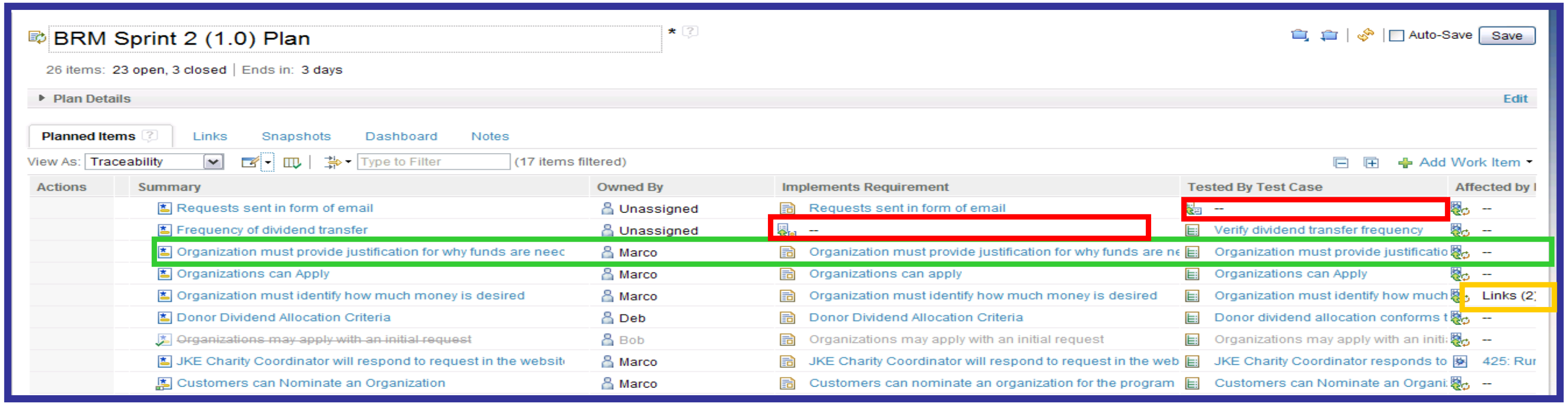
7: Allocate dividends by amount and frequency

10: Customers can Nominate an Organization

9: Donors Can Choose to Support an Organization

Team Leads have visibility into coverage & completeness

- Proactively respond to gaps as they surface through out the project
- Issues quickly highlighted and resolved



BRM Sprint 2 (1.0) Plan *

26 items: 23 open, 3 closed | Ends in: 3 days

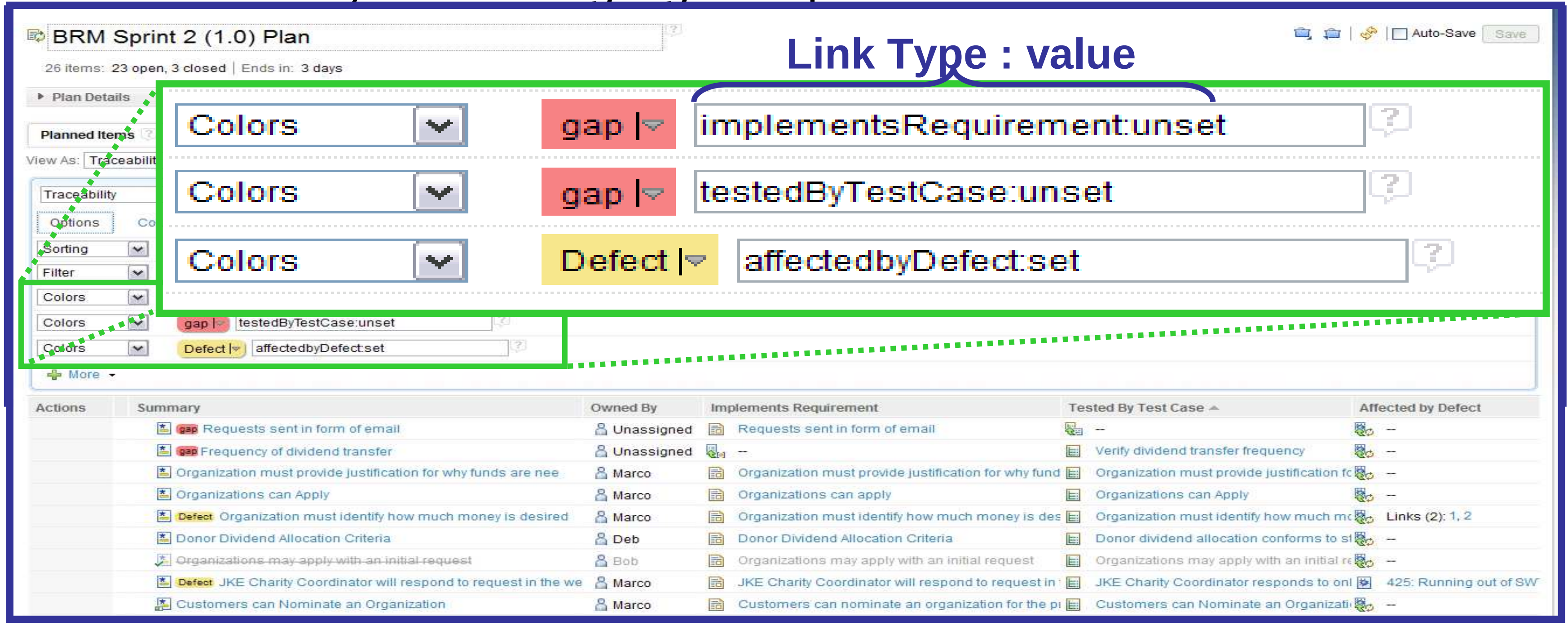
View As: Traceability

Type to Filter (17 items filtered)

