IT Methodology Webinar

Executing Projects with IT Methodologies

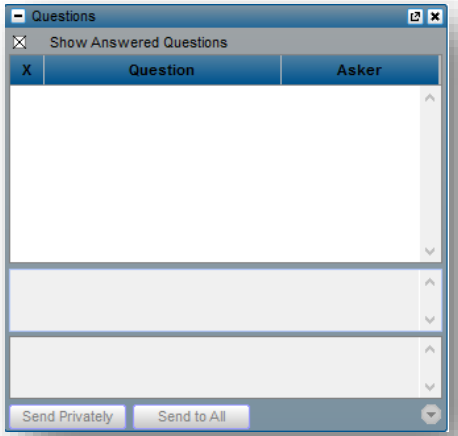
PROJECTinsight®

Project & Portfolio Management Software

Initiate Project Intelligence®

Things to Know…

- All participants will be on mute
- Questions are welcome
- Ask questions in the question box
- We **DO NOT** send out PDU certificates
- May be valid for PDU credit (**self-report session)**



- For more information check out article on Webinars and PDUs

http://www.projectinsight.net/support/kb/webinars-and-pdus

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Project Insight

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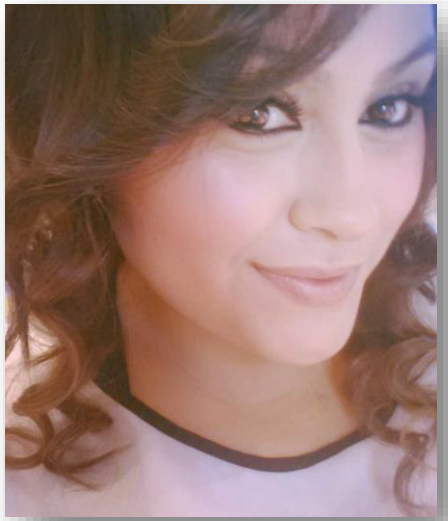

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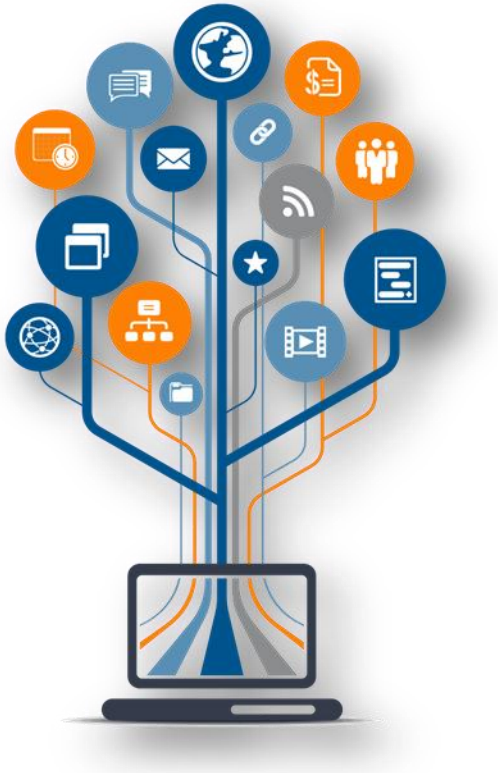

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Presenter

Cameron Watson

President, QAIassist

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Who’s on the call?

- I am a Project Manager
- I am a Business or Operational Manager
- I am a software developer or software tester
- I am a member of an organizational PMO, governance or quality assurance function
- I want a better understanding of IT Methodology

QAI assist

Who is QAIassist?

- Established 2007 – Ottawa, Canada
- Nurturing organizational efficiency through IT Methodology knowledge & expertise
- Support and promote a community with evolving IT Methodology knowledge and expertise
- Maintain, optimize, promote and support the delivery of IT methodology products and lifecycles proven to increase operational performance
- Administration and oversight of QAIassist Integrated Methodology (QAIassist-IM) and formal certifications – “Foundation” & “Practitioner”
- Support practitioners and authorized affiliates in acquiring and delivering IT Methodology knowledge and expertise

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IT Methodology Webinar Audience

- **Nurturing efficiency through IT Methodology knowledge & expertise across the globe**
  - Over 200 countries
  - Wide array of industries (manufacturing, banking, health, insurance, consulting)
  - More than 50 unique webinars
- **Over 10,000 webinar registrants**
  - Executives
  - Operational & Delivery Managers
  - Project Managers
  - Business Analysts and Architects
  - Application Developers & Testers
  - Corporate PMO, Quality Assurance, Continuous Improvement
  - Consultants

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QAIassist 2016 Series - Goals

- Share IT Methodology knowledge
- Develop IT methodology understanding & expertise
- Provide additional insight into several IT (project management, software development, software testing) methodologies
- Discuss best practices on incorporating an organizational IT methodology
- Promote ongoing dialog and feedback with webinar audience (questions, email, survey)

2016 Schedule

- **The 3rd Wednesday of Every Month**
  - 8:00 am Pacific - 11:00 am Eastern Time
- **IT Methodology Concepts (60 mins)**
  - This series of six webinars will be presented on a bi-monthly basis. Each webinar will provide you with a context, overview, terminology and general understanding of information technology (IT) methodology.
- **IT Methodology – Tutorials (45 mins)**
  - This series of five webinars will be presented on a bi-monthly basis. Each session is designed to offer a more “hands on” perspective – bridging the concepts into a practical utilization.

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Tutorial III - Executing Projects with IT Methodologies

Goals

- Understand project planning context, purpose and objectives
- Review project planning pre-requisites
- Define project planning scope (initial and iterative)
- Discuss Project Execution

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Tutorial III - Executing Projects with IT Methodologies
Agenda

- IT Methodology Context - (noun/verb), hierarchy, depictions, concept of deliverable
- Tutorial Context – review Sample Project & Previous Tutorials (Feb, Apr 2016)
- "Hiccup-Less" Project – Dependencies, Dynamics and Deliverables
  - Scope of Requirements (Conceptual)
  - Requirements Definition, Identification & Traceability
  - Requirements Definition – mandatory pre-requisite for creation of all Testing Plans and Testing Evaluation Criteria (User Acceptance Testing, System Integration Testing, Unit Testing)
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- Recap

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Terms, Terms and more Terms

- IT Framework, IT Methodology, IT Lifecycle
  - Non Standard usage in terminology
  - Terms are used interchangeably between organizations and across the IT industry
  - Examples include
    - Project Management — Methodology/Lifecycle/Framework
    - Software Development — Methodology/Lifecycle (SDLC)/Framework
    - Software Testing — Methodology/Lifecycle/Framework
  - **Every IT organization is using an IT Methodology or IT Lifecycle or IT Framework**

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IT Methodology Context

- Organizational Frameworks
  - ISO(900XXX), CMMI, Six-Sigma, ITIL, COBIT
- Methodologies/Lifecycles (noun)
  - Rational Unified Process (RUP), QAIassist (IM), PMI, Prince2
- Methodologies/Lifecycles (verb)
  - Waterfall, Spiral, Agile, RAD, etc

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IT Methodology – Map & Journey

- Methodologies/Lifecycles - “noun”
  - The roadmap
  - Rational Unified Process (RUP), QAIassist (IM) , PMI, Prince2
- Methodologies/Lifecycles - “verb”
  - The journey taken along the road
  - Waterfall, Spiral, Agile, RAD , Prototyping, etc

IT Methodology – Map & Journey

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IT Methodology/Lifecycle - Noun

- All Methodologies/Lifecycles (RUP, QAIassist-IM, PMI, Prince2) define, utilize and rely on their own pre-defined structure, naming conventions, and terminology
- Hierarchy/Structure
  - Methodology/Lifecycle (ie Project Management, Software Development , Software Testing)
  - Phase/Stage (ie Initiate, Planning, Design, Closeout)
  - Deliverable/Artifact/Work Product (ie Project Charter, Testing Strategy)
  - Activity (tasks performed to complete deliverables, artifacts, work products)

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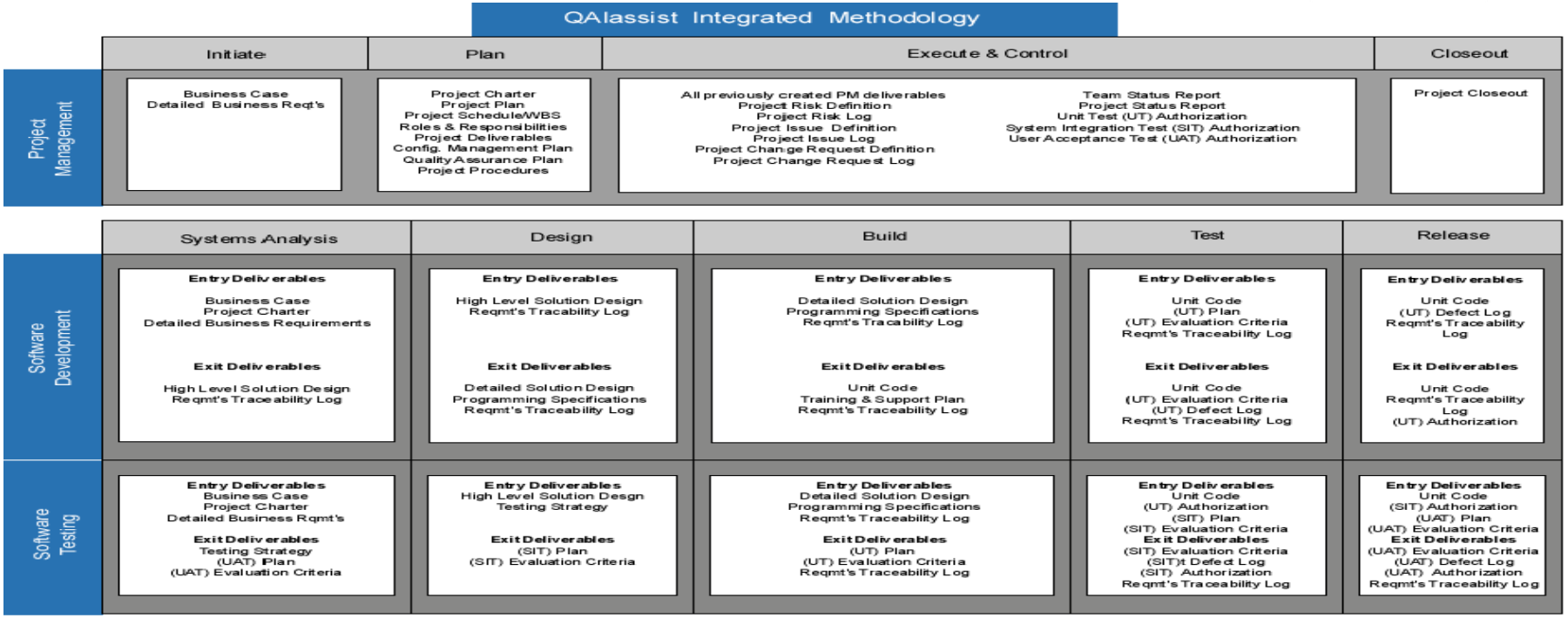
QAIassist Integrated Methodology



“Deliverable/Artifact/Work Product” versus “Activity”

Building an IT Application

- Deliverable (Artifact, Work Product)
  - Business Case
  - Project Plan
  - User Acceptance Test Plan
- Activity (non-Deliverable, non-Artifact, non Work Product)
  - Reviewing business need with Operational Management, Business Analysts and End-Users
  - Meeting with Stakeholders to acquire approval of Project Plan
  - Discussing User Acceptance Testing objectives and priorities with testing team

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“Deliverable/Artifact/Work Product” Attributes

- **Tangible (pre-defined informational requirements)**
  - Can be identified and defined (completion dates, cost) on Project Schedule
  - Can be assigned (populating information requirements) to project team member(s)
  - Can be referenced by project team members to support creation of other deliverables
  - Can be formally reviewed and officially authorized
  - Will alter in status (authored, reviewed, approved, archived, referenced) throughout life of project
  - Will reflect evolving deliverable and project status/progress (risks, issues, percentage complete)
  - Can be placed under formal configuration management – re: with evolving status
  - Can be accessed for future reference (application support and maintenance)

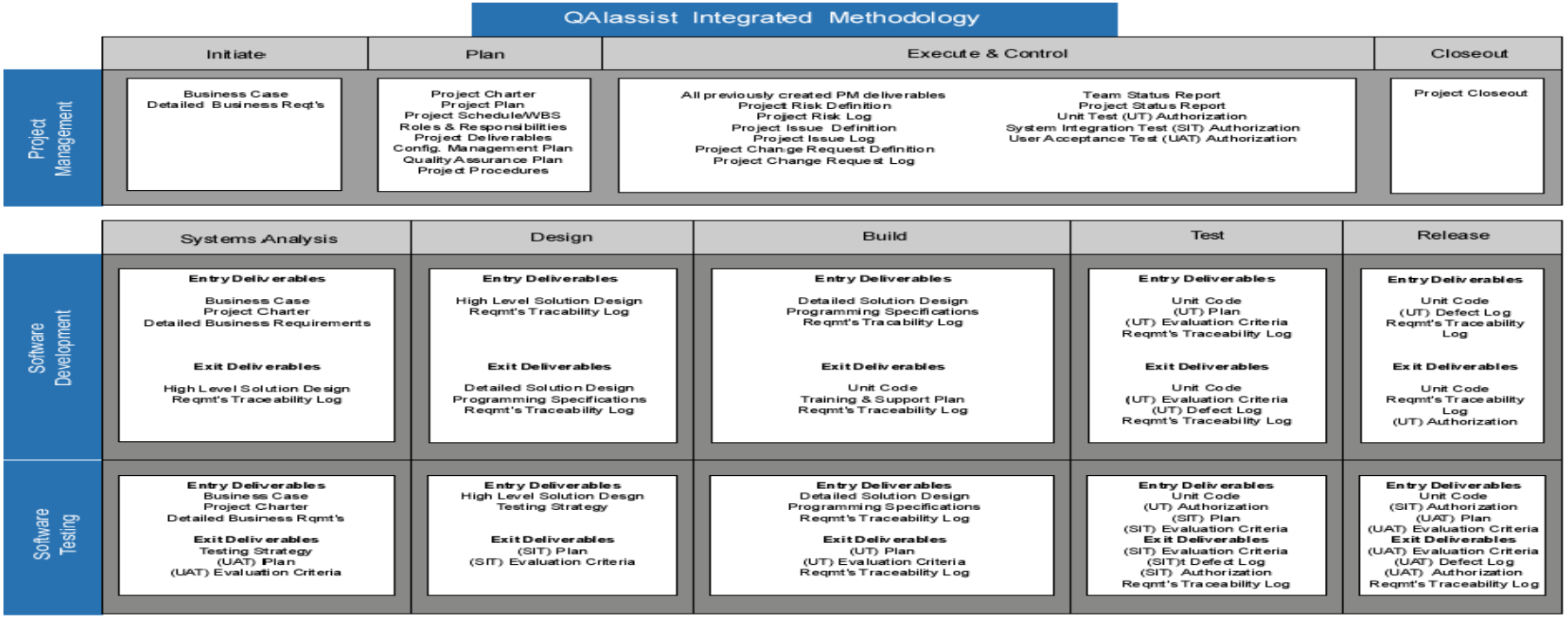
Deliverable/Artifact/Work Product Construct/Format

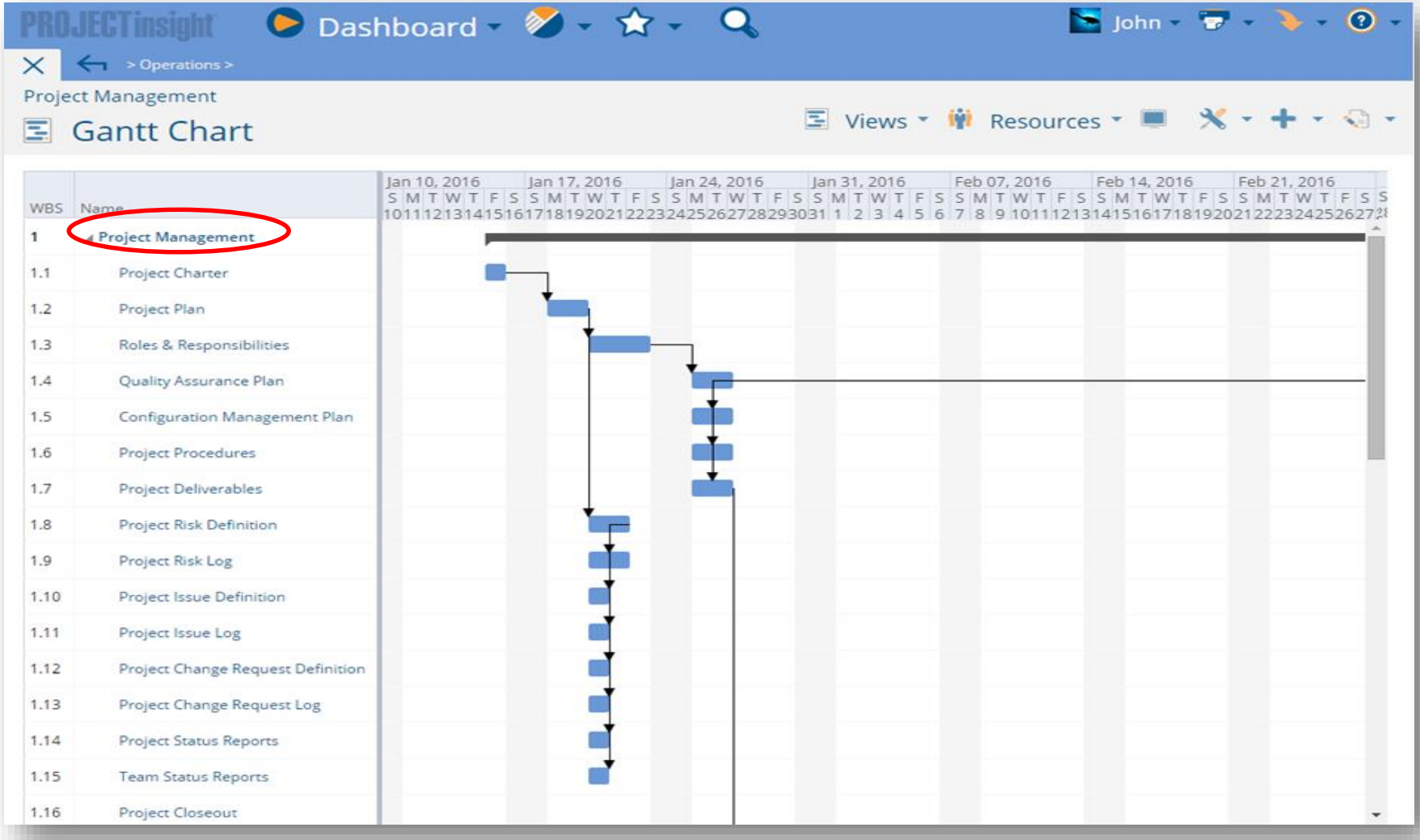
- Fixed Sections (always populated)
  - Title Page
  - Deliverable Details (Author, Creation Date, Version, Status, etc)
  - Deliverable History, Reviewers, Sign Off
  - Table of Contents (as per deliverable)
  - Context (purpose of the deliverable)
- Variable Sections (based on pre-defined informational requirements)
  - Structure/format defined as per deliverable (ie a Project Charter deliverable does not have the same pre-defined informational requirements as a Testing Strategy deliverable)

