



The Quest for Excellent Requirements Requirements Producer

Course Description

This industry-endorsed 3-day intensive, activity-based course provides the structure and techniques necessary for the “Requirements Producer” to competently elicit and document quality requirements. Requirements define “WHAT” the business needs in order to modify or improve its current-state process into the desired future state. The Requirements Producer acts as a liaison between the business owners who have a business need and the technical personnel who know “how” to develop automated solutions to support the business processes. Within a project life cycle methodology, the Requirements Producer is any individual who is responsible for gathering, analyzing, documenting, validating, and managing changes to the requirements.

Customer, both internal and external, involvement is identified as the most critical element to process improvement efforts. The goal of a successful Requirements Management Process is to get a consistent interpretation of the requirements from all the stakeholders (any persons with a vested interest in the project outcome). Every best-practice technique in the activities within the five-stage Requirements Management Process enforces the involvement of the customers and stakeholders. This course combines lecture, delivered by expert practitioners, a playful and fun learning environment, small-group and individual practice exercises, and class discussions on real-life requirements problems and solutions.

Practical Techniques Presented

- Stakeholder Profiling to identify all the right people to involve.
- User Profiling to identify the right subject matter experts.
- Brainstorming Idea-reduction Methods for effective solutions.
- Requirements Facilitation to reduce requirements-gathering time.
- Interviewing Preparations that increase the likelihood of asking the right questions.
- Documenting Assumptions to increase consistent interpretation and identify missing or inaccurate requirements.
- Analyzing Requirements to identify conflicts, constraints, dependencies, and risks.
- Representing Requirements using a standard, consistent format to increase communication effectiveness.
- Context Diagramming to identify the users of the business process and clarify scope.
- Formal Reviews to ensure stakeholder involvement and commitment.
- Ink-Free Sign-Off™ review process.
- Traceability Matrix to optimize change impact analysis, and reduce testing debugging efforts.
- Eliminating Ambiguities helps to reduce requirements errors and also increases communication effectiveness.
- Quality Characteristics to increase completeness, correctness, feasibility, and overall quality of the requirement statements.
- Requirements Baselineing to ensure effective change control.

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Objectives

- Understand the activities of the five-stage Requirements Management Process including roles that contribute to quality requirements.
- Learn how to recognize, classify and write different requirement types (business, user, functional and nonfunctional).
- Learn how to identify and involve the right people.
- Be able to write quality requirement statements utilizing standard formats.
- Be able to evaluate written requirements to improve clarity and ensure consistency of interpretation.
- Apply several learned techniques through hands-on exercises to give participants the confidence to use the techniques following their education experience.
- Be able to ask the right questions that ensure successful requirements-gathering interviews.

Duration

Three Days (24 course hours). IIBA Endorsed Education Provider #010. Course #001.

Attendance Limit

Fifteen Students.

Course Fee

On-site Pricing: discount available, plus instructor travel expenses. Please call 608-850-6377 to discuss your specific training needs.

Public Pricing: \$1,800 (US) per student. We offer discount pricing when registering for two or more sessions, or when registering 4 or more for the same course. Please contact us by phone at 608-850-6377 or email inquire@requirementsquest.com for more information.

Materials Provided

Student Manual.

Student Exercise Workbook.

11" x 17" Requirements Process & Techniques Quick Reference.

Hands-On Exercises

Over 40% of the class duration!

- Assessing Your Requirements Experience.
- Writing a "Business" Requirement.
- Observing IDEO's "Deep Dive."
- Profiling the Stakeholders and Users.
- Eliciting Business Requirements.
- Eliciting User Requirements.
- Eliciting Functional Requirements.
- Eliciting Nonfunctional Requirements.
- Analyzing the Requirements.
- Building a Context Diagram.
- Reviewing the Requirements Definition Template.
- Validating the Requirements.
- Tracing the Requirements.
- Interviewing for Requirements.

Intended Audience

Business Analysts, Systems Analysts, Project Managers, Lead Developers and others who have primary responsibility for gathering, documenting, validating, and managing changes to requirements.

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Course Outline

DAY 1 & 2:

1.5 hours Introduction to Requirements Management:

- What are the costs of poor quality requirements?
- What are requirement types?
- What is a quality requirements management process?
- The 5-Stage Requirements Management Process.
- What are the roles and activities in the Requirements Management Process?

1 hour “Deep Dive” – A Real-World View:

- Aired on ABC Nightline, July 1999.
- Observe the iterative process applied by the IDEO experts.

1 hour Business Process:

- What is Business Process Modeling?
- Examples of various types of business process models including Business Rules.

Activities in the Requirements Management Process:

4.5 hours A. Requirements Elicitation:

- Identify stakeholders (Stakeholder Profile technique).
- Identify sources of requirements (User Profile technique).
- Elicit the requirements.

2 hours B. Requirements Analysis:

- Identify assumptions.
- Identify conflicts and dependencies.
- Review constraints and risks.
- Requirements prioritization.
- Trade-off analysis (priorities, effort, risk, schedule).

1.5 hours C. Requirements Representation:

- Textual versus graphical representation techniques.
- Overcoming challenges to writing requirements.
- Writing quality requirements using standard formats.
- Modeling project scope (Context Diagram technique).

2.5 hours D. Requirements Validation:

- Reviewing requirements for quality characteristics.
- Eliminating ambiguities.
- Tracing requirements.
- Conducting the requirements review—Ink-Free Sign-Off™.

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1 hour E. Requirements Change Management:

- Establish a requirements baseline.
- Following a formal change management process.
- Change management roles.

DAY 3:

3 hours Case Study Exercise:

- Requirement types challenge.
- Apply standard formats – user requirements.
- Apply standard formats – functional requirements.
- Apply requirements approach with a case study.

1 hour Course Test.

Some Requirements Best-practice Techniques:

30 minutes Brainstorming:

- Generation phase.
- Consolidation phase.
- Brainstorming ground rules and guidelines.

30 minutes Requirements Workshops (Facilitation):

- What is facilitation?
- Facilitated session characteristics.
- Facilitated session roles (facilitator, participants, and documenter).
- Facilitated session ground rules and guidelines.

2 hours Interviewing:

- Phases of interviewing:
 1. Identifying candidates.
 2. Preparing for the interview.
 3. Conducting the interview.
 4. Following up.
- Types of questions to ask.
- Be an active listener.
- Interview tips and tricks for success.
- Live interview for one of your current projects.

Requirements Quest is an IIBA Endorsed Education Provider. Visit www.theiiba.org.