Actions	Summary	Owned By	Implements Requirement	Tested By Test Case	Affected by I
	Requests sent in form of email	Unassigned	Requests sent in form of email	--	--
	Frequency of dividend transfer	Unassigned	--	Verify dividend transfer frequency	--
	Organization must provide justification for why funds are neec	Marco	Organization must provide justification for why funds are ne	Organization must provide justificatio	--
	Organizations can Apply	Marco	Organizations can apply	Organizations can Apply	--
	Organization must identify how much money is desired	Marco	Organization must identify how much money is desired	Organization must identify how much	Links (2)
	Donor Dividend Allocation Criteria	Deb	Donor Dividend Allocation Criteria	Donor dividend allocation conforms t	--
	~~Organizations may apply with an initial request~~	Bob	Organizations may apply with an initial request	Organizations may apply with an initi:	--
	JKE Charity Coordinator will respond to request in the websit	Marco	JKE Charity Coordinator will respond to request in the web	JKE Charity Coordinator responds to	425: Rur
	Customers can Nominate an Organization	Marco	Customers can nominate an organization for the program	Customers can Nominate an Organi:	--

Team Leads have visibility into coverage & completeness

Tailor traceability View to highlight Gaps



BRM Sprint 2 (1.0) Plan

26 items: 23 open, 3 closed | Ends in: 3 days

Link Type : value

Colors | gap | implementsRequirement:unset

Colors | gap | testedByTestCase:unset

Colors | Defect | affectedbyDefect:set

Actions	Summary	Owned By	Implements Requirement	Tested By Test Case	Affected by Defect
	gap Requests sent in form of email	Unassigned	Requests sent in form of email	--	--
	gap Frequency of dividend transfer	Unassigned	--	Verify dividend transfer frequency	--
	Organization must provide justification for why funds are nee	Marco	Organization must provide justification for why fund	Organization must provide justification fc	--
	Organizations can Apply	Marco	Organizations can apply	Organizations can Apply	--
	Defect Organization must identify how much money is desired	Marco	Organization must identify how much money is des	Organization must identify how much mc	Links (2): 1, 2
	Donor Dividend Allocation Criteria	Deb	Donor Dividend Allocation Criteria	Donor dividend allocation conforms to st	--
	~~Organizations may apply with an initial request~~	Bob	Organizations may apply with an initial request	Organizations may apply with an initial re	--
	Defect JKE Charity Coordinator will respond to request in the we	Marco	JKE Charity Coordinator will respond to request in	JKE Charity Coordinator responds to onl	425: Running out of SW
	Customers can Nominate an Organization	Marco	Customers can nominate an organization for the pı	Customers can Nominate an Organizati	--