Deliverable/Artifact/Work Product Status

- **Draft** - Deliverable has been identified, assigned and is in the process of being drafted/completed
- **Review** - “Draft” deliverable has been completed and submitted for “review” and “authorization”
- **Approved/Archived** - “Reviewed” deliverable has been “Authorized” by designated stakeholders and put under configuration management
- **Applied** - Information within “Authorized” deliverable is being referenced and/or utilized within another deliverable

QAIassist Integrated Methodology

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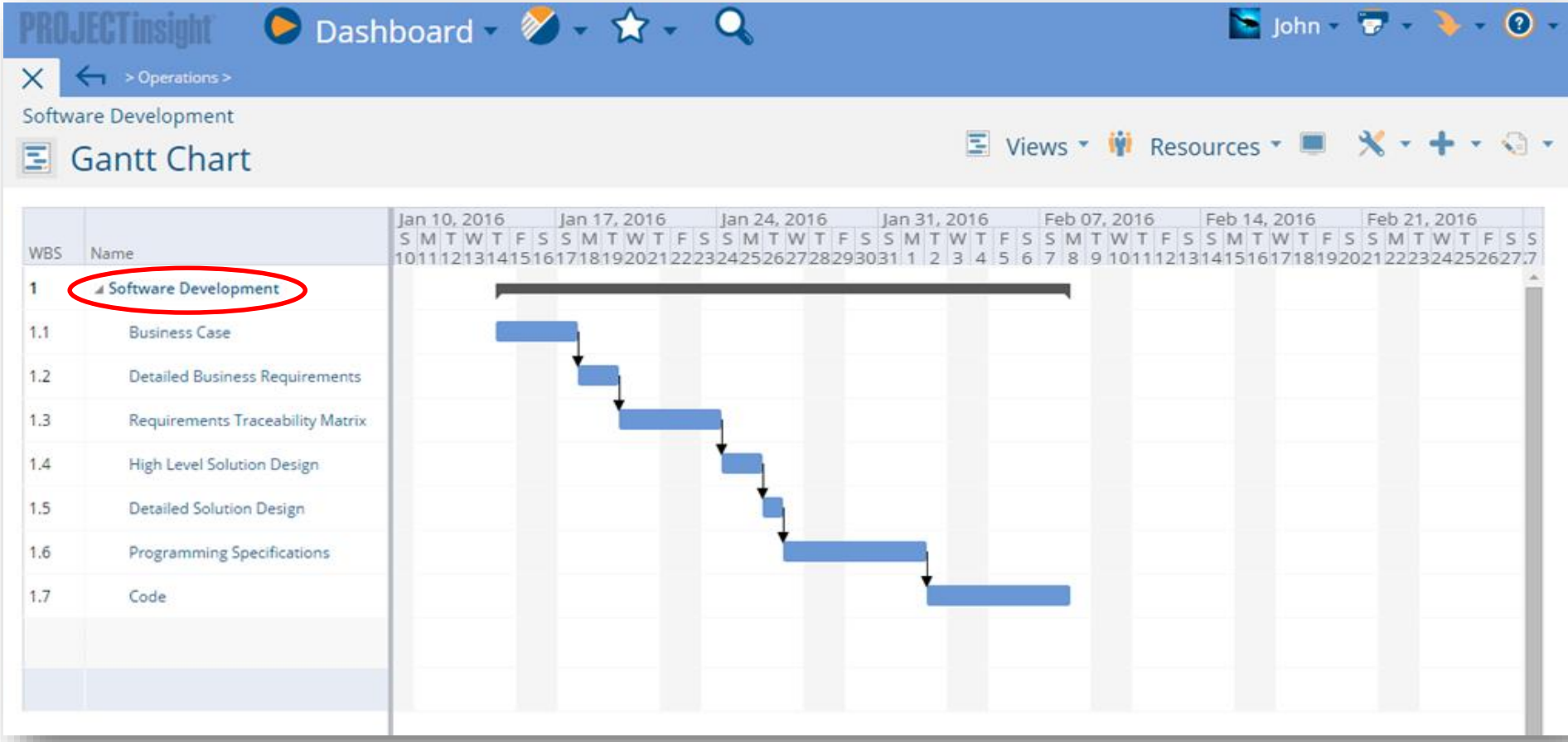
Views
Resources
WBS
Name
1 Project Management
1.1 Project Charter
1.2 Project Plan
1.3 Roles & Responsibilities
1.4 Quality Assurance Plan
1.5 Configuration Management Plan
1.6 Project Procedures
1.7 Project Deliverables
1.8 Project Risk Definition
1.9 Project Risk Log
1.10 Project Issue Definition
1.11 Project Issue Log
1.12 Project Change Request Definition
1.13 Project Change Request Log
1.14 Project Status Reports
1.15 Team Status Reports
1.16 Project Closeout
Jan 10, 2016
Jan 17, 2016
Jan 24, 2016
Jan 31, 2016
Feb 07, 2016
Feb 14, 2016
Feb 21, 2016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1
Software Development
1.1
Business Case
1.2
Detailed Business Requirements
1.3
Requirements Traceability Matrix
1.4
High Level Solution Design
1.5
Detailed Solution Design
1.6
Programming Specifications
1.7
Code
Jan 10, 2016
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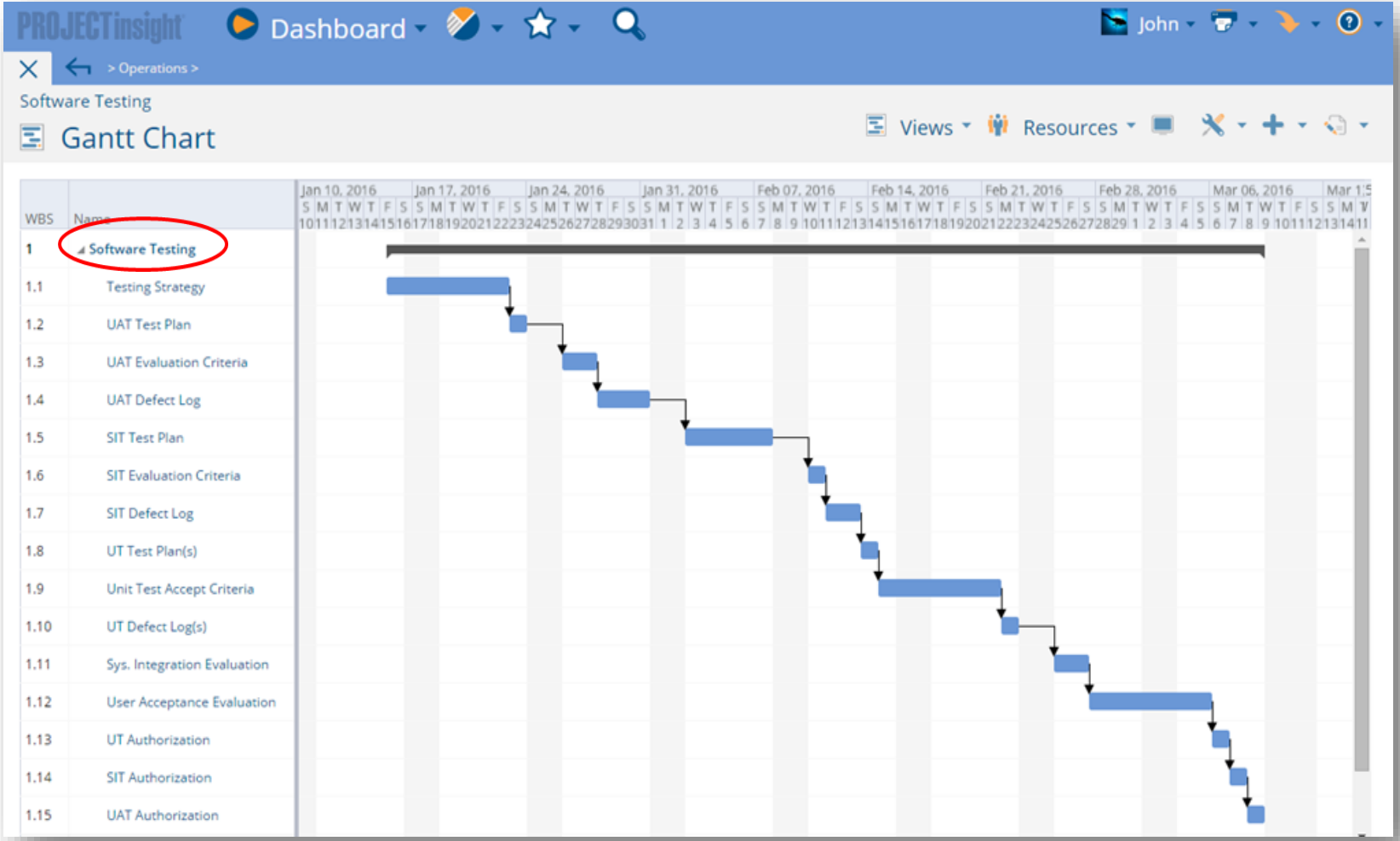
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Name
1 Software Testing
1.1 Testing Strategy
1.2 UAT Test Plan
1.3 UAT Evaluation Criteria
1.4 UAT Defect Log
1.5 SIT Test Plan
1.6 SIT Evaluation Criteria
1.7 SIT Defect Log
1.8 UT Test Plan(s)
1.9 Unit Test Accept Criteria
1.10 UT Defect Log(s)
1.11 Sys. Integration Evaluation
1.12 User Acceptance Evaluation
1.13 UT Authorization
1.14 SIT Authorization
1.15 UAT Authorization
Jan 10, 2016
Jan 17, 2016
Jan 24, 2016
Jan 31, 2016
Feb 07, 2016
Feb 14, 2016
Feb 21, 2016
Feb 28, 2016
Mar 06, 2016

IT Methodology – Map & Journey

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Methodology/Lifecycle – Verb

- "Waterfall" Methodology/Lifecycle
  - a single iteration through the methodology/lifecycle (noun)
  - deliverables/artifacts defined, assigned, and documented
  - formal structure required
- "Agile" Methodology/Lifecycle
  - more than a single iteration through a methodology/lifecycle (noun)
  - limited deliverable creation
  - formal structure not required

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Tutorial III - Executing Projects with IT Methodologies
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Tutorial Context – Sample Project

- ABC Company (mid sized)
- Strategic Direction - incorporate outsourcing option into existing operations
- Existing Accounting Application functionality does not
  - meet evolving regulatory legislation (for outsourcing)
  - deliver functionality necessary to administer outsourcing & vendor relations
  - provide stability (up time) to the business users
  - allow for expansion
- Project Name – " Extended Accounting System (EAS)"

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Tutorial Context – Resource Availability

- System Owner
- Stakeholders
- Business/Line Managers
- Project Manager
- Business Analysts
- Architects (Functional/Technical)
- Programmers
- Testers
- End Users

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Applying IT Methodology to Project Initiation (Feb)
Tutorial I- Agenda

- IT Methodology - Context, overview, review
- Tutorial Context - Sample Project Definition
- Project Initiation - Identifying the Business Need
- Project Initiation - Initiate Project Management Lifecycle
- Project Initiation - Initiate Software Development Lifecycle
- Project Initiation - Initiate Software Testing Lifecycle
- Recap

QAI assist

Applying IT Methodology to Project Initiation (Feb)
Tutorial I- Deliverables

- Project Management Lifecycle Deliverables
  - Project Charter
  - Roles & Responsibilities
- Software Development Lifecycle Deliverables
  - Business Case
  - Detailed Business Requirements
- Software Testing Lifecycle Deliverables
  - Testing Strategy

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Project Planning & Design with IT in Mind (Apr)
Tutorial II – Agenda

- IT Methodology Context - (noun/verb), hierarchy, depictions, concept of deliverable
- Tutorial Context – review Sample Project Definition & Previous Tutorial (Feb 2016)
- Project Management Lifecycle – Plan Phase
  - Understand project context (previously created project deliverables)
  - Analyze/Align project scope and objectives with methodology (noun and verb) to be utilized
  - Create initial draft for required Project Plan Phase deliverables
  - Prepare required/potential/additional project management deliverables
- Recap

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Project Planning & Design with IT in Mind (Apr)
Tutorial II – Deliverables

- Project Management Lifecycle Deliverables
  - Project Plan
  - Project Schedule (WBS)
  - Roles & Responsibilities
  - Project Deliverables
  - Configuration Management Plan
  - Quality Assurance Plan
  - Project Procedures

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Project Planning & Design with IT in Mind (Apr)
Tutorial II – "Potential" Deliverables

- Potential/Associated Project Management Lifecycle Deliverables
  - Issues Log
  - Risk Log
  - Change Request Log
  - Project Status Report
  - Team Status Report
  - Unit Test Defect Log
  - System Integration Test Defect Log
  - User Acceptance Test Defect Log

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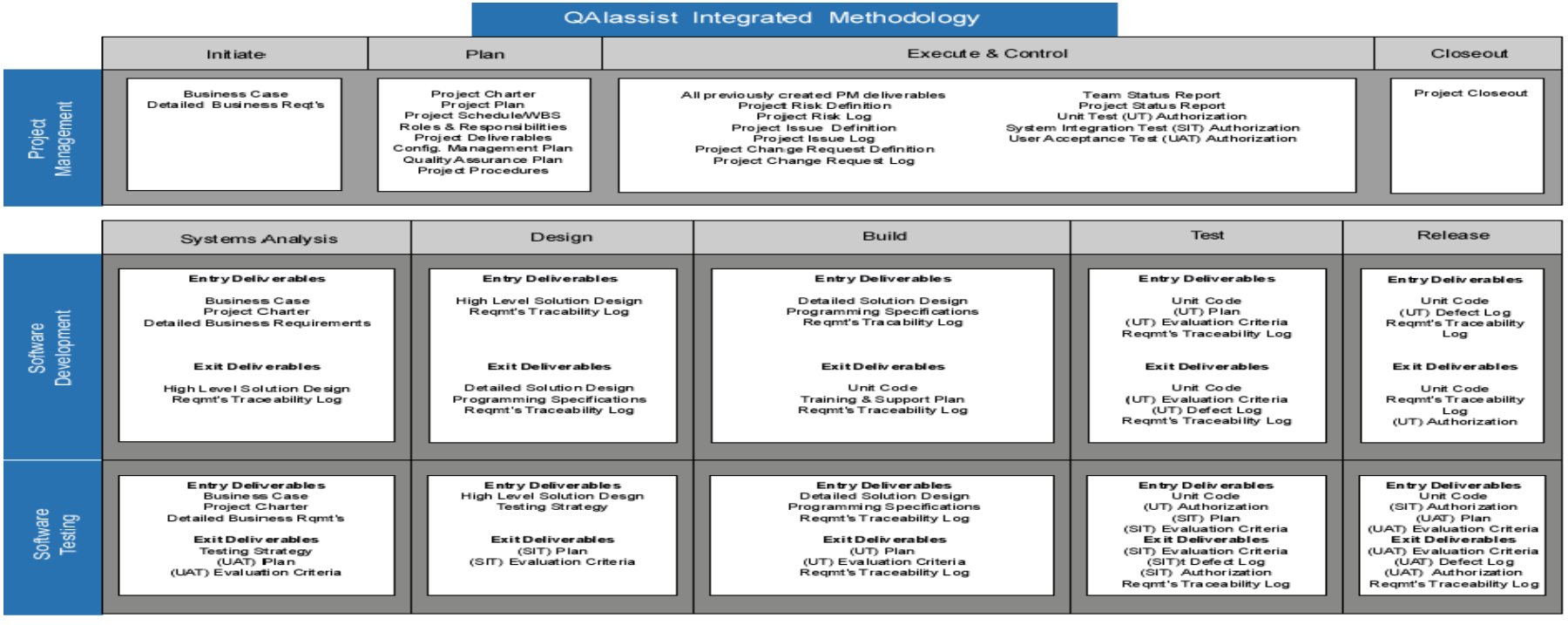

