Meeting the Challenge of Enterprise Wide Requirements Management

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Your RM Vision?

- All aspects of the business are using automated requirements management to deliver the best possible products and services to their customers in a cost effective and timely manner.

- Perhaps you are aiming to achieve CMMI level 3 (or better!)

How do I get there?

The RM Vision Iceberg

The RM Vision Iceberg
Buying DOORS
Process Definition
Enterprise Tool Deployment
Tailoring
Tiered Support
Metrics
Training
Promoting Adoption

Planning for success

- What management should do – the vision thing....
  - paint the vision – why are we doing this, what is the value, what will things will look like when we are successful, what we will lose if not successful, how will we measure success?
  - ensure that this endeavor is seen as an important initiative with the full backing of Senior Management
  - provide the required support (time, resources, etc)
  - commit the personnel required to making it work - people that are well respected in the organization
  - tie personal performance evaluations and rewards to the work done on the initiative and tool
- The RM initiative must not be seen by those who carry the burden for success as a secondary duty that they work on WHEN they have time.

Governance

Successful deployment of an Enterprise level tool requires effective governance

Governance Team Objectives

How do they deliver on the plan?

User Group(s)

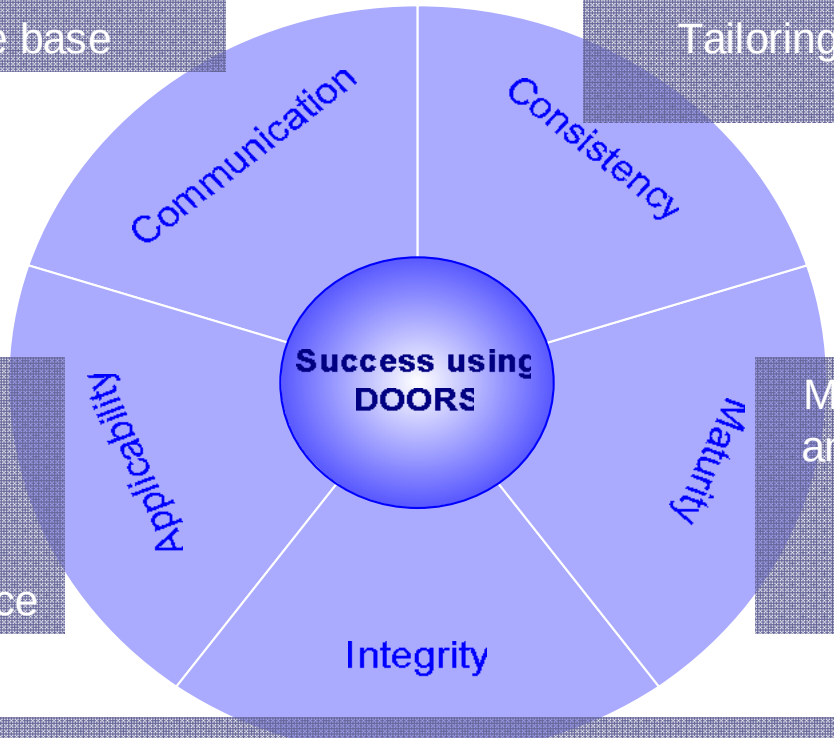
Intranet presence

Corporate knowledge base

Planned deployment strategy

Managing the Commercial agreement

Tailoring the tool to exploit the process



Integration with other corporate tools

Remote access

Third party access/interface

Metrics to measure usage and process effectiveness

Tailored training

Promoting feedback

Server redundancy & Backup strategy

System Configuration & Health monitoring

Account Administration & Access Right Policy

DOORS User Group

- A forum for knowledge sharing and process improvement
- Reports to (and empowered by) the Lead Team
- Plays a key part in the support framework
- A balanced set of contributors and consumers

Support Framework

User Guides

DOORS Specialist

Your IT Helpdesk

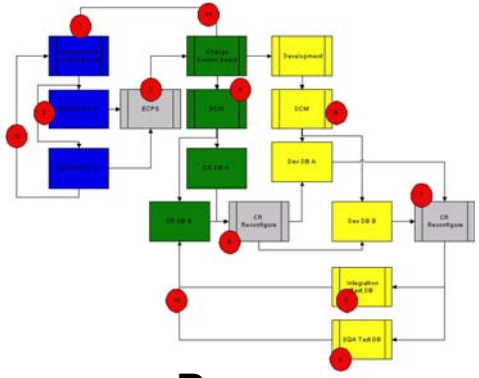
IBM Rational Services

IBM Product Support

Deployment Checklist

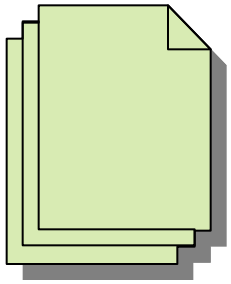
- ✓ Tool rollout needs to be a managed process
- ✓ Decide on a standard configuration
  - Local clients on every desktop or Citrix based architecture
  - Separate servers for different parts of the company (geographically or organisationally)
- ✓ Decide on the toolset and the exact build state
- ✓ Plan your license deployment
- ✓ Define how each activity in the process is to be performed using DOORS
- ✓ Document publication
- ✓ User roles and account management
- ✓ Access control strategy
- ✓ Integration requirements with other tools