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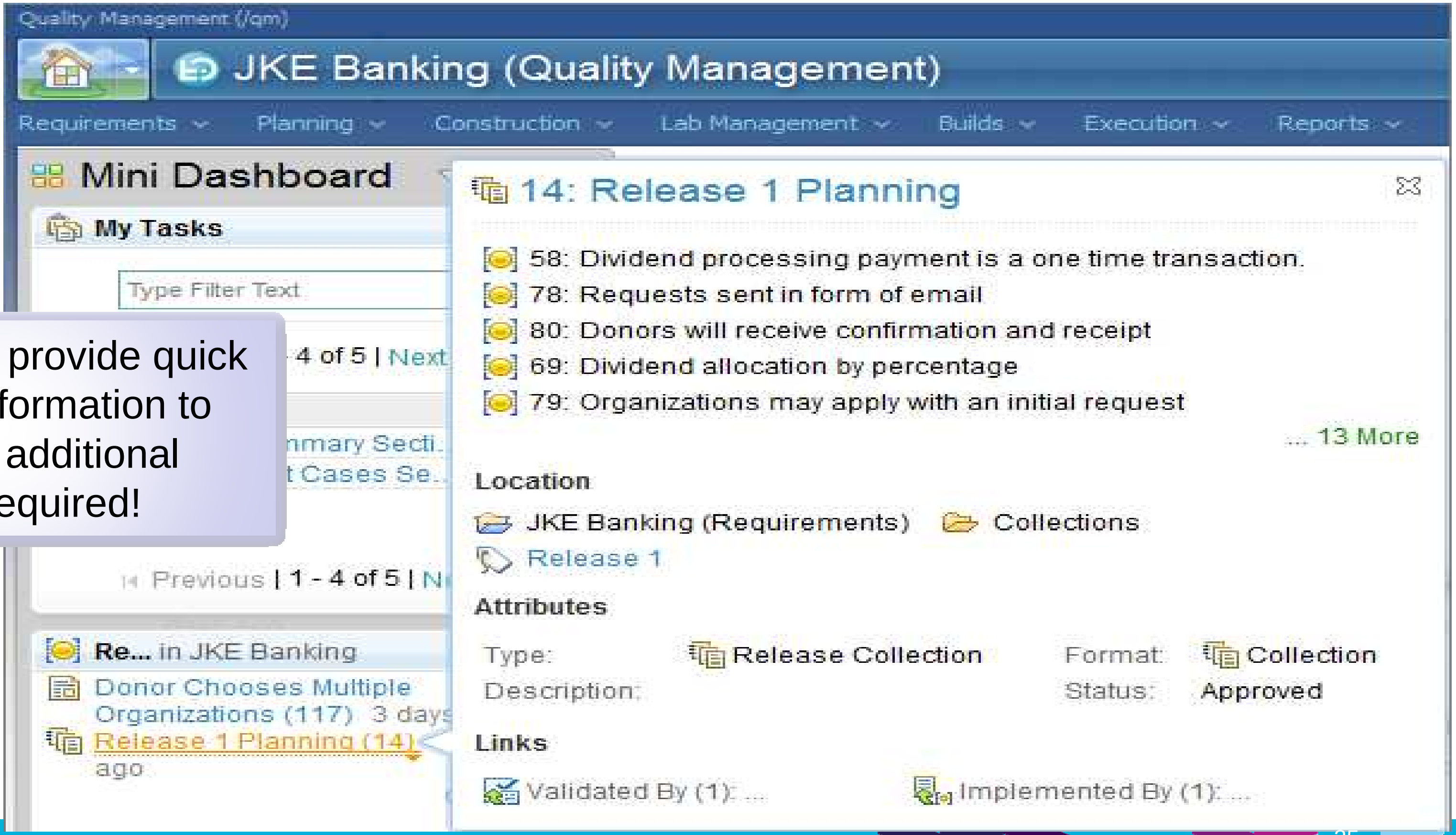
Rich hovers allow ‘clickeless’ information access


Quality Management (/qm)
JKE Banking (Quality Management)
Requirements
Planning
Construction
Lab Management
Builds
Execution
Reports
Mini Dashboard
My Tasks
Type Filter Text
4 of 5 | Next
mmary Secti...
t Cases Se...
Previous | 1 - 4 of 5 | N
Re... in JKE Banking
Donor Chooses Multiple Organizations (117) 3 days
Release 1 Planning (14) ago

14: Release 1 Planning

- 58: Dividend processing payment is a one time transaction.
- 78: Requests sent in form of email
- 80: Donors will receive confirmation and receipt
- 69: Dividend allocation by percentage
- 79: Organizations may apply with an initial request

... 13 More

Location

JKE Banking (Requirements) Collections
Release 1

Attributes

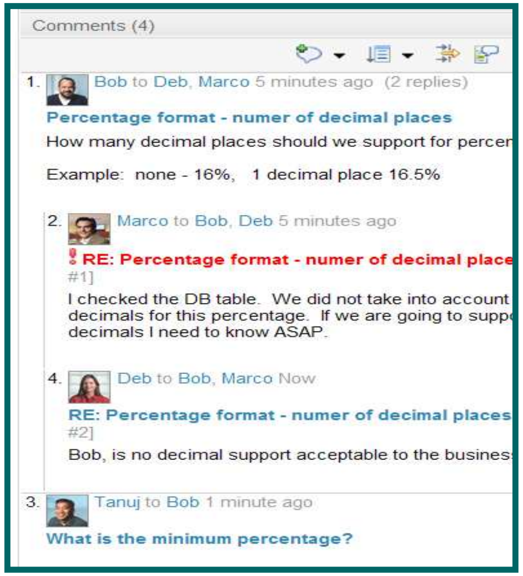
Type: Release Collection
Description:
Format: Collection
Status: Approved

Links

Validated By (1): ...
Implemented By (1): ...

- ✓ Rich hovers provide quick access to information to determine if additional details are required!

In-Context Collaboration always shows the latest



Comments (4)

1. Bob to Deb, Marco 5 minutes ago (2 replies)

Percentage format - numer of decimal places

How many decimal places should we support for percen

Example: none - 16%, 1 decimal place 16.5%

2. Marco to Bob, Deb 5 minutes ago

RE: Percentage format - numer of decimal place
#1]

I checked the DB table. We did not take into account decimals for this percentage. If we are going to supp decimals I need to know ASAP.