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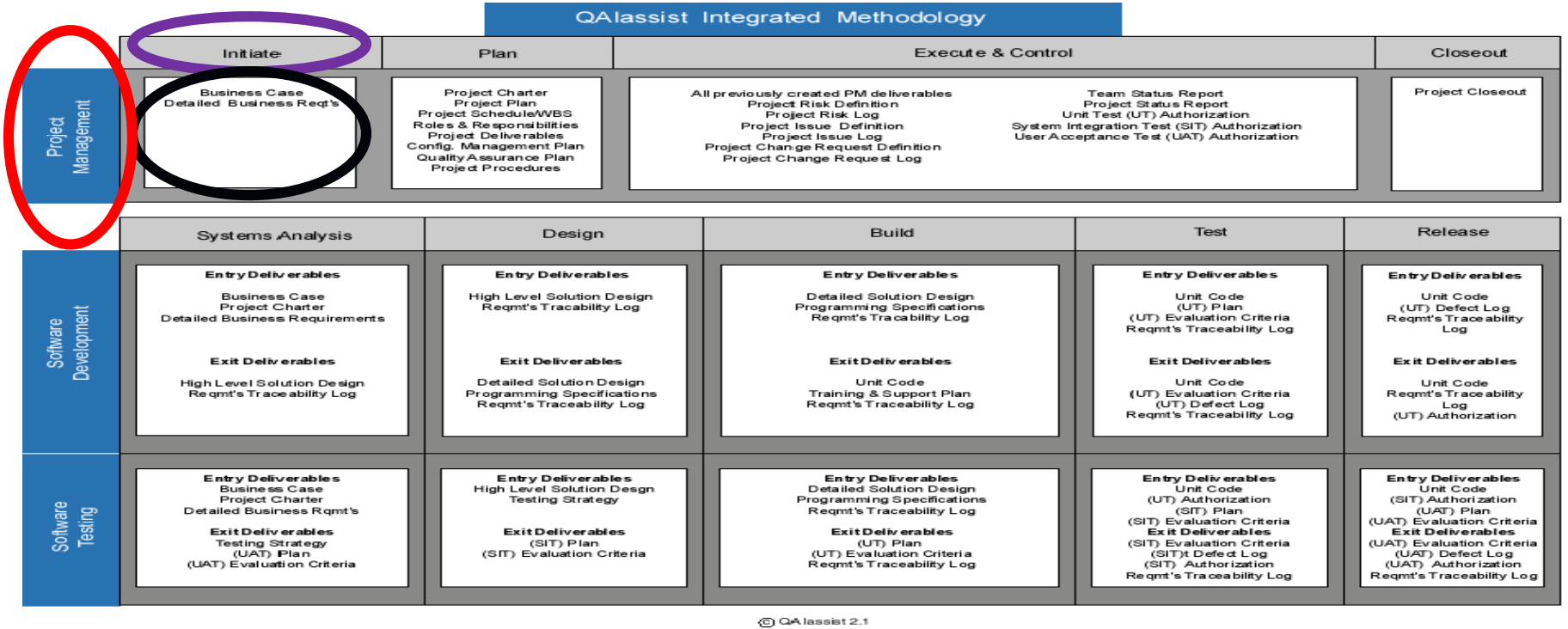

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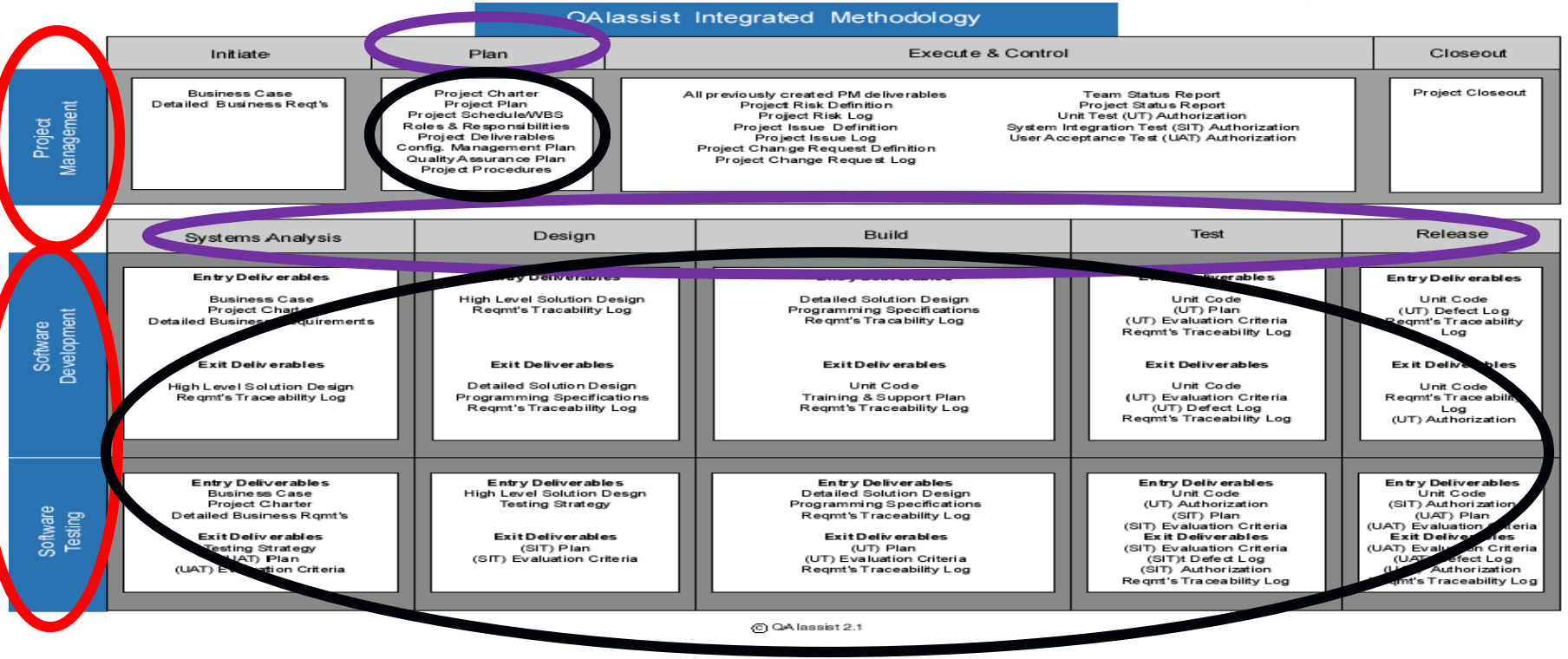

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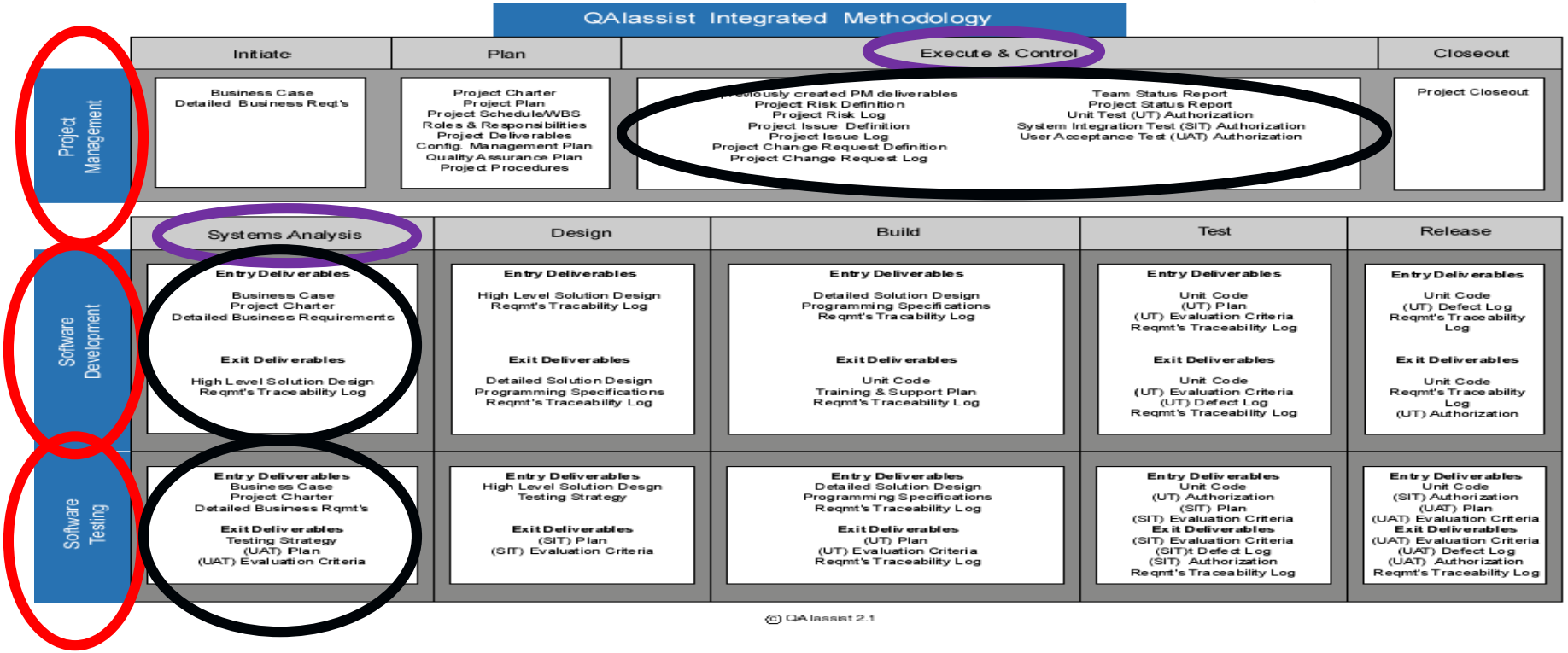

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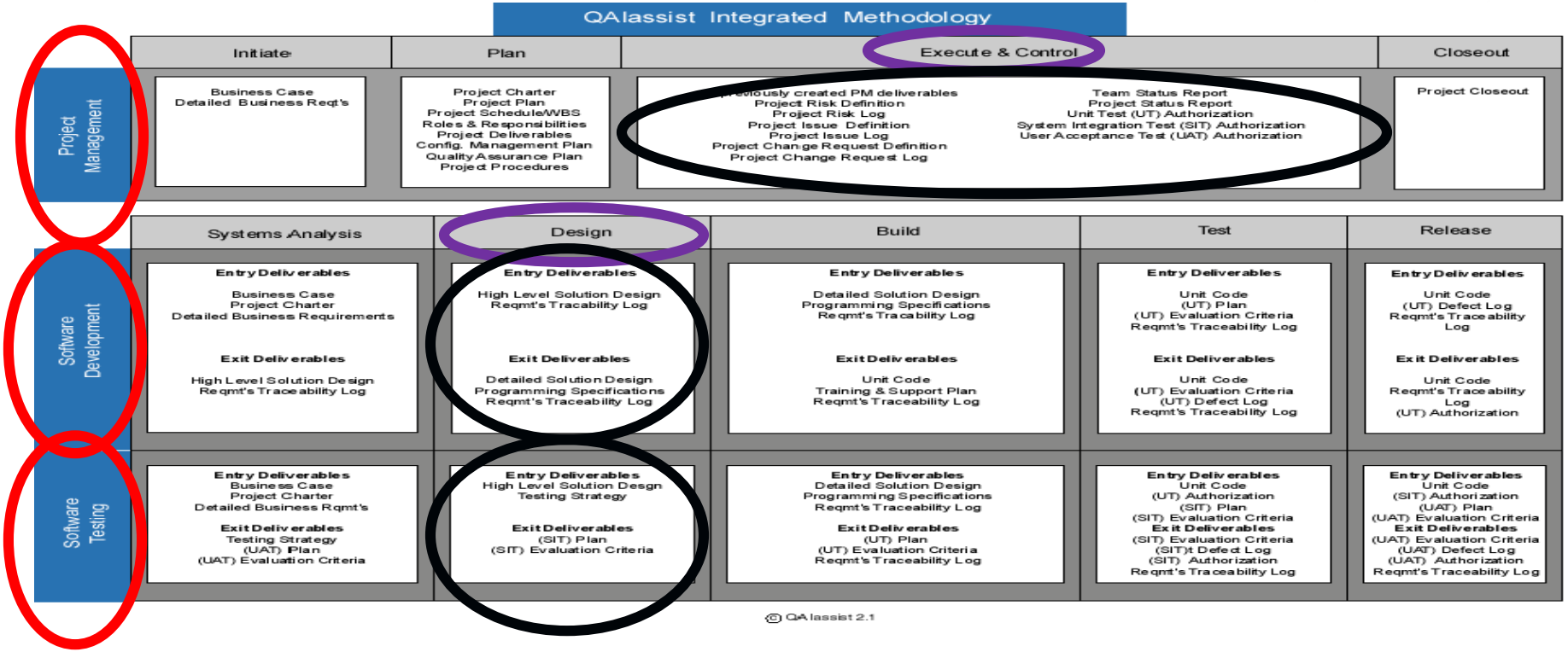

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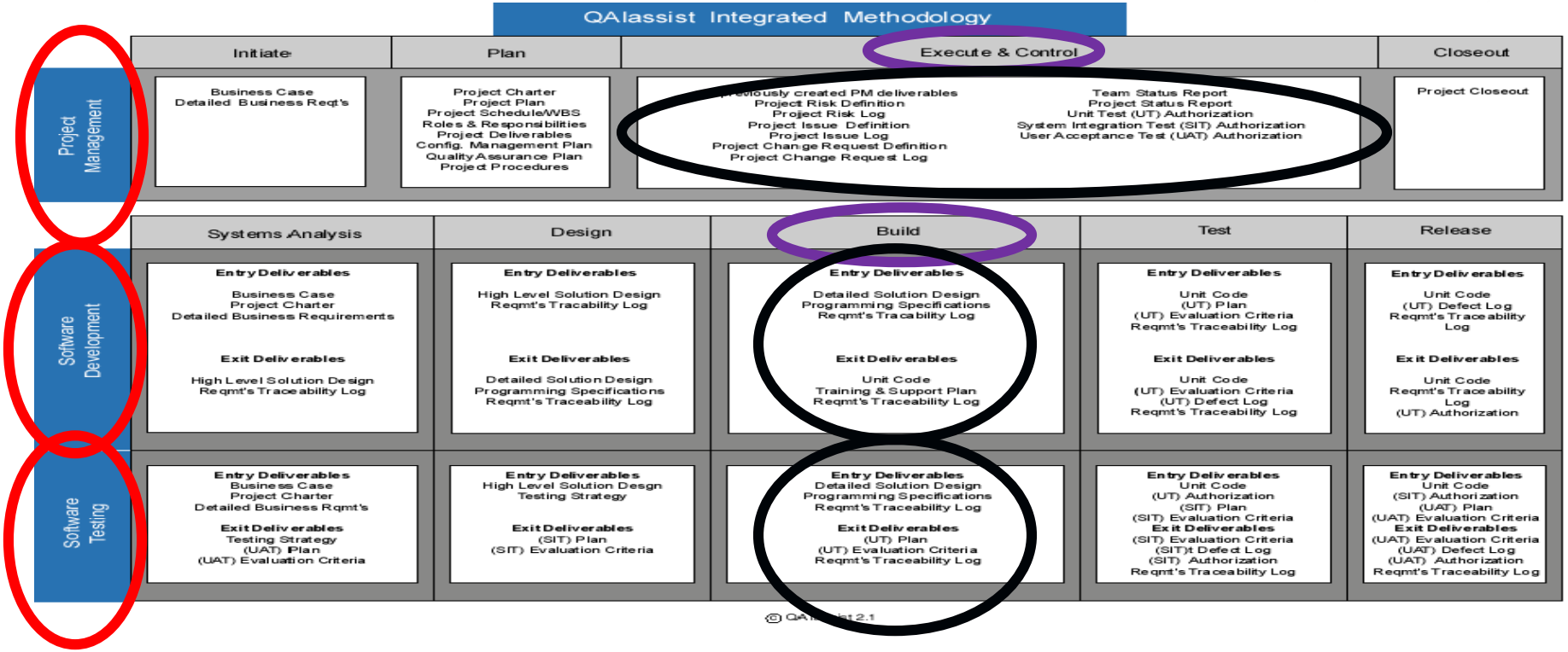

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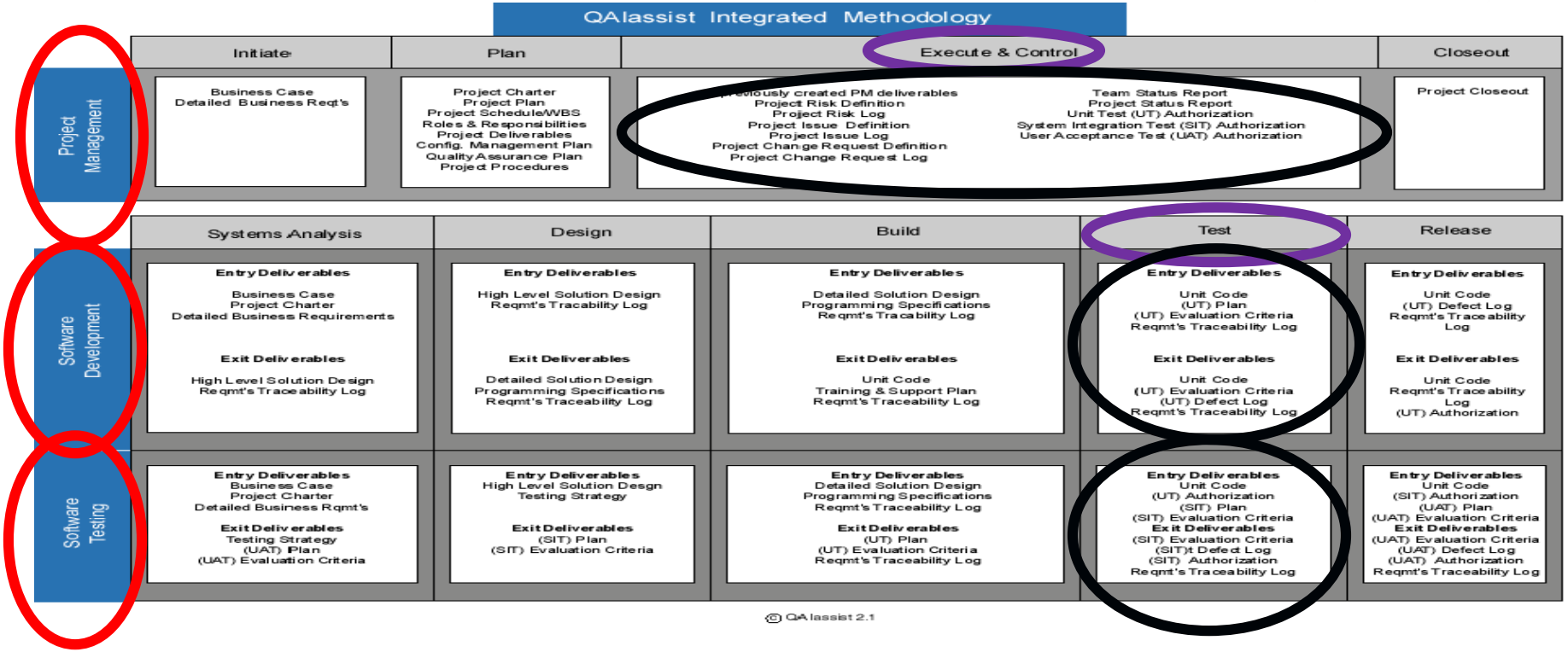