Standard Data Schema

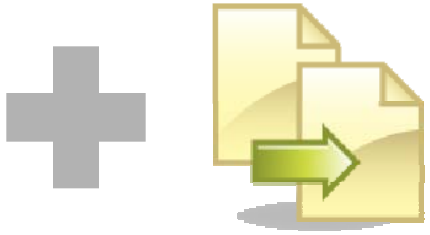


Process

Identify

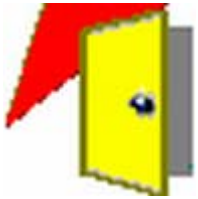


Information



Relationships

Scope



DOORS

Structure

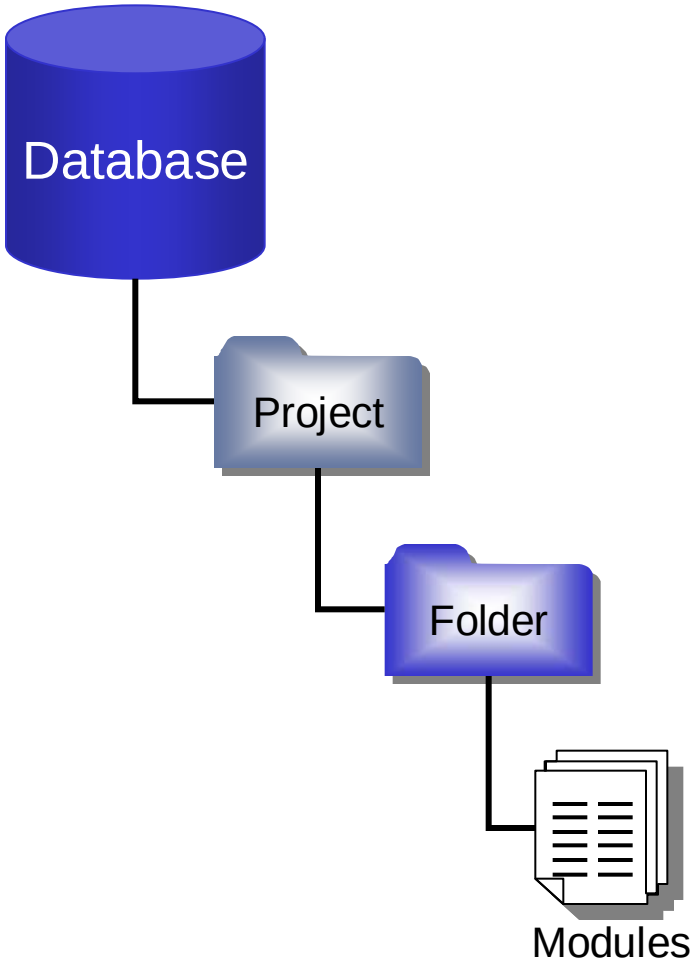
DOORS Schema

- Hold an IAW to establish a corporate information model
- Define a standard schema that instantiates the agreed model as a DOORS data structure

- Some processes may require more than one schema.
- Leave room for tailoring!