4. Deb to Bob, Marco Now

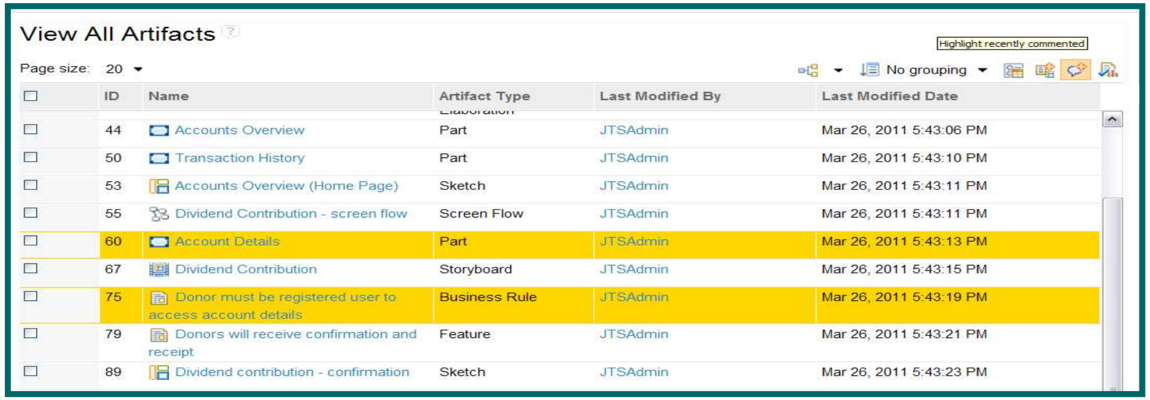
RE: Percentage format - numer of decimal places
#2]

Bob, is no decimal support acceptable to the busines

3. Tanuj to Bob 1 minute ago

What is the minimum percentage?

Threaded discussions on requirements

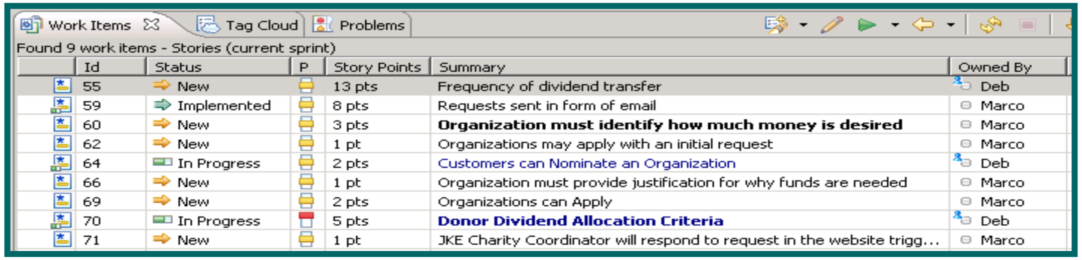


View All Artifacts

Page size: 20

☐	ID	Name	Artifact Type	Last Modified By	Last Modified Date
☐	44	Accounts Overview	Part	JTSAdmin	Mar 26, 2011 5:43:06 PM
☐	50	Transaction History	Part	JTSAdmin	Mar 26, 2011 5:43:10 PM
☐	53	Accounts Overview (Home Page)	Sketch	JTSAdmin	Mar 26, 2011 5:43:11 PM
☐	55	Dividend Contribution - screen flow	Screen Flow	JTSAdmin	Mar 26, 2011 5:43:11 PM
☐	60	Account Details	Part	JTSAdmin	Mar 26, 2011 5:43:13 PM
☐	67	Dividend Contribution	Storyboard	JTSAdmin	Mar 26, 2011 5:43:15 PM
☐	75	Donor must be registered user to access account details	Business Rule	JTSAdmin	Mar 26, 2011 5:43:19 PM
☐	79	Donors will receive confirmation and receipt	Feature	JTSAdmin	Mar 26, 2011 5:43:21 PM
☐	89	Dividend contribution - confirmation	Sketch	JTSAdmin	Mar 26, 2011 5:43:23 PM

Recent discussions highlighted on requirements

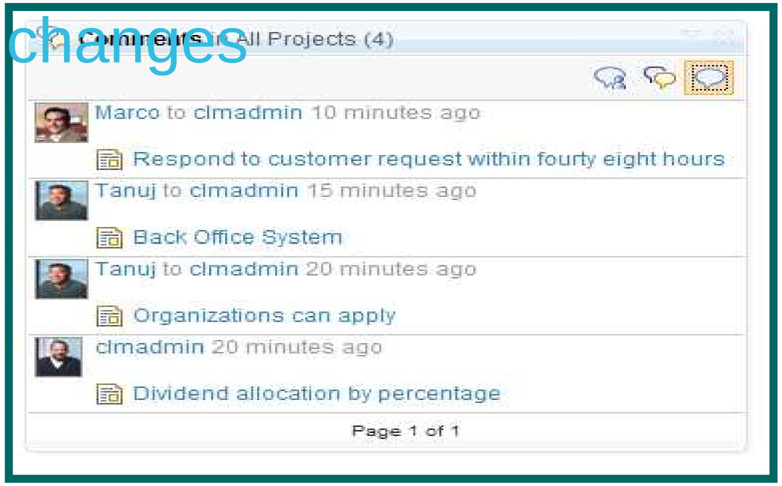


Found 9 work items - Stories (current sprint)

Id	Status	P	Story Points	Summary	Owned By
55	New		13 pts	Frequency of dividend transfer	Deb
59	Implemented		8 pts	Requests sent in form of email	Marco
60	New		3 pts	**Organization must identify how much money is desired**	Marco
62	New		1 pt	Organizations may apply with an initial request	Marco
64	In Progress		2 pts	Customers can Nominate an Organization	Deb
66	New		1 pt	Organization must provide justification for why funds are needed	Marco
69	New		2 pts	Organizations can Apply	Marco
70	In Progress		5 pts	**Donor Dividend Allocation Criteria**	Deb
71	New		1 pt	JKE Charity Coordinator will respond to request in the website trigg…	Marco