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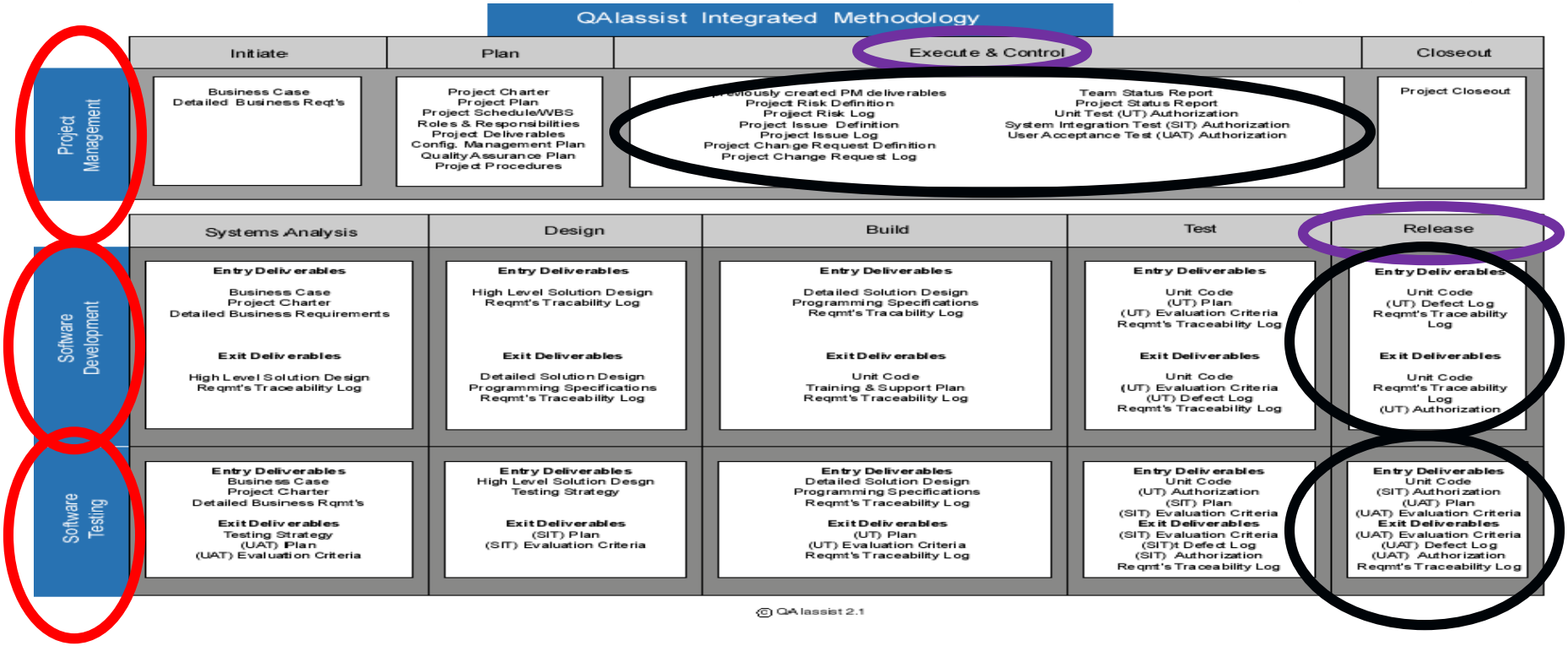
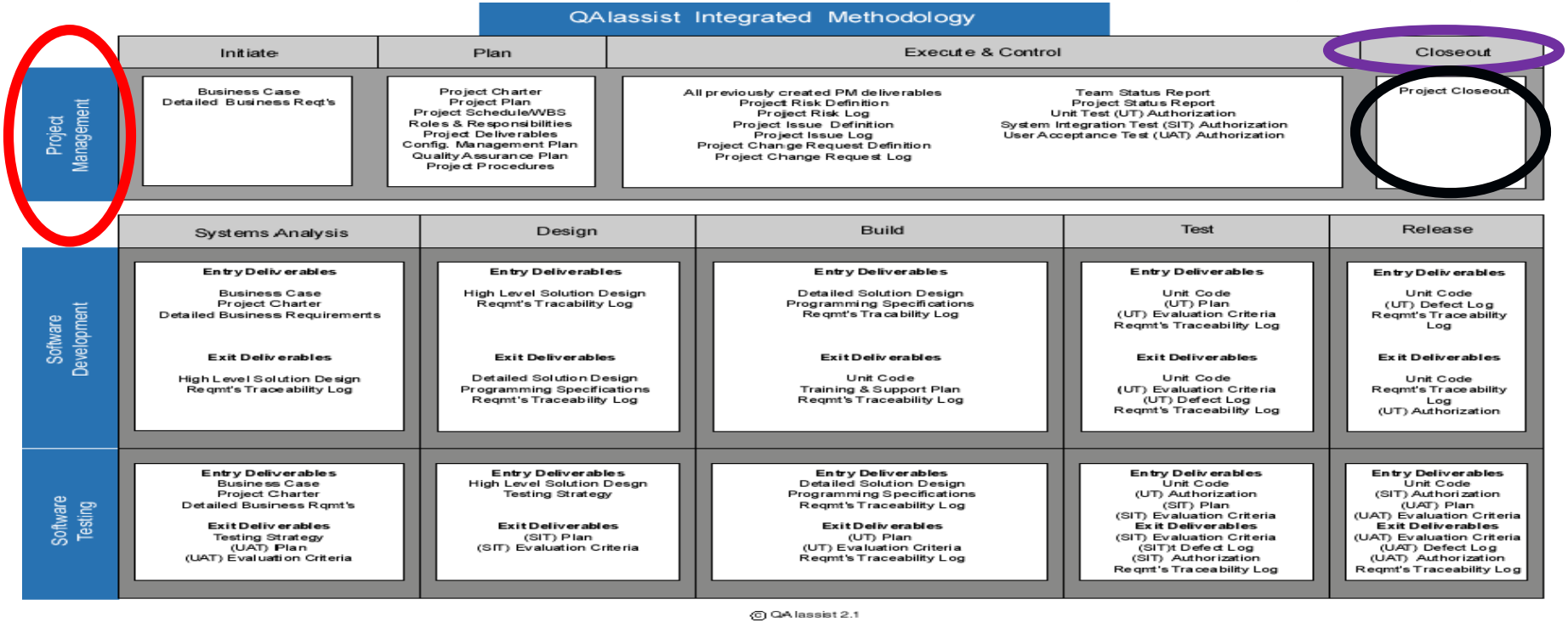


QAIassist Integrated Methodology
"Hiccup-Less" Project



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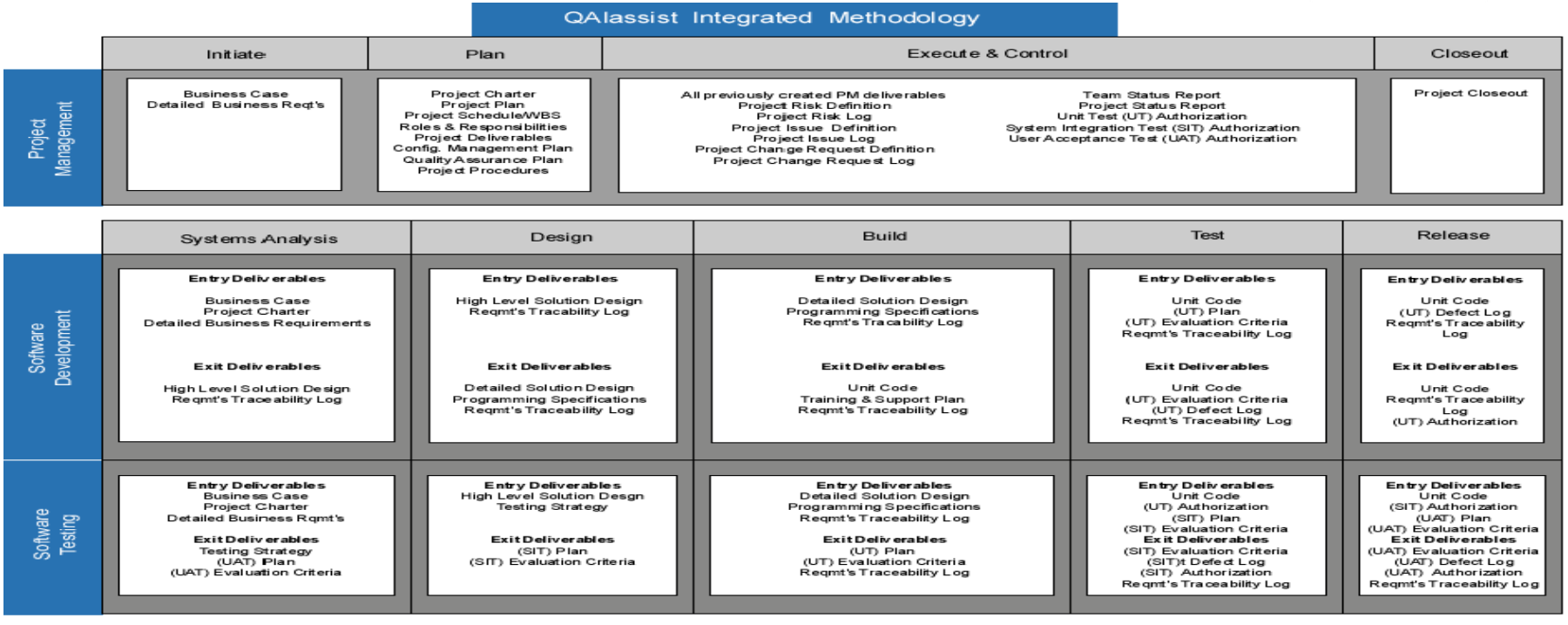

Tutorial III - Executing Projects with IT Methodologies
Agenda

- IT Methodology Context - (noun/verb), hierarchy, depictions, concept of deliverable
- Tutorial Context – review Sample Project & Previous Tutorials (Feb, Apr 2015)
- **“Hiccup-Less” Project – Dependencies, Dynamics and Deliverables**
  - **Scope of Requirements (Conceptual)**
  - Requirements Definition, Identification & Traceability
  - Requirements Definition – mandatory pre-requisite for creation of all Testing Plans and Testing Evaluation Criteria (User Acceptance Testing, System Integration Testing, Unit Testing)
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Fundamental Question

- How many requirements (and associated functionality) should/can be developed ?
  - Too Few – leads to a solution that does not satisfy the business need
  - Too Many – leads to a solution that is over priced, over built, over budget and past due (and may still not satisfy the business need)

How can a project team know when they are best leveraging a methodology to develop the appropriate level of functionality ?

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Requirements/Functionality

Identifying, Designing, Building and Unit Testing functionality

**** Functionality cannot be delivered in a vacuum ***

- **Manual Functionality**
  - Processes that deliver or administer the delivery of products and/or services (often leverages automated functionality)

- **Automated Functionality**
  - IT Systems/Applications that interface and support the delivery of **Manual Functionality**

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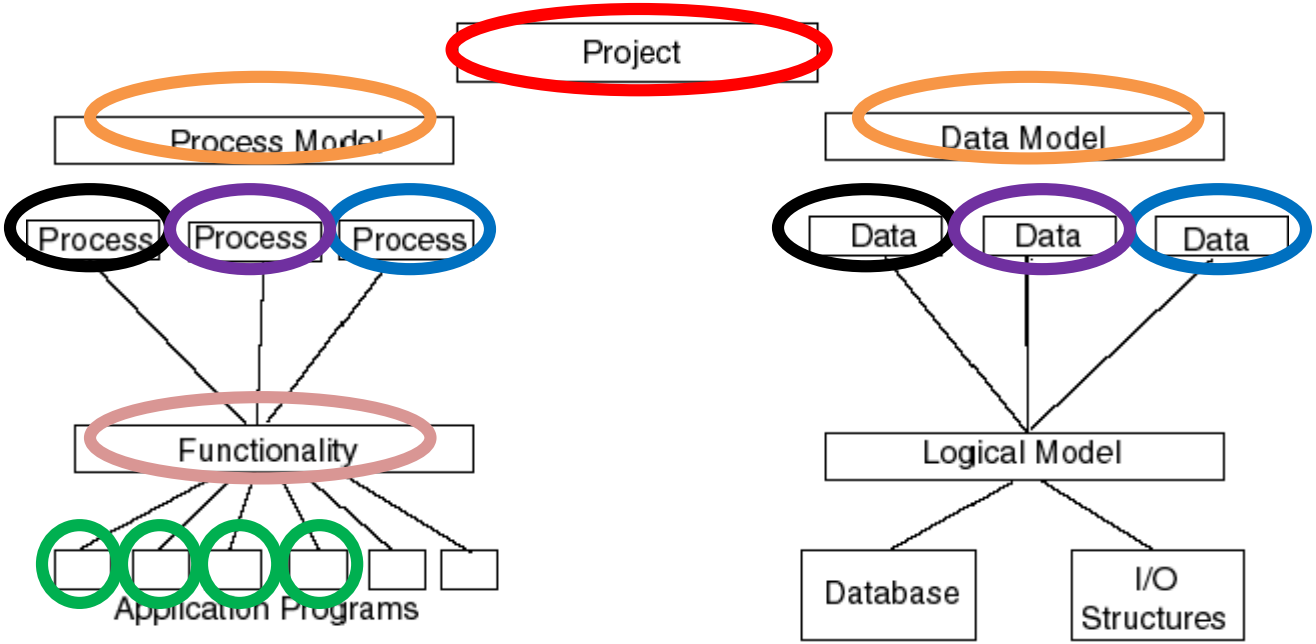
Requirements/Functionality Premise



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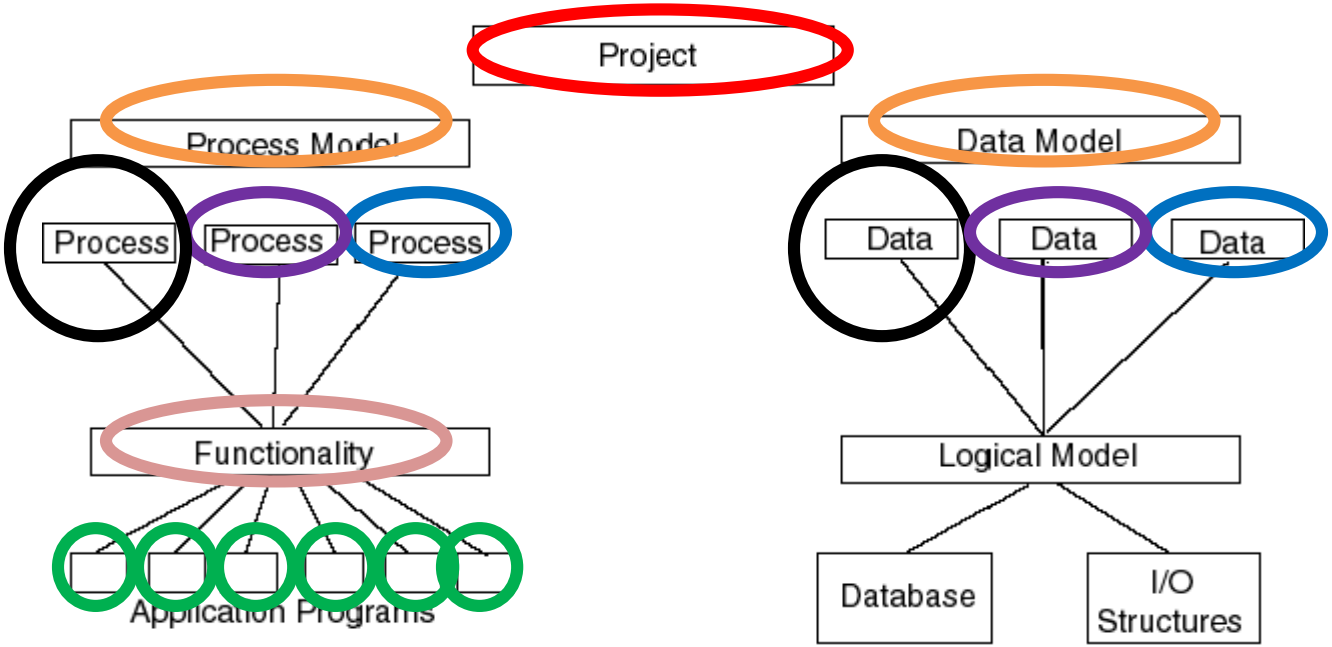