Plan your Database

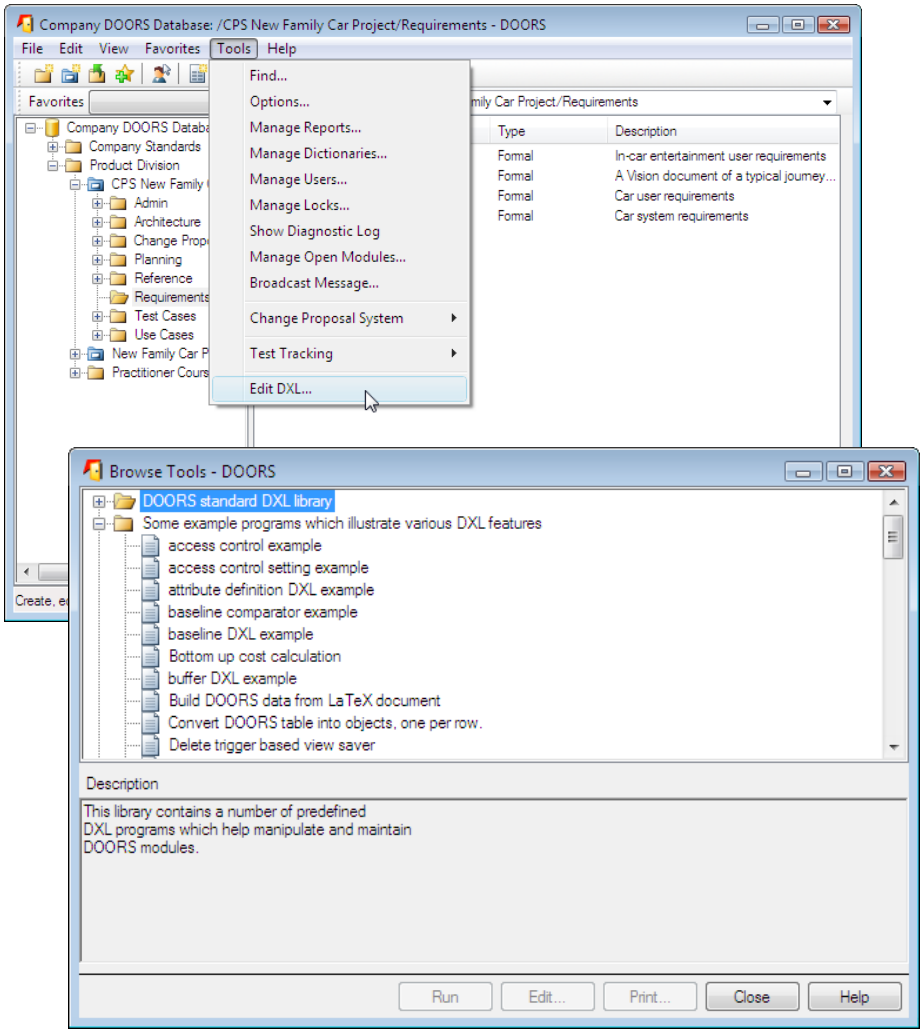
- How will you organise your top level projects and folders?
- Typical Common areas (used by all projects):
  - Corporate Standards
  - CM & QA Procedures
  - Business Objectives
- Typical organisation of project areas
  - Align with organisation structure
  - Align with project or product portfolio
  - Align with site geography



Tailored Training

- Public courses teach you how to operate basic functionality
- It does not put the functionality into the context of a specific process
- By developing tailored training solutions we can show users how to use DOORS to implement their processes.
- Focus on functions that are important to that particular customer
- Include training on customisations
- Explain the structure of the corporate standard schema
- Include exercises based on the schema

Customising DOORS



- Decide on the minimum customisations/extensions necessary to support your processes
- Best way to deploy these is with a corporate ‘addin’ menu.
- Menus can be added at database and module level
- Define a suitable menu structure to give tools some context
- Remember: all deployed customisations incur an overhead in terms of support and maintenance
- Some tools might require restricted access
- Could use ‘startup.dxl’ to tailor addins for different users/groups

Integration

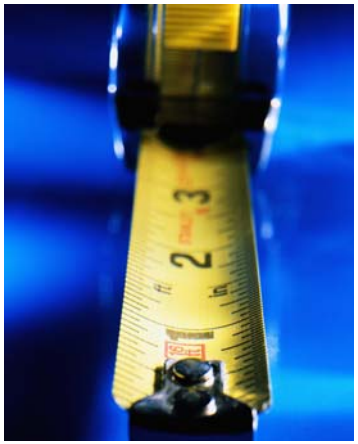
- What other tools do you need to integrate with?
- Plan from a process perspective – Think about the needs of the process rather than assuming you need all your tools integrated.
- Need to consider if the integration is compatible with the deployment architecture – (for both tools)
- Appreciate the dependency created between the tools – especially when patching or upgrading
- Consider having a testbed separate from the live system

A Few other things to think about…

- Tool Champions and Flagship Projects
  - Use them to promote the initiative to others

- More Communication!
  - How do you communicate all your hard work to your staff?
  - How do you advertise your successes?

- Measure Usage and Evaluate ROI
  - Define the right indicators to measure success



Possible success indicators….

- Seeing a high demand from the users to have access to the tool (the word is spreading)
- Running out of licenses
- Seeing a drop in Critical Bugs within the applications
- Seeing a reduction in the amount of re-work and re-testing that has to go into the development
- Having feedback from users that the solution makes them more successful!

Further Information

- IBM Rational Training
  - DOORS Information Architect Training Course QN121V9.2
- IBM Rational DOORS Quick Start – Services Package
  - ftp://ftp.software.ibm.com/software/emea/de/rational/neu/IBM_Rational_DOORS_QuickStart_EN_2009.pdf

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