Unread work Items bolded for developers

Viewlets focus the team on recent comments and changes



Comments in All Projects (4)

Marco to clmadmin 10 minutes ago

Respond to customer request within fourty eight hours

Tanuj to clmadmin 15 minutes ago

Back Office System

Tanuj to clmadmin 20 minutes ago

Organizations can apply

clmadmin 20 minutes ago

Dividend allocation by percentage

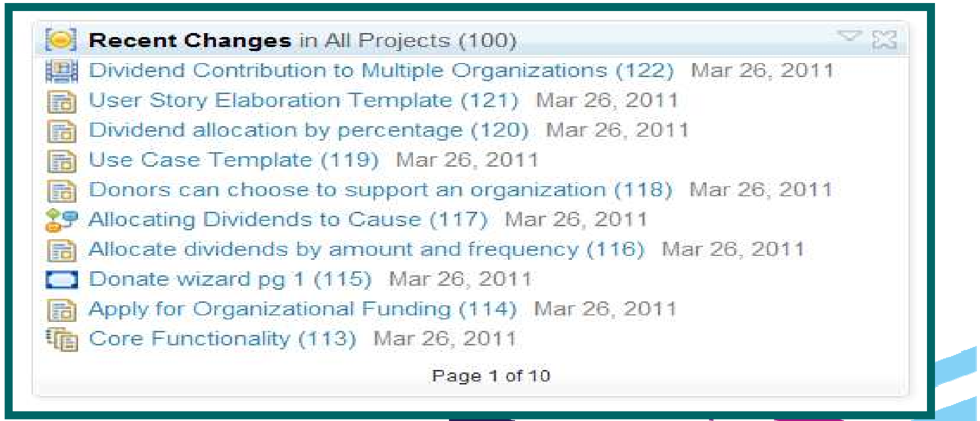
Page 1 of 1

Requirements comment updates

Feeds focused on Requirement comments focus stakeholders on changes and strip out the noise of attributes changes etc..

Any changes to a Requirement

Feeds on all changes give project leads visibility into all requirements changes so that know exactly what is changing by whom and can access immediately assess the impact for the team.