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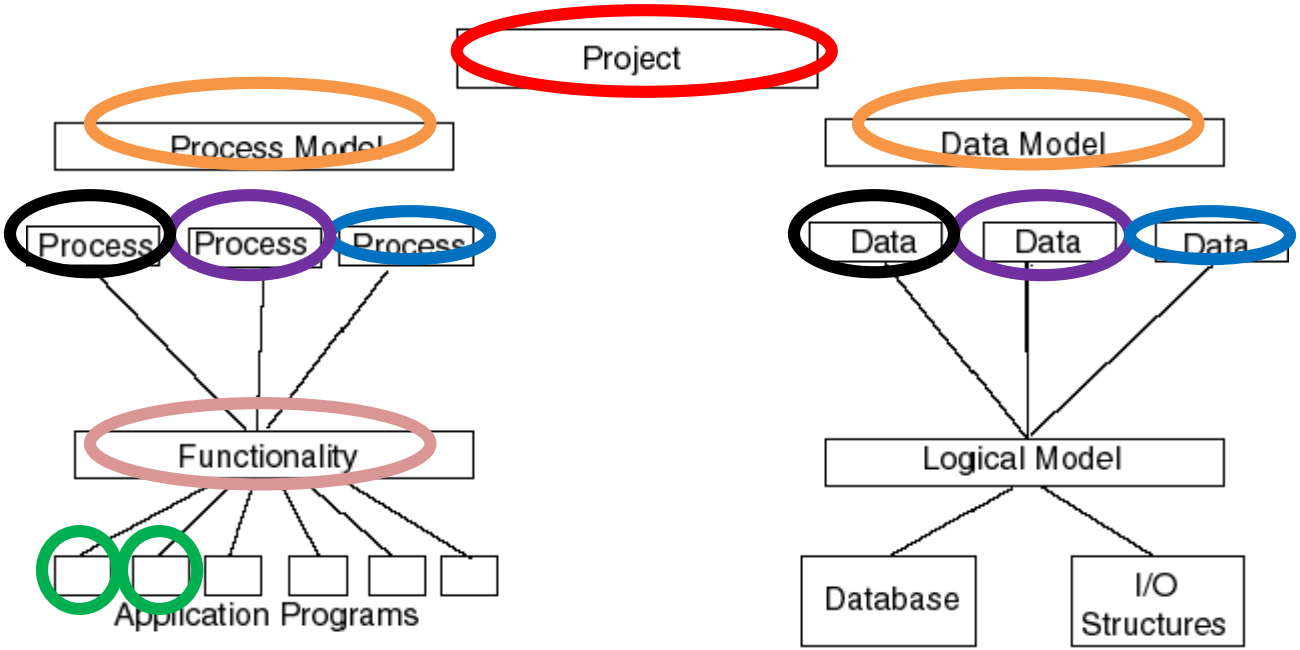

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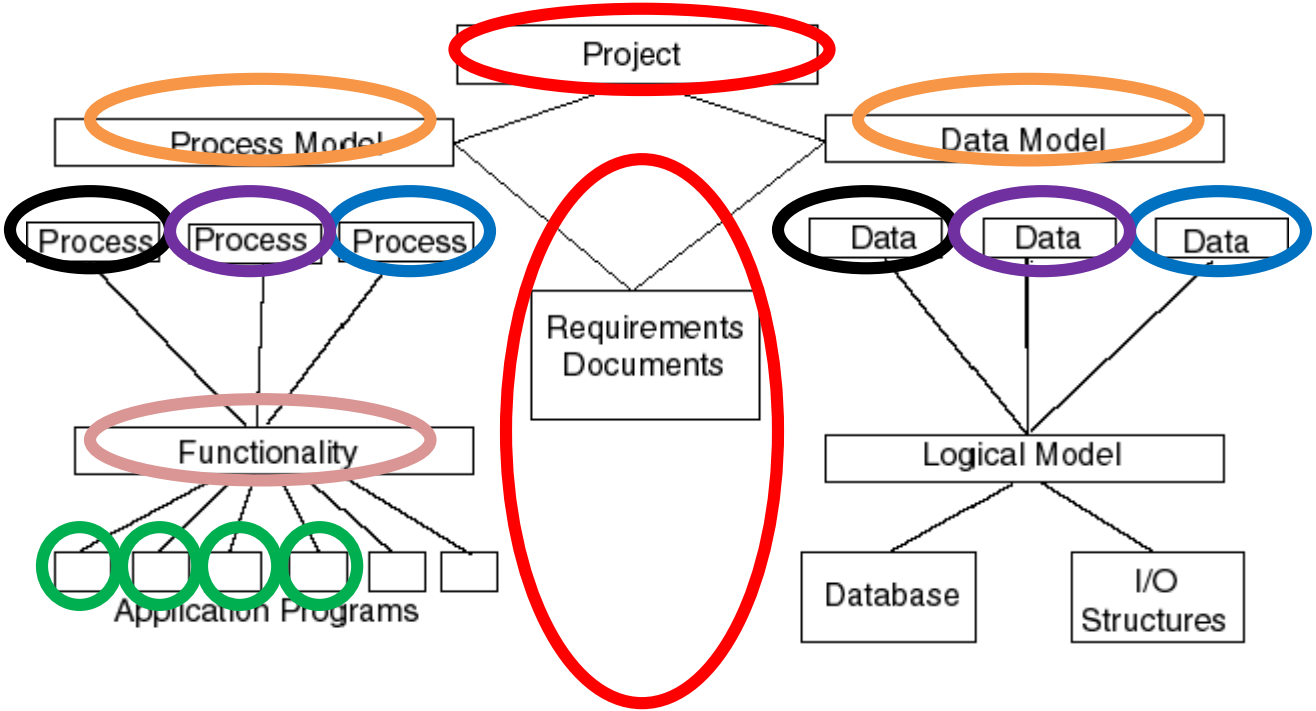

Requirements Documents
Terminology and Construct

- Generic Cohesion
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- Data
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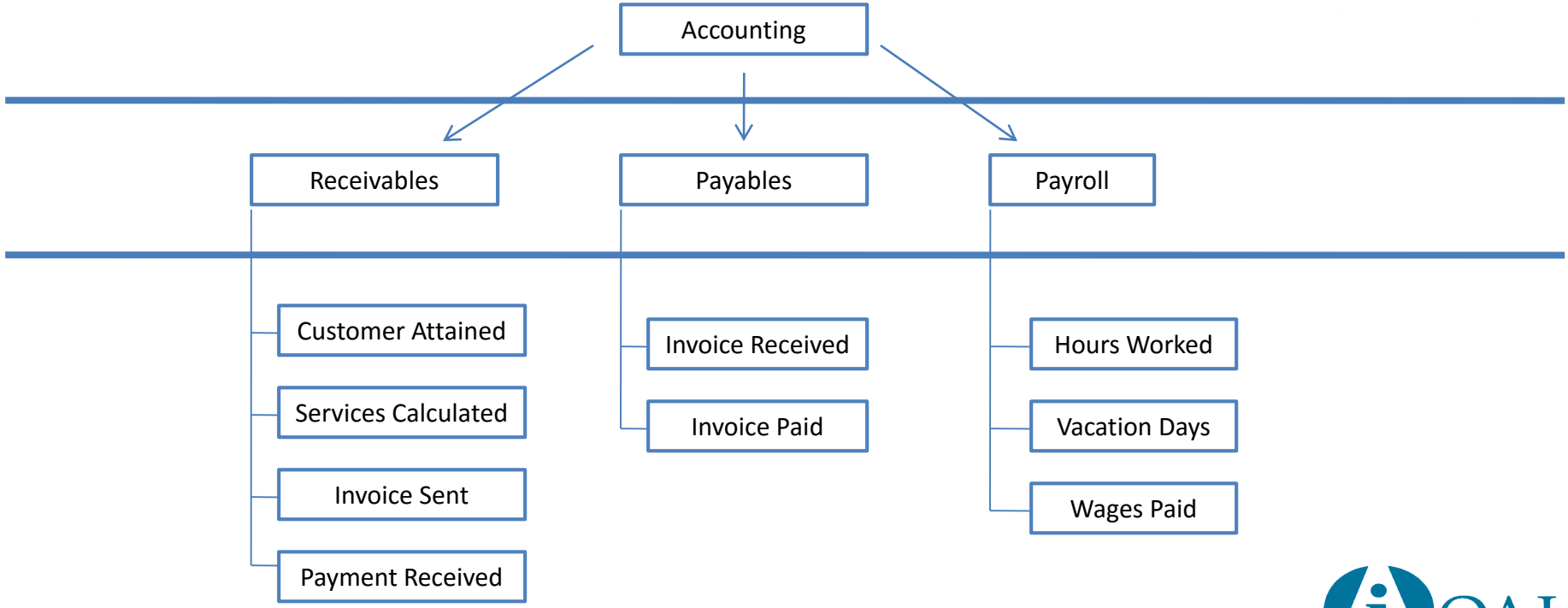
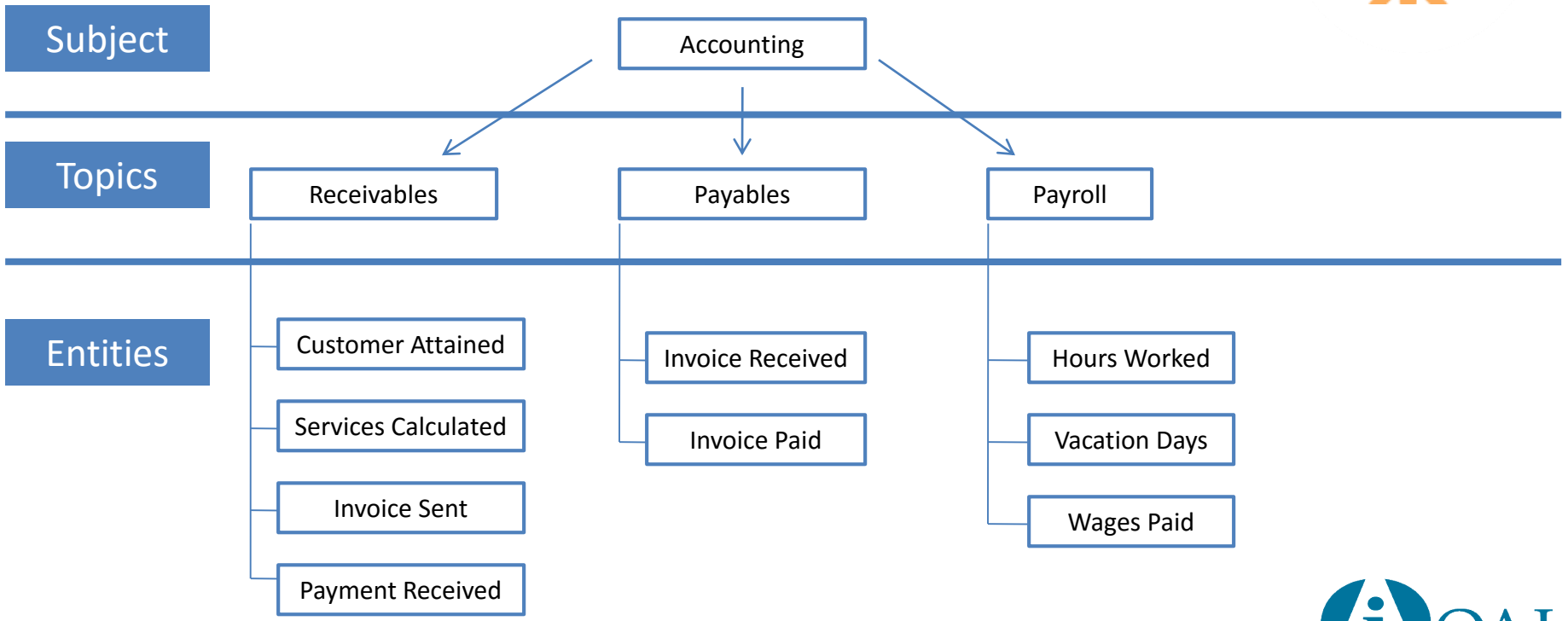
Requirements Documents (Identification and Definition) Sample Application



Requirements Documents (Identification & Definition)
"Data" Context



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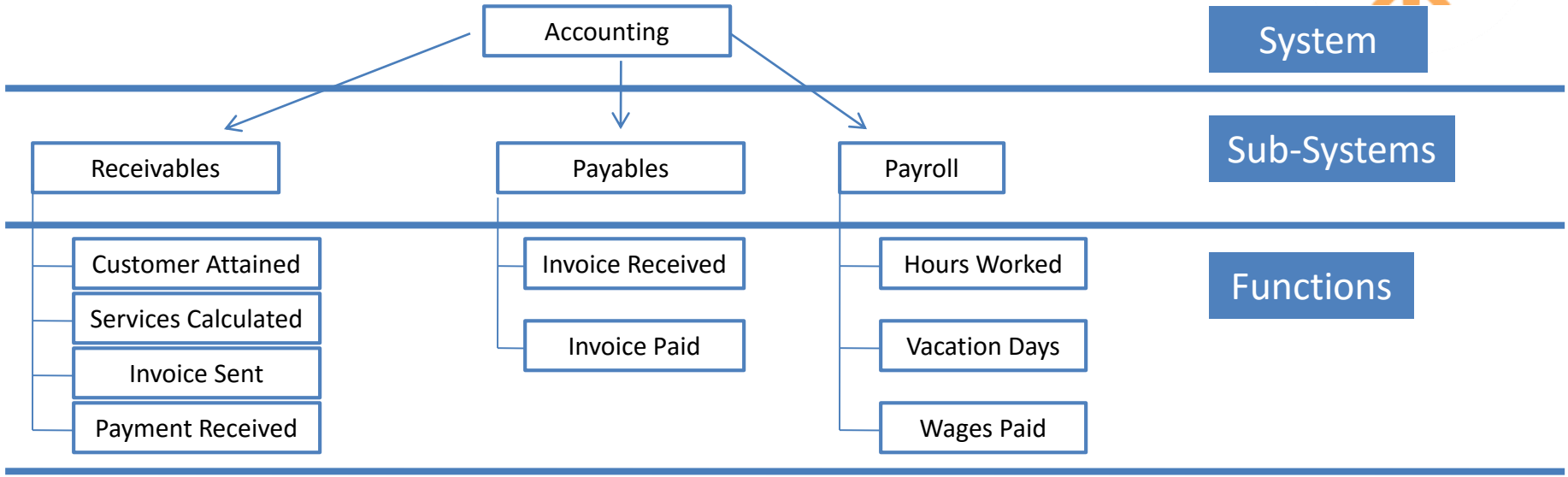

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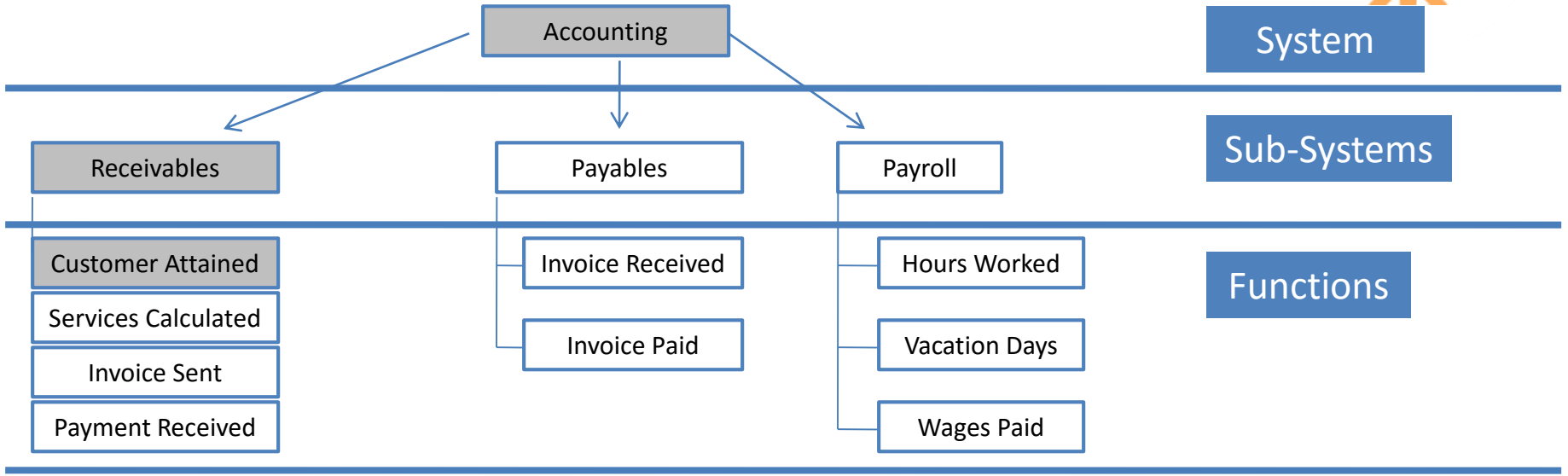

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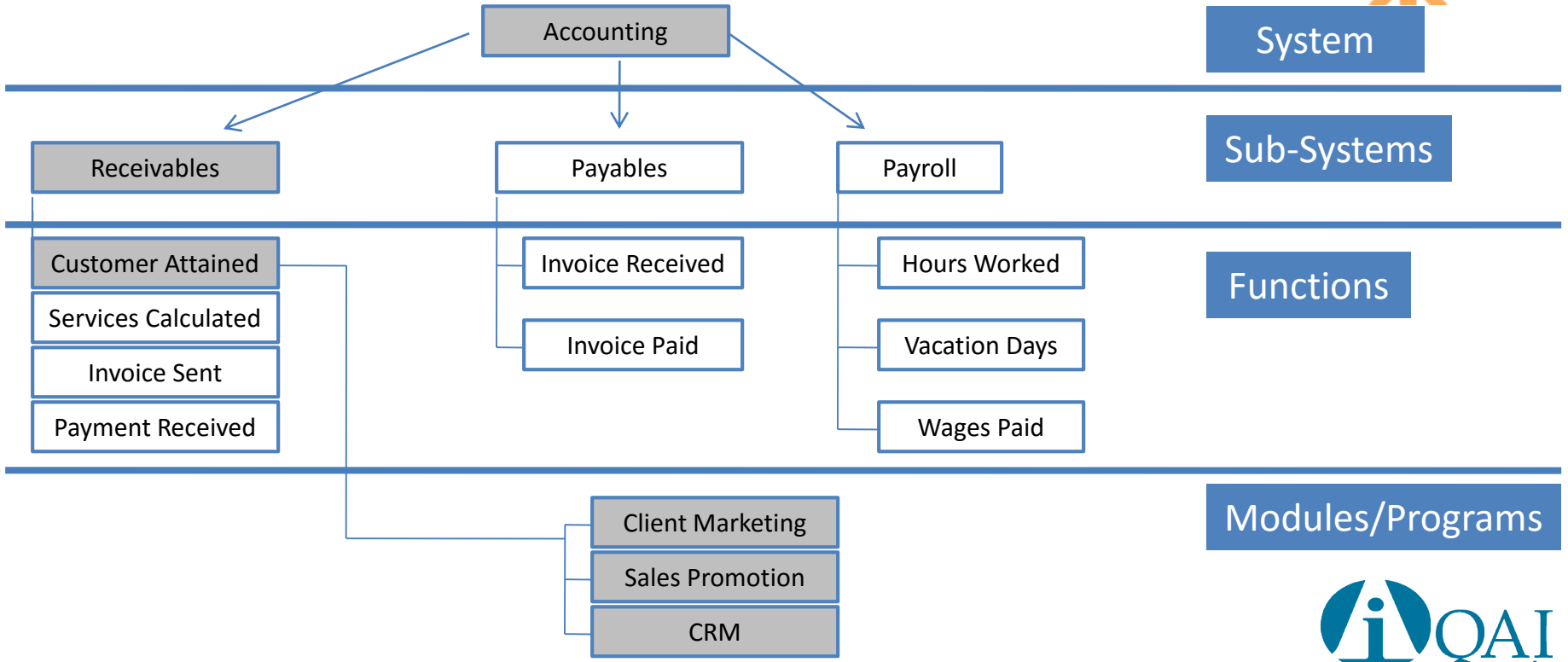