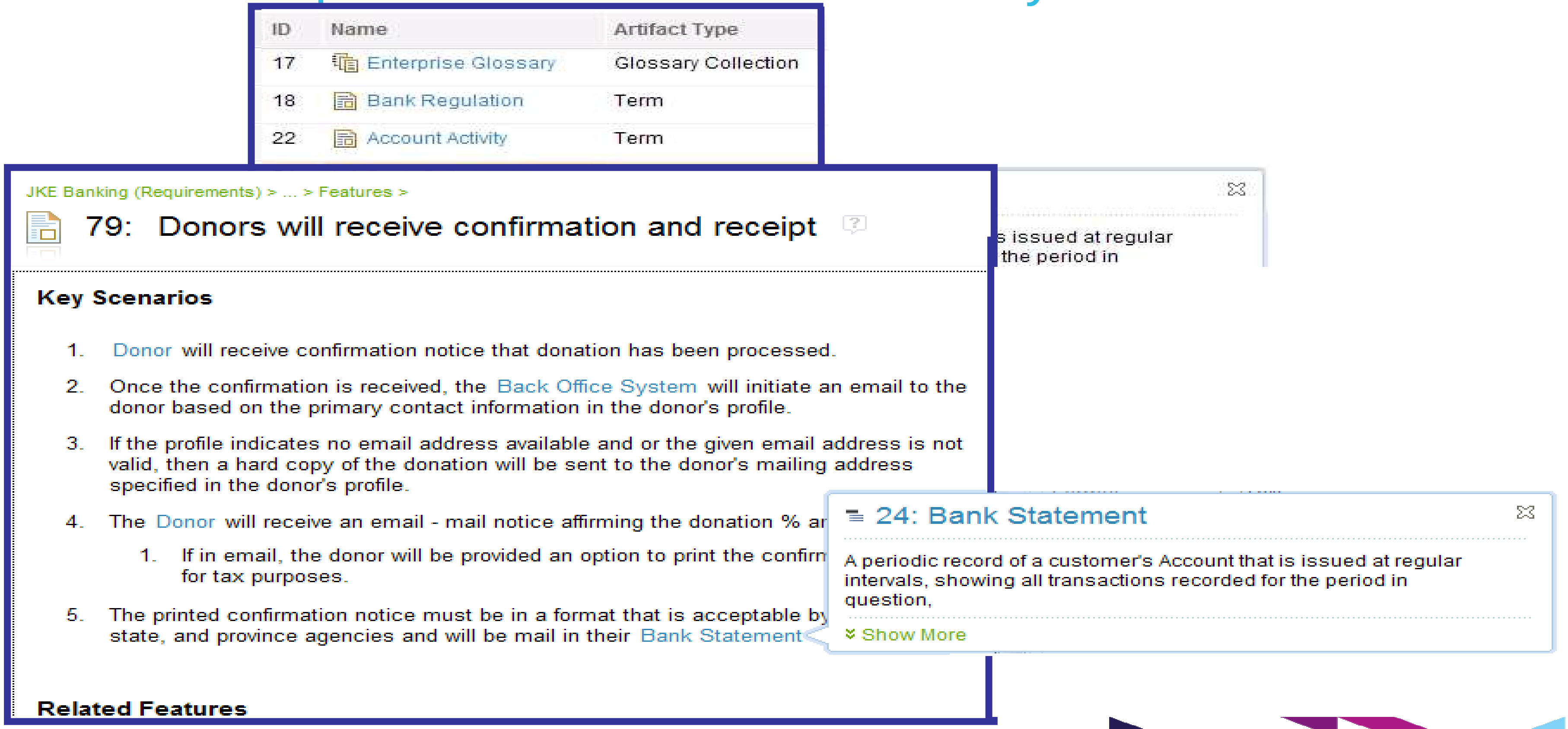


Recent Changes in All Projects (100)

Dividend Contribution to Multiple Organizations (122) Mar 26, 2011
User Story Elaboration Template (121) Mar 26, 2011
Dividend allocation by percentage (120) Mar 26, 2011
Use Case Template (119) Mar 26, 2011
Donors can choose to support an organization (118) Mar 26, 2011
Allocating Dividends to Cause (117) Mar 26, 2011
Allocate dividends by amount and frequency (116) Mar 26, 2011
Donate wizard pg 1 (115) Mar 26, 2011
Apply for Organizational Funding (114) Mar 26, 2011
Core Functionality (113) Mar 26, 2011

Page 1 of 10

Glossaries provide a common vocabulary for teams



ID	Name	Artifact Type
17	Enterprise Glossary	Glossary Collection
18	Bank Regulation	Term
22	Account Activity	Term

JKE Banking (Requirements) > ... > Features >

79: Donors will receive confirmation and receipt

Key Scenarios

1. Donor will receive confirmation notice that donation has been processed.
2. Once the confirmation is received, the Back Office System will initiate an email to the donor based on the primary contact information in the donor's profile.
3. If the profile indicates no email address available and or the given email address is not valid, then a hard copy of the donation will be sent to the donor's mailing address specified in the donor's profile.
4. The Donor will receive an email - mail notice affirming the donation % ar
    1. If in email, the donor will be provided an option to print the confirm for tax purposes.
5. The printed confirmation notice must be in a format that is acceptable by state, and province agencies and will be mail in their Bank Statement

Related Features

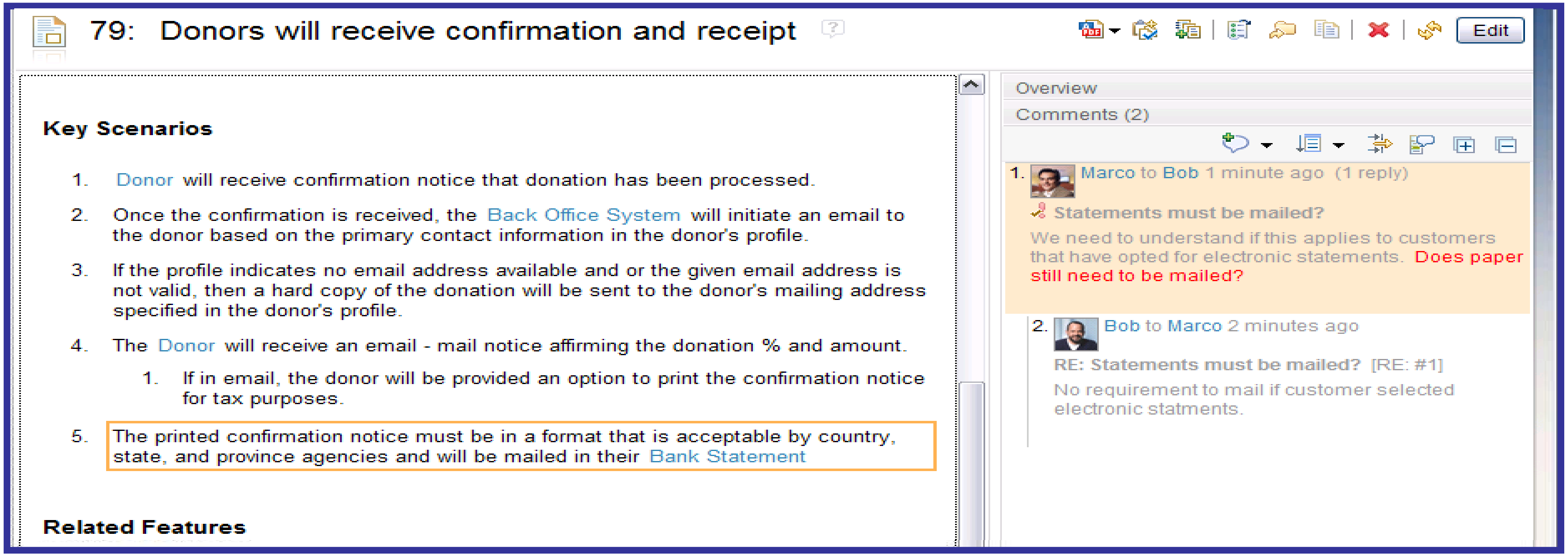
s issued at regular
the period in

24: Bank Statement

A periodic record of a customer's Account that is issued at regular intervals, showing all transactions recorded for the period in question,

Show More

Comments on requirements details are in-context



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Related Features

1. Marco to Bob 1 minute ago (1 reply)

Statements must be mailed?