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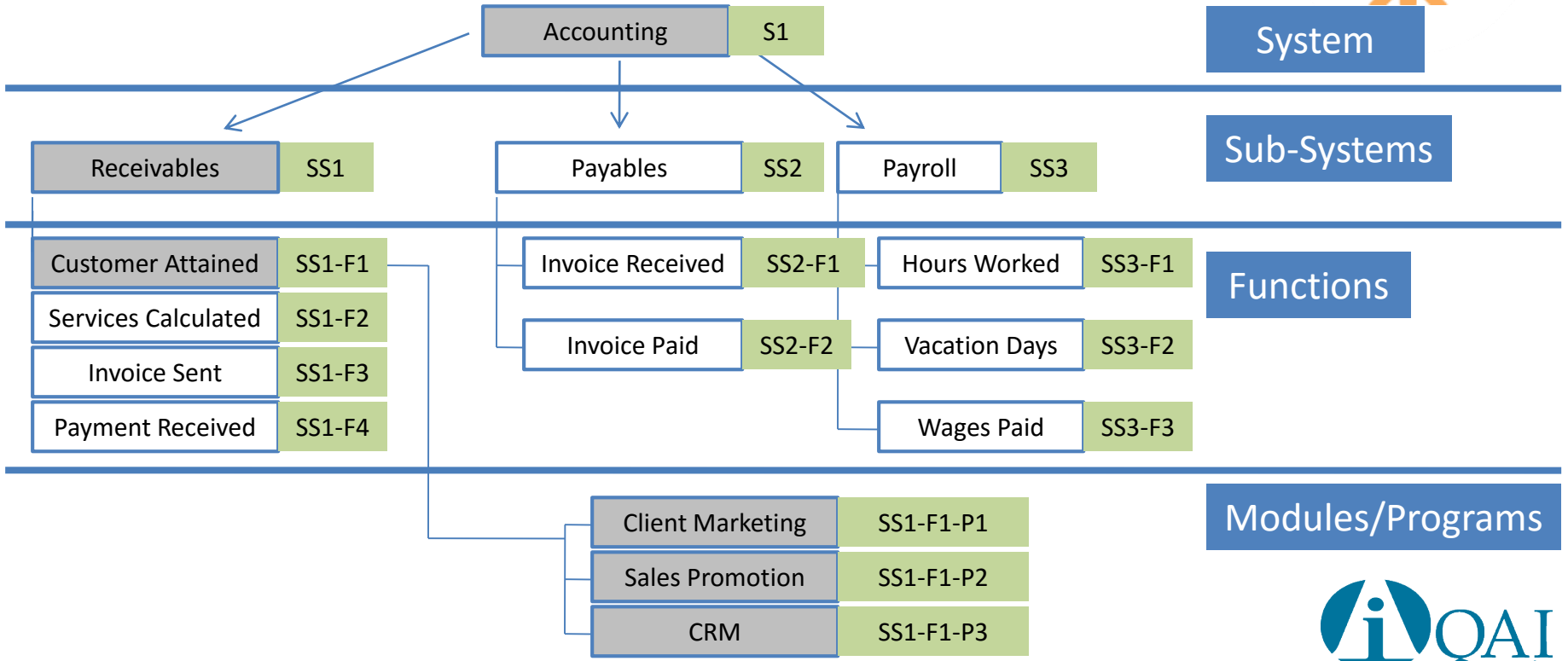
"Process" – Naming Convention



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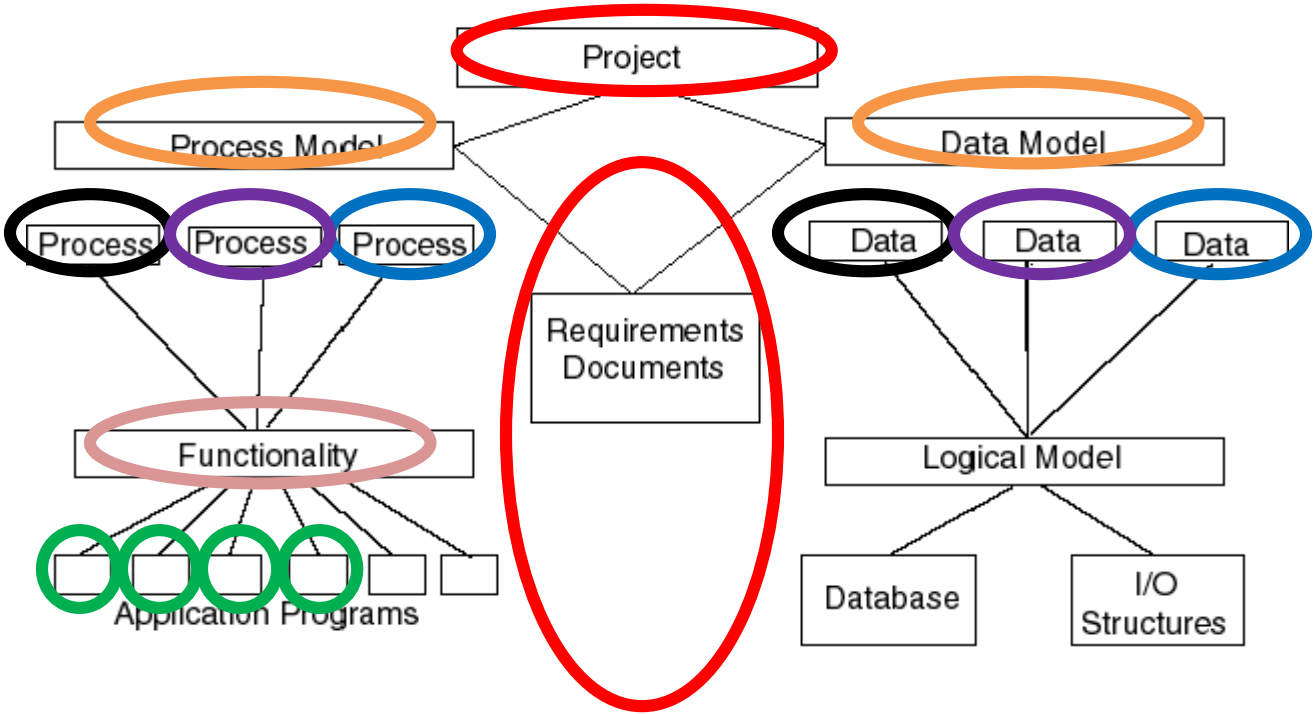

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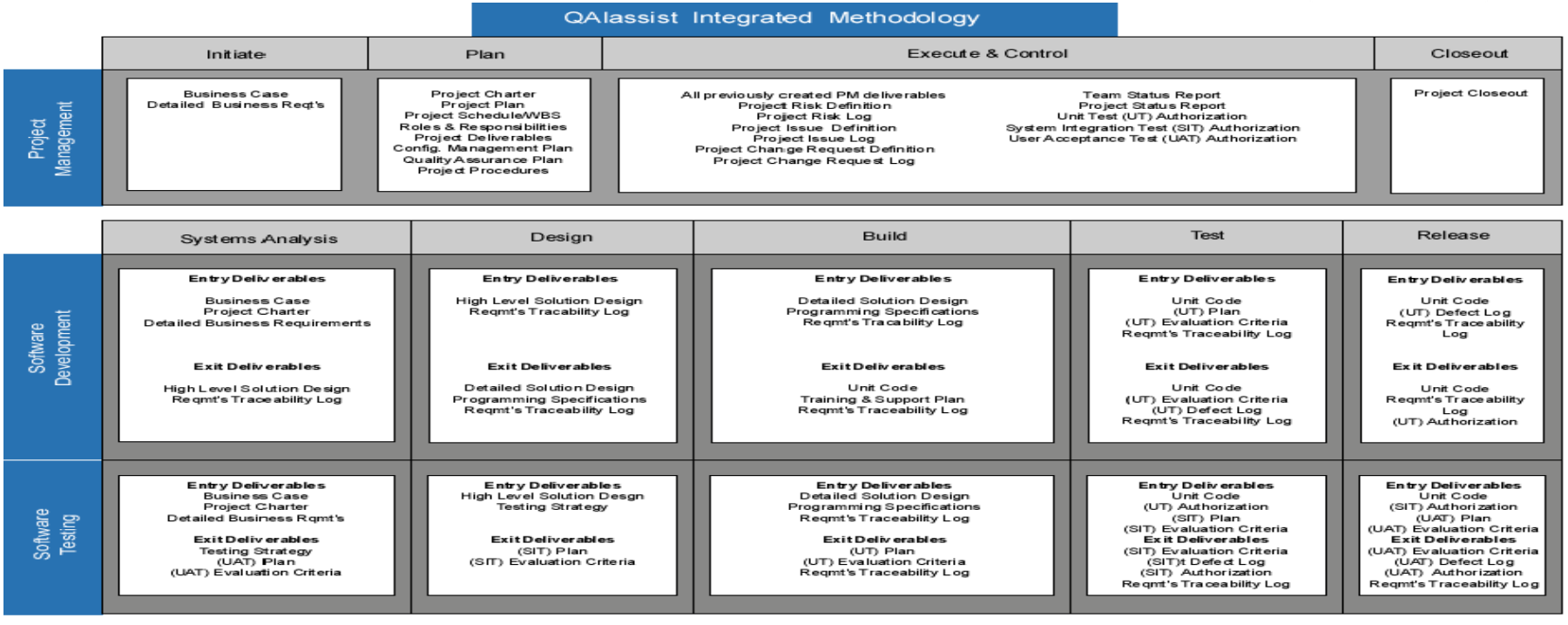
QAIassist Integrated Methodology



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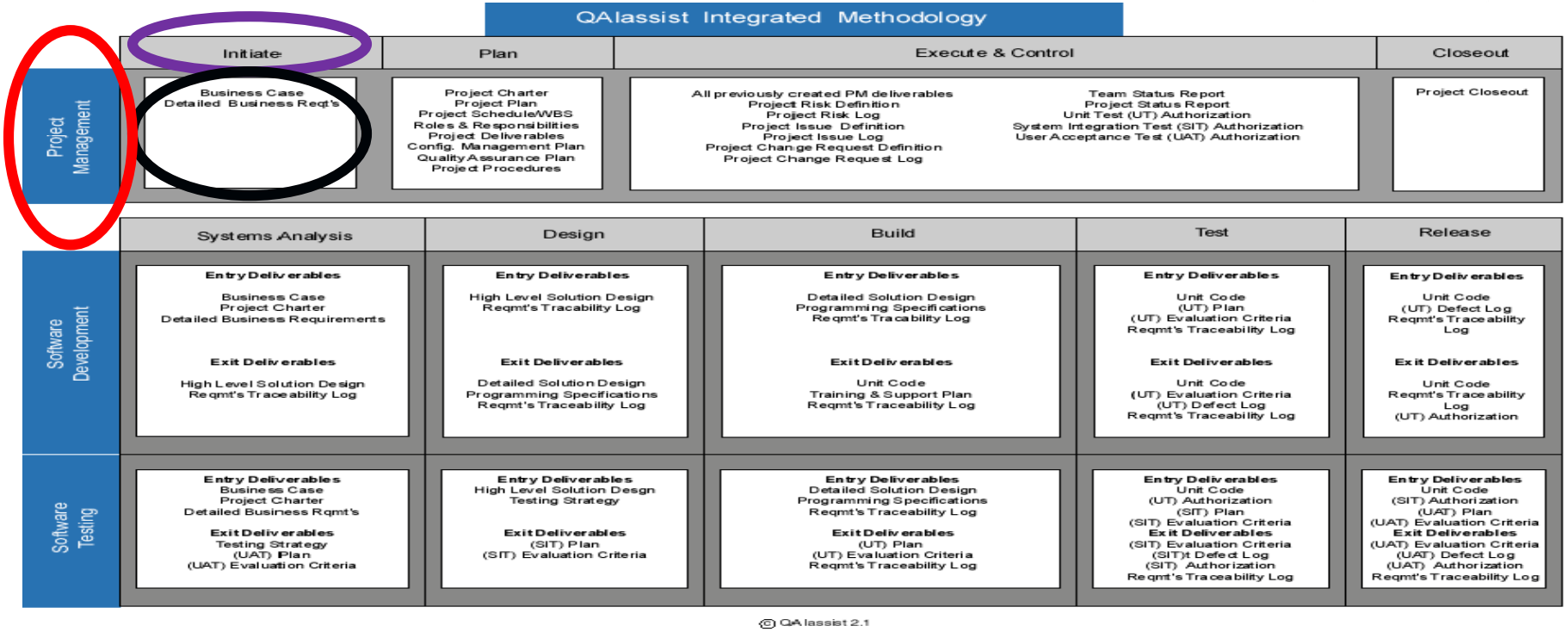

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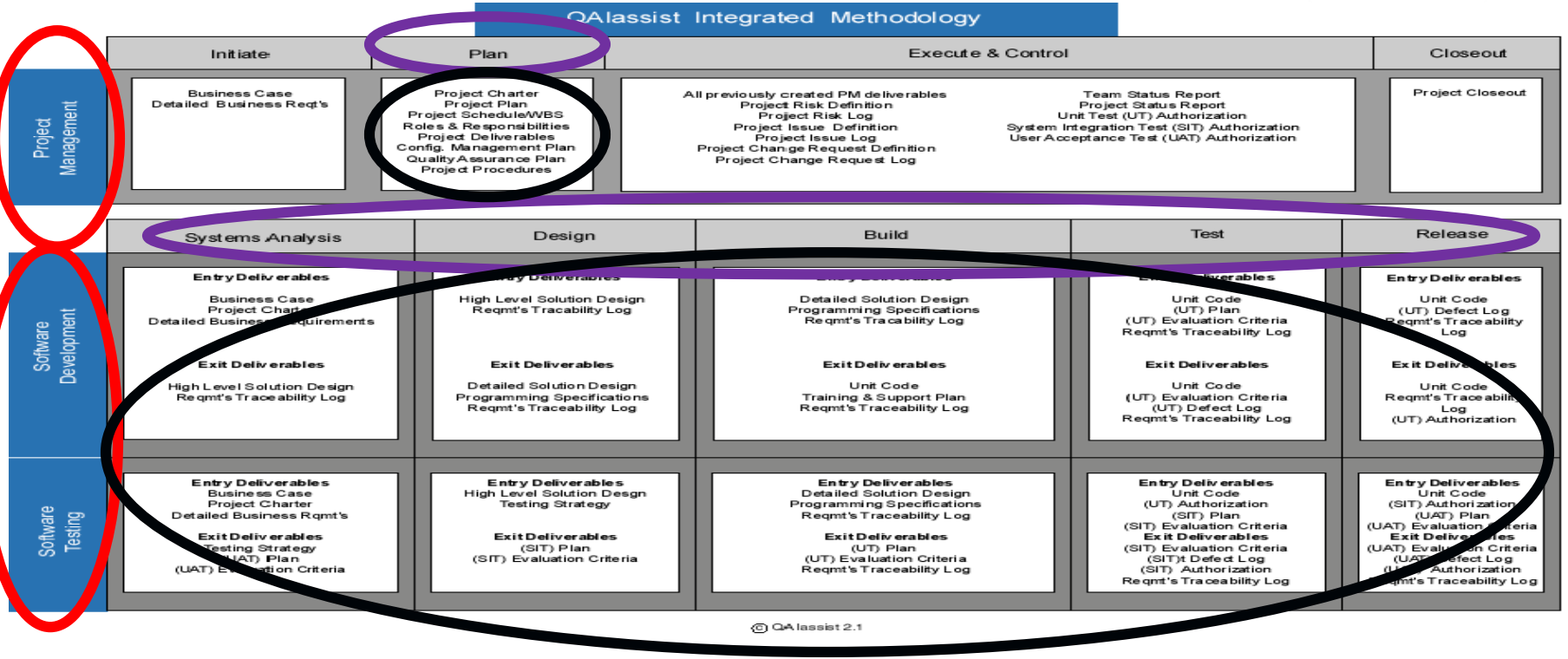