We need to understand if this applies to customers that have opted for electronic statements. Does paper still need to be mailed?

2. Bob to Marco 2 minutes ago

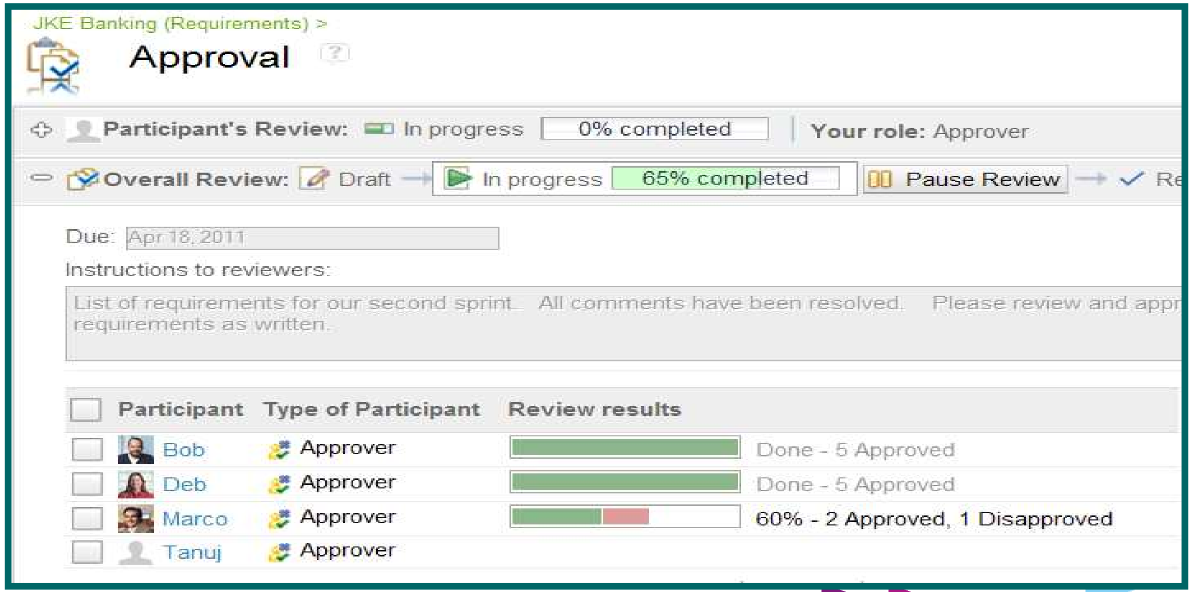
RE: Statements must be mailed? [RE: #1]

No requirement to mail if customer selected electronic statments.

A click on the comment highlights the text under discussion.

Automated Review Workflows drive FAST agreement

✓ Reviews & approvals insures artifacts are reviewed and/or approved by key team members and captures compliance requirements.



JKE Banking (Requirements) >

Approval

Participant's Review: In progress 0% completed | **Your role:** Approver

Overall Review: Draft → In progress 65% completed | Pause Review → ✓ Re

Due: Apr 18, 2011

Instructions to reviewers:

List of requirements for our second sprint. All comments have been resolved. Please review and appr requirements as written.

☐	Participant	Type of Participant	Review results
☐	Bob	Approver	Done - 5 Approved
☐	Deb	Approver	Done - 5 Approved
☐	Marco	Approver	60% - 2 Approved, 1 Disapproved
☐	Tanuj	Approver	

Agenda

- Agile Overview
- Where does the Business Analyst Fit?
- IBM Rational & Agile
- agility@scale with IBM CLM 3.0.1
- Requirements Elicitation with RRC 3.0.1
- What the Market is Saying……

IBM Rational Positioned as the Leader in this Segment

The Forrester Wave™: Agile Development Management Tools

FORRESTER

by Dave West and Jeffrey S. Hammond for Application Development & Delivery Professionals Q2 2010

"IBM demonstrates strength in the areas of undertaking work and task management"

"…excels in the area of reporting and analytics, an increasingly important focus for organizations that assign a high value to their ability to deliver software"

"…integration into Eclipse is very strong, providing comprehensive support for distributed Agile teams"

"IBM Rational continues to raise the bar on building a complete development and delivery platform"

Ride the Wave!