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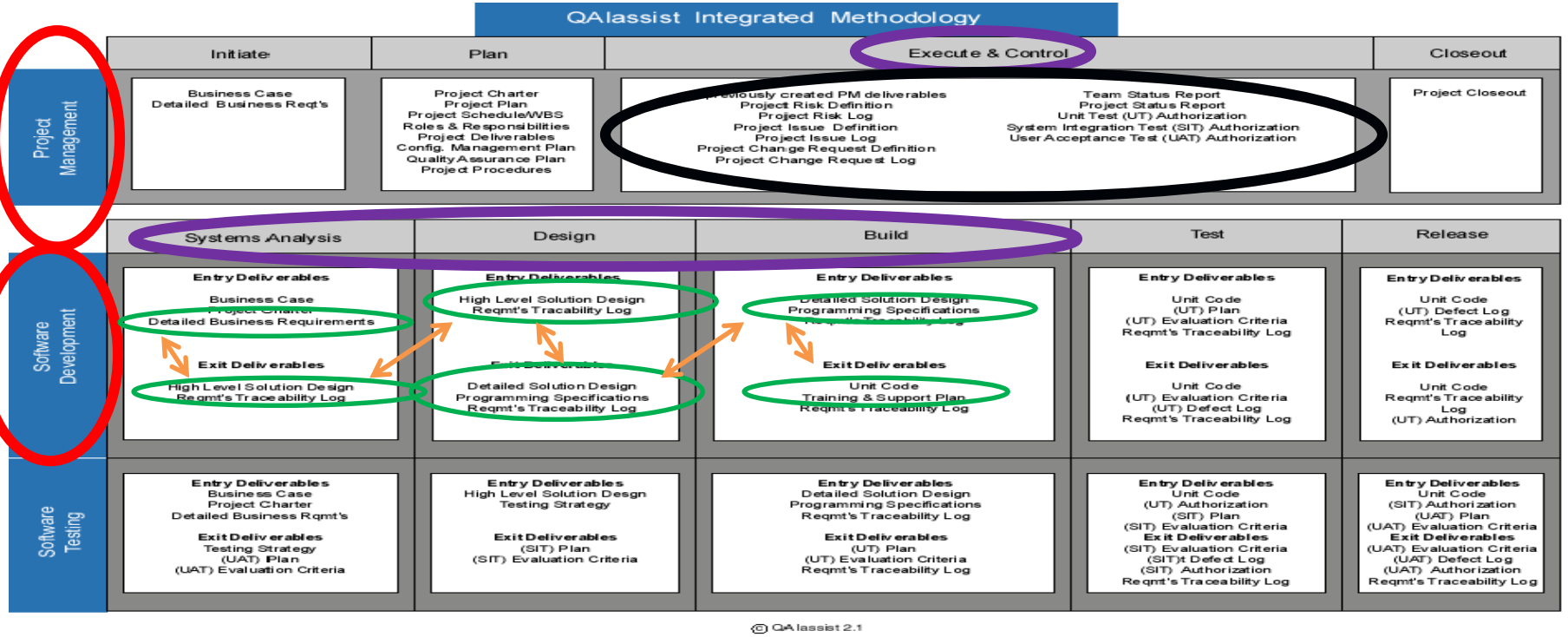

QAIassist Integrated Methodology
Requirements Definition & Identification - Deliverables

- High Level Solution Design deliverable
  - Identifies data “Subject” and process “Systems”
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- Detailed Solution Design deliverable(s) – plural, plural, plural
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Extended Accounting System (EAS)

High Level Solution Design - Data

Subject

- Sub Contractor

Topics

- Approved Projects
- Resource Requirements
- Potential Candidates
- Potential Candidates
- Potential Candidates

Entities

- Project Priority
- Internal Resource Capability
- Authorized Budget

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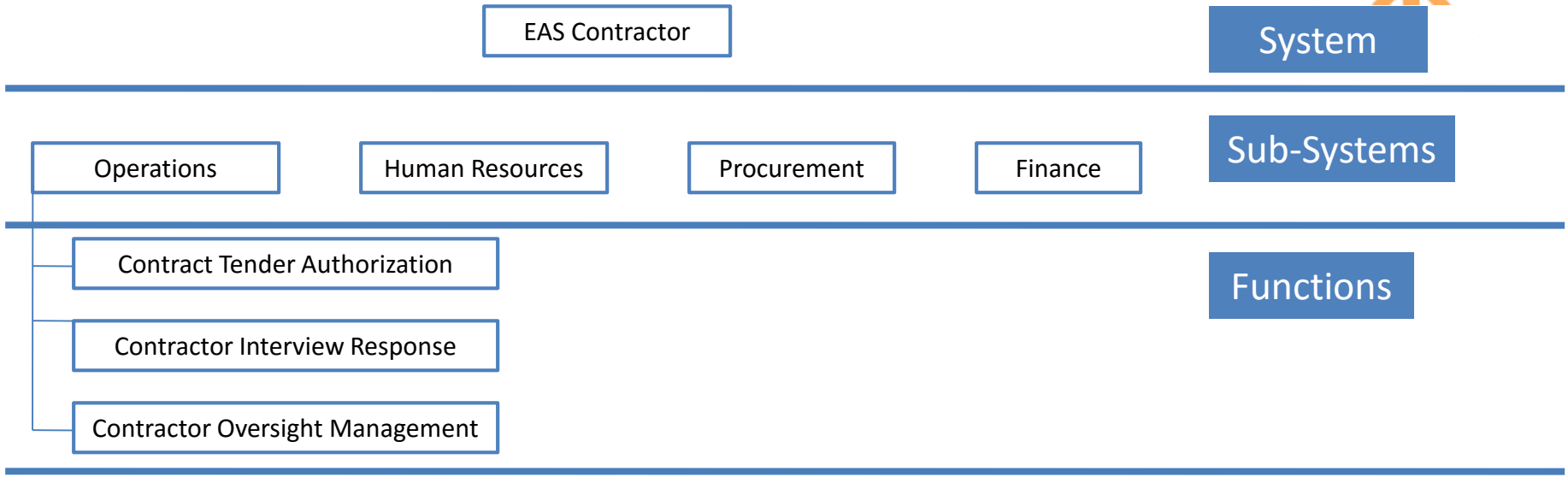
Extended Accounting System (EAS)

High Level Solution Design - Process



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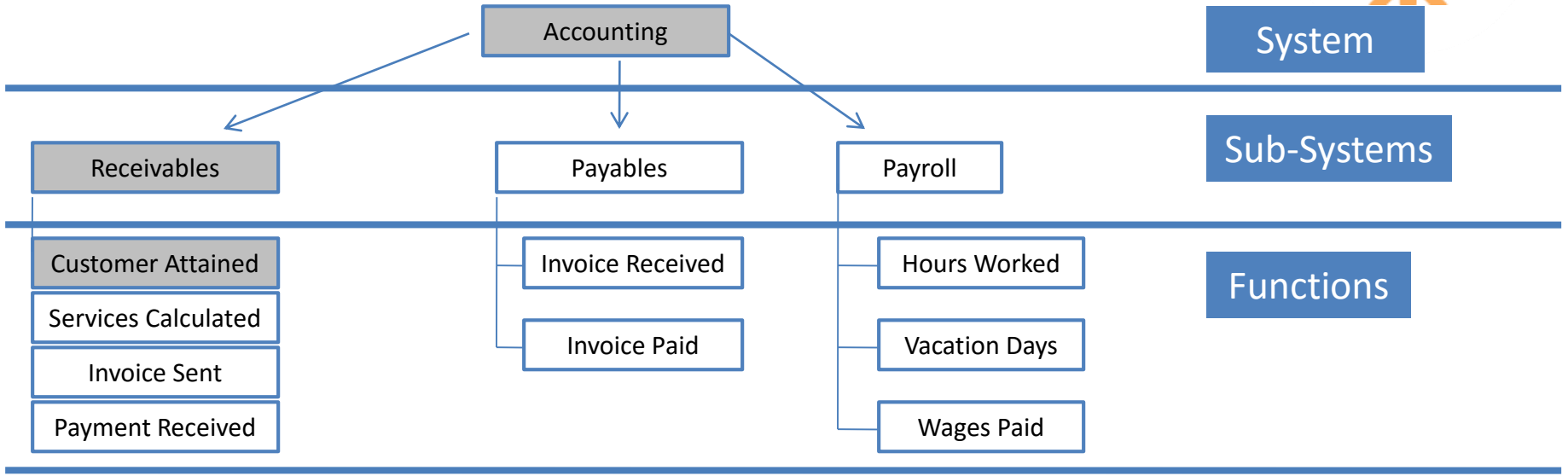

SDLC – Requirements (Identification & Definition)
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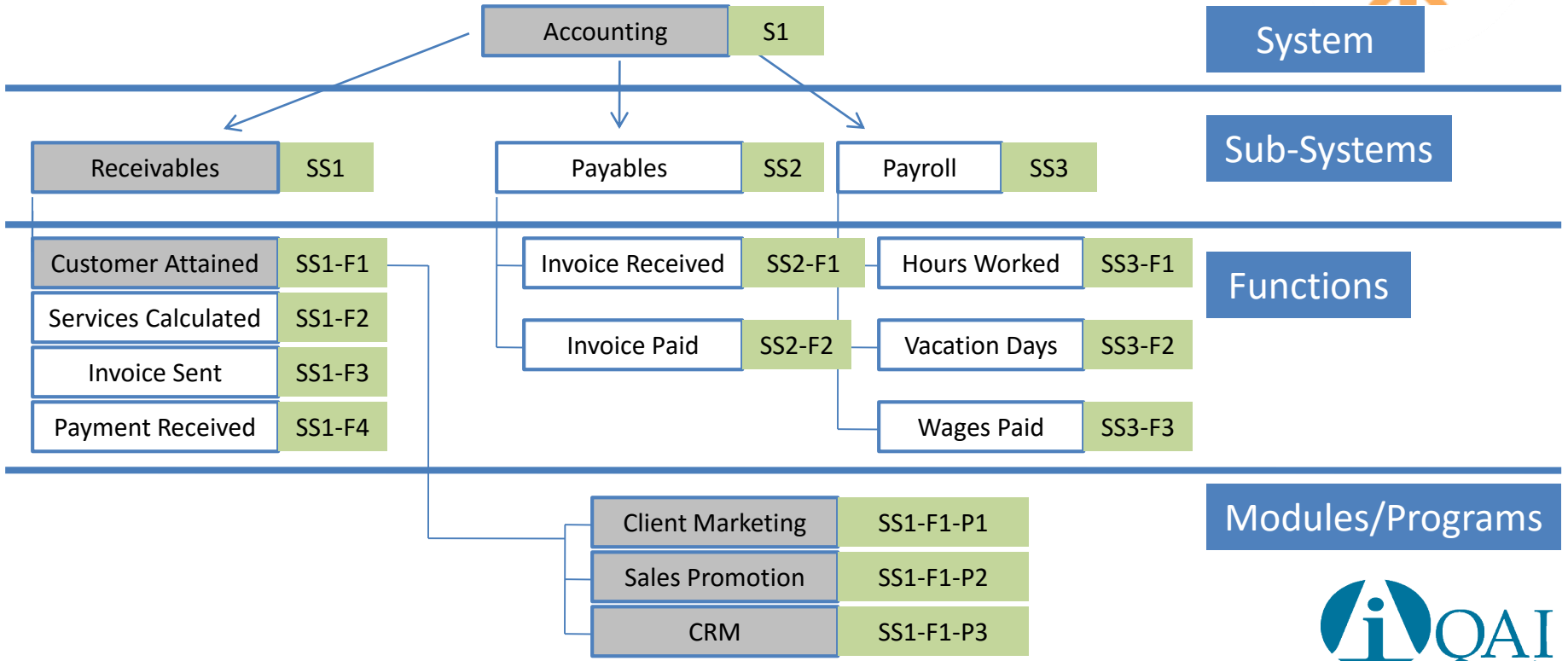

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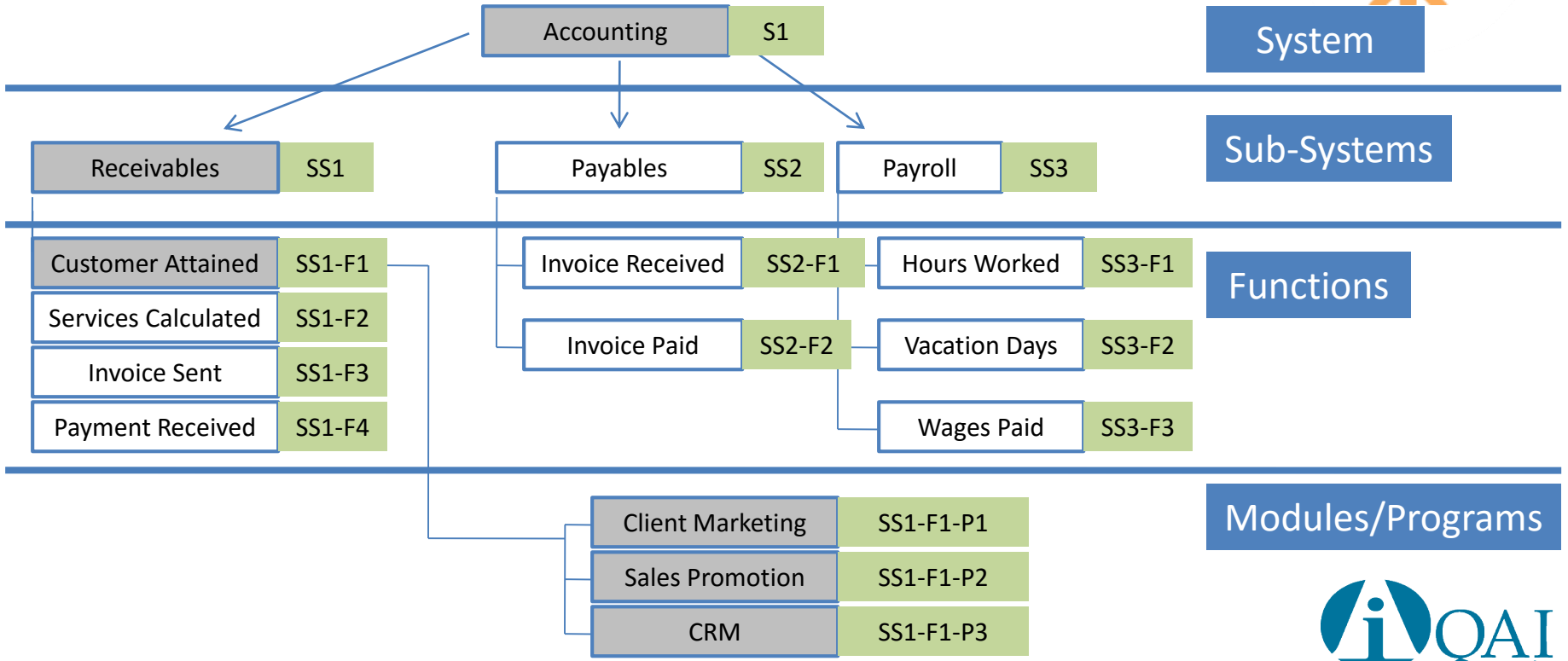

Executing Projects with IT Methodologies
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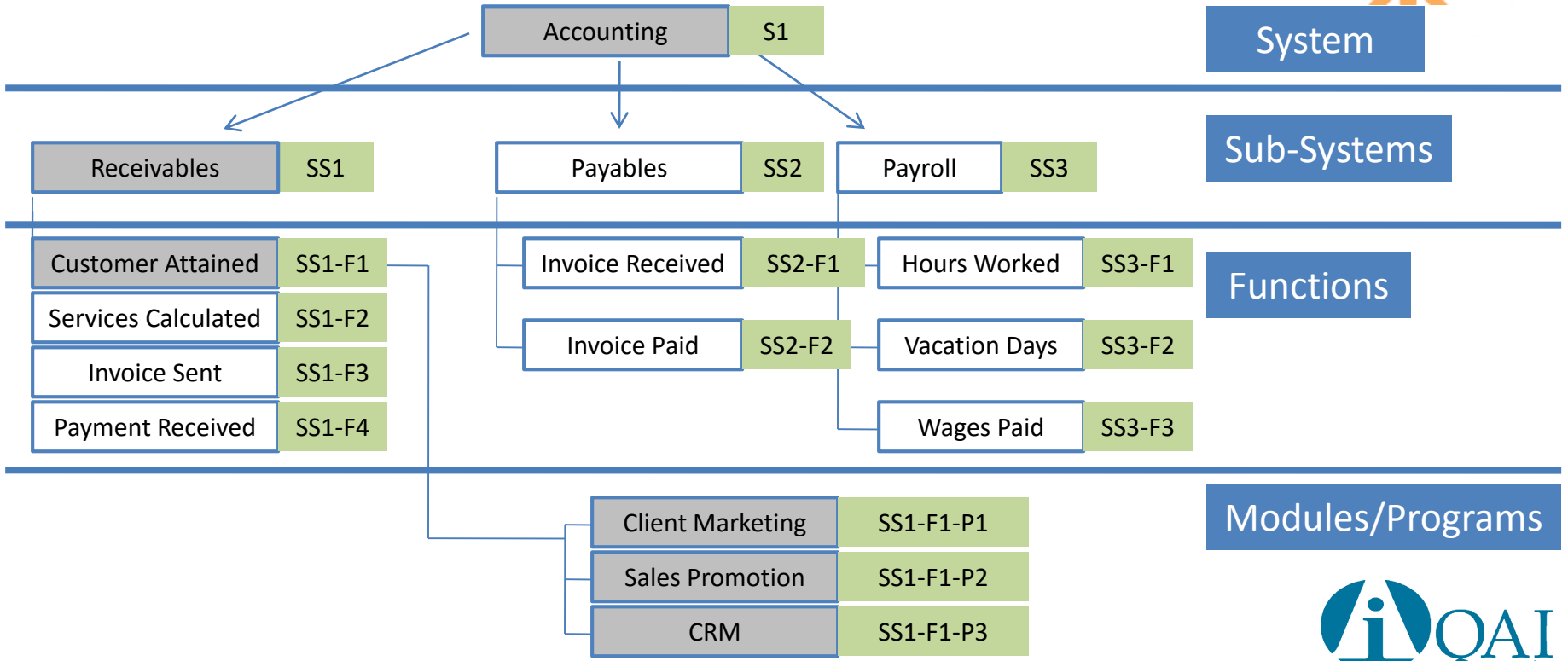

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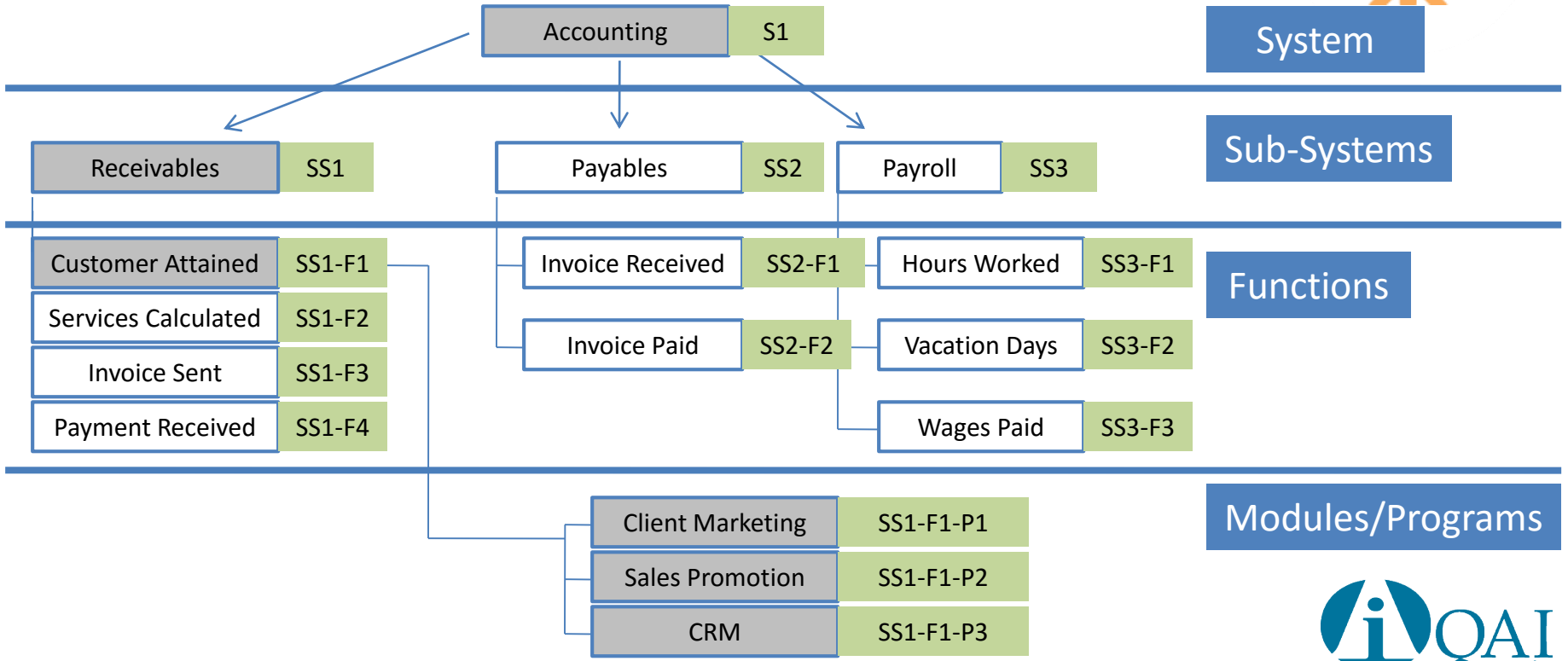

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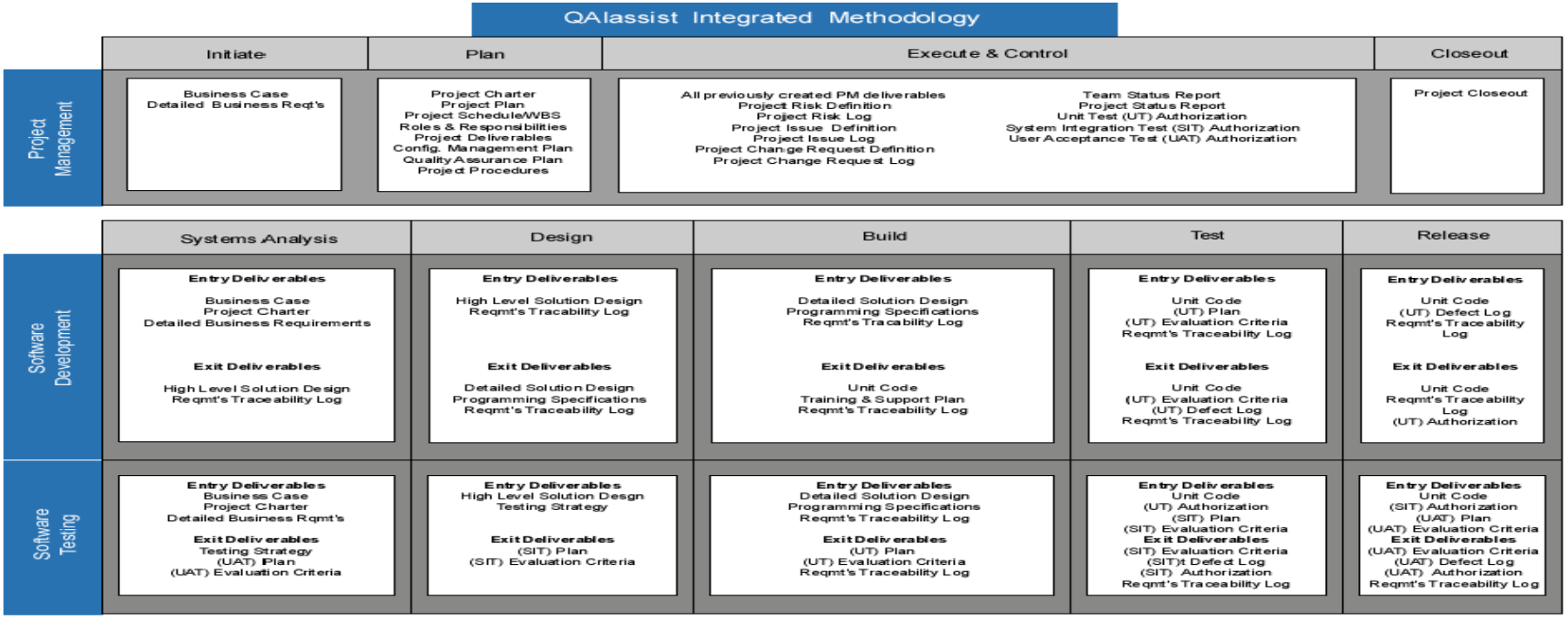
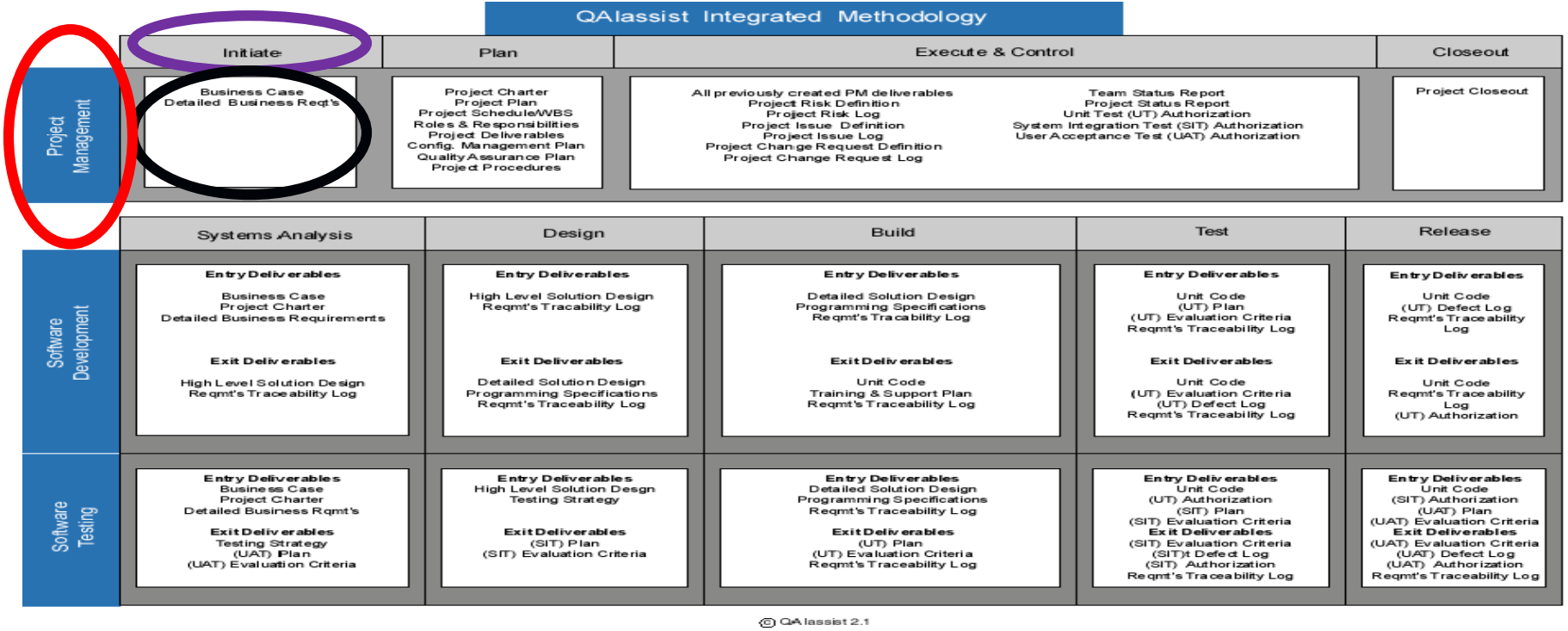


IT Methodology
SDLC



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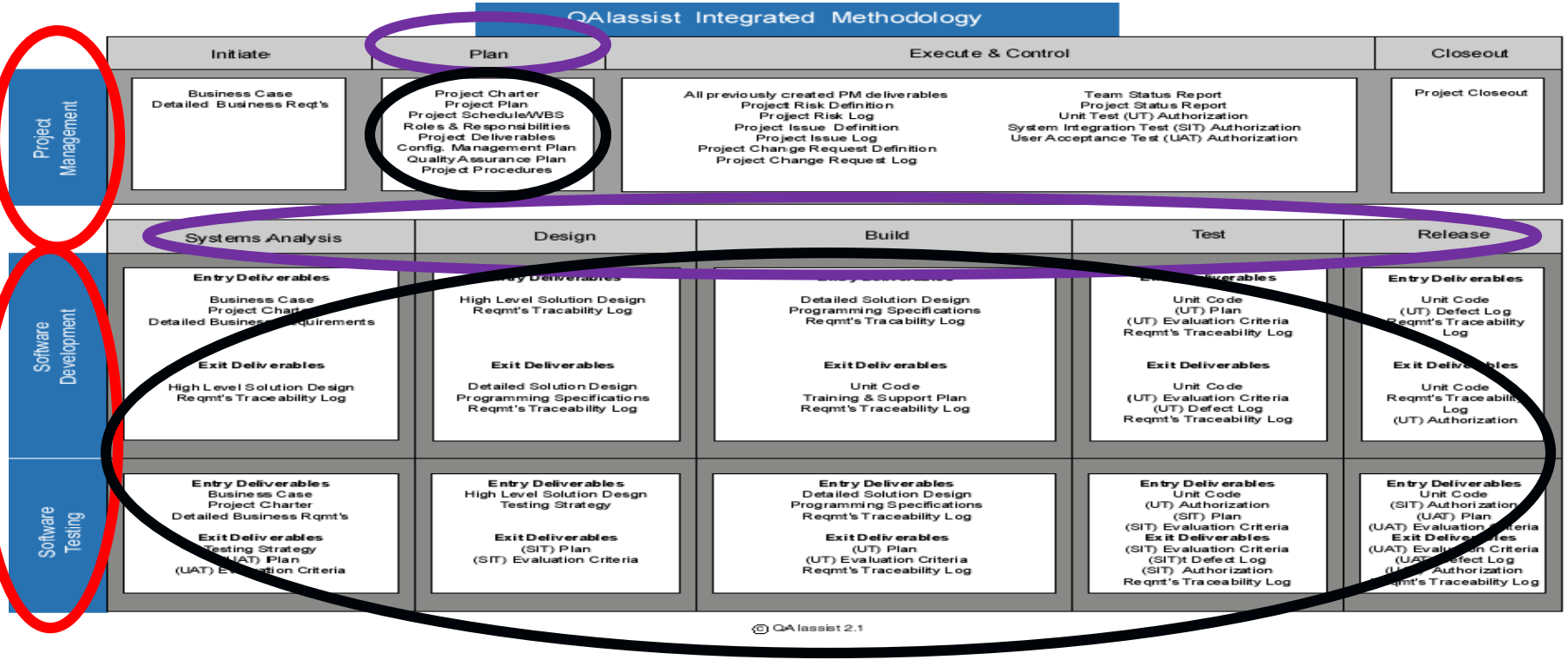

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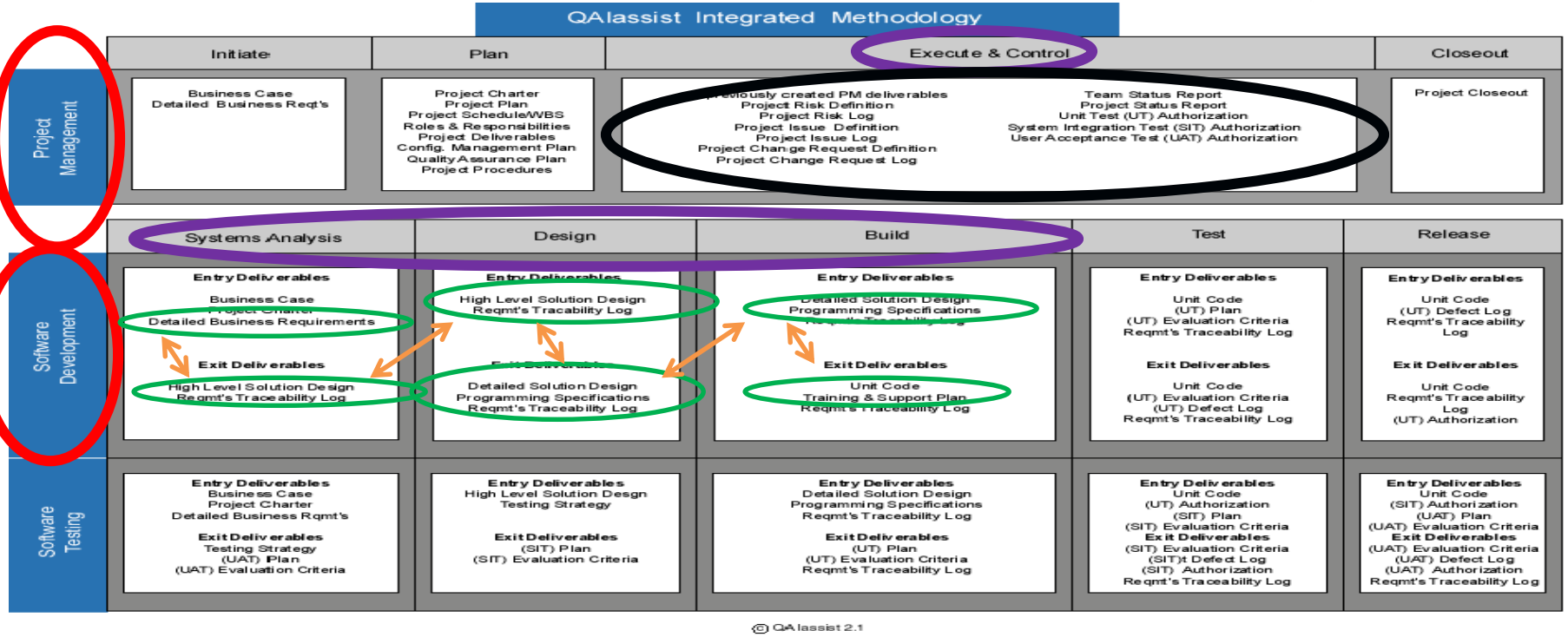

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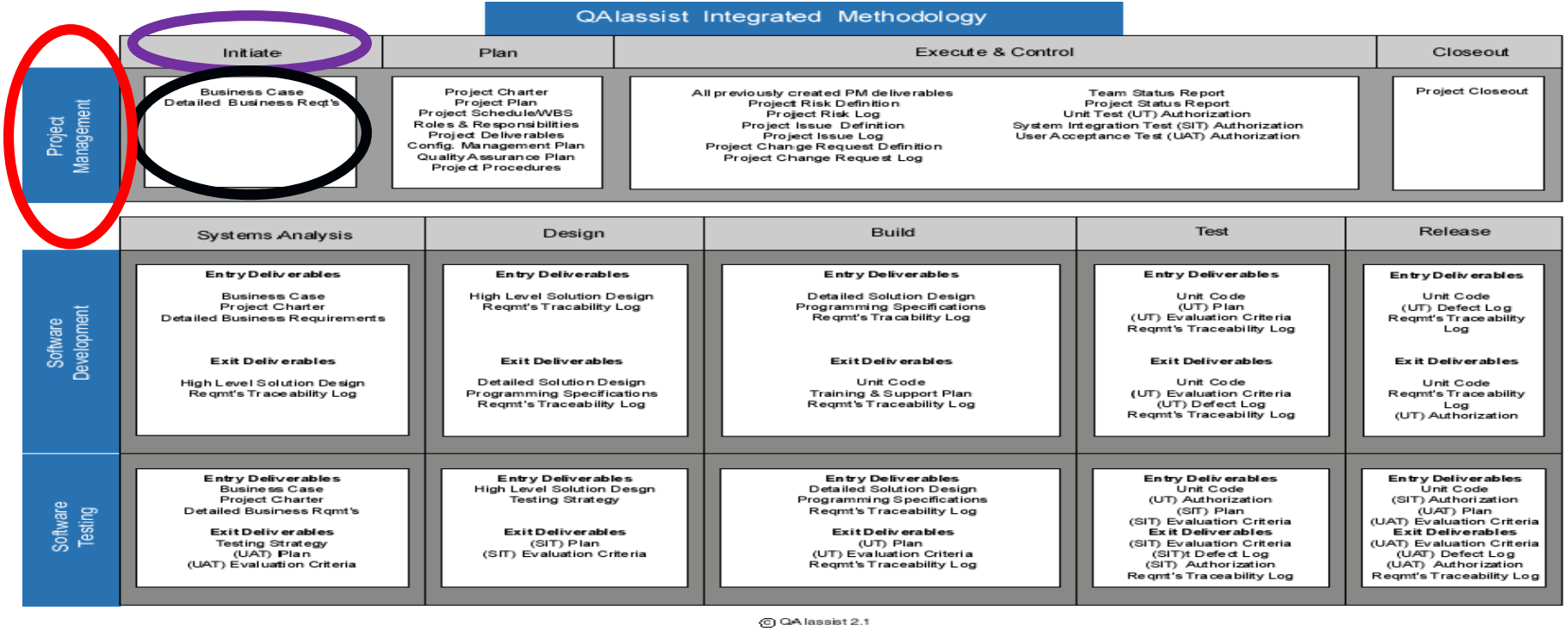

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