Rational Team Concert named **Best Current Offering** by Forrester

IBM Rational Positioned as the Leader in this Segment

MarketScope **Gartner**
for Application Life Cycle Management

Gartner RAS Core Research Note G00208572, Jim Duggan, Thomas E. Murphy, 11 November 2010

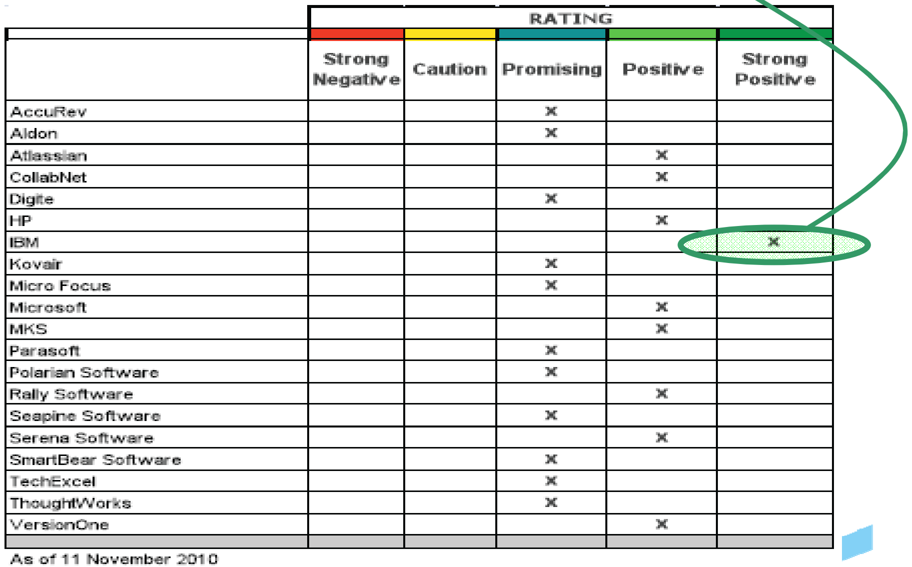
"IBM is one of the few vendors with credible offerings in almost all the requirements of ALM"

"IBM Rational is one of the first vendors to tell a story about integrating across the lifecycle"

"Jazz is a solid architectural foundation for further innovation"

"We rate IBM as a **Strong Positive** because of its current market strengths and breadth of portfolio"

Rational. software

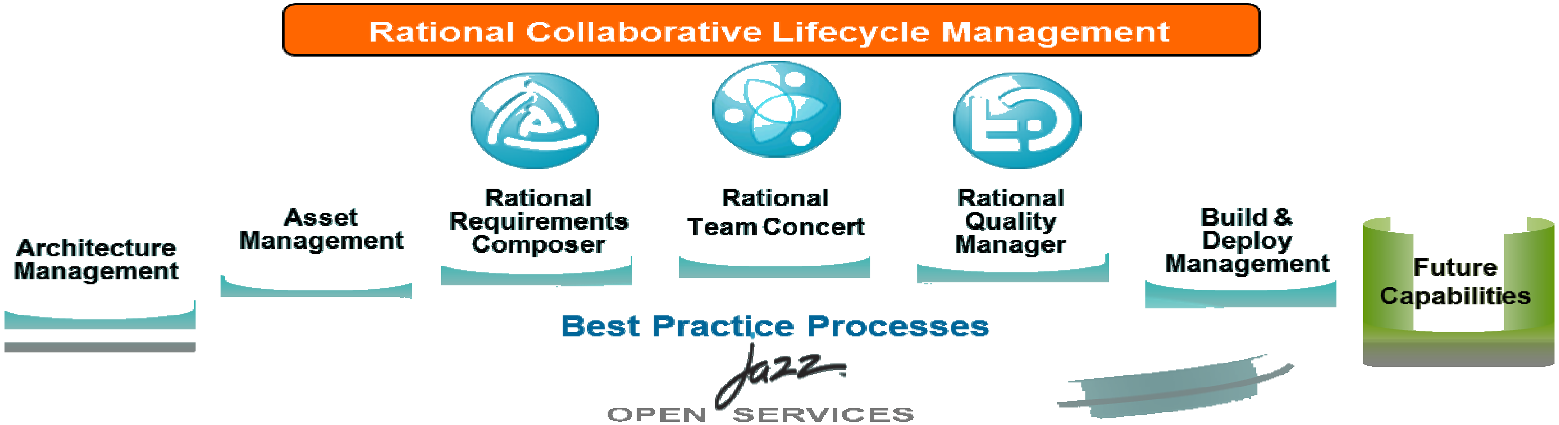


	RATING				
	🟥	🟨	🟦	🟩	🟩
	Strong Negative	Caution	Promising	Positive	Strong Positive
AccuRev			X		
Aldon			X		
Atlassian				X	
CollabNet				X	
Digite			X		
HP				X	
IBM					X
Kovair			X		
Micro Focus			X		
Microsoft				X	
MKS				X	
Parasoft			X		
Polarian Software			X		
Rally Software				X	
Seapine Software			X		
Serena Software				X	
SmartBear Software			X		
TechExcel			X		
ThoughtWorks			X		
VersionOne				X	

As of 11 November 2010

Next steps: Resources

- **Collaborative Lifecycle Management on Jazz.net** Learn about the latest releases and features, participate in the forums, watch recorded videos of the solution in action. (link)
- **agility@scale eKit** Download the Forrester Agile Wave and get a wealth of resources for improving team flexibility and responsiveness. (link)


Rational Collaborative Lifecycle Management
Architecture Management
Asset Management
Rational Requirements Composer
Rational Team Concert
Rational Quality Manager
Build & Deploy Management
Future Capabilities
Best Practice Processes
Jazz
OPEN SERVICES

BE AGILE!....Everyone is doing it…..

Source: abacom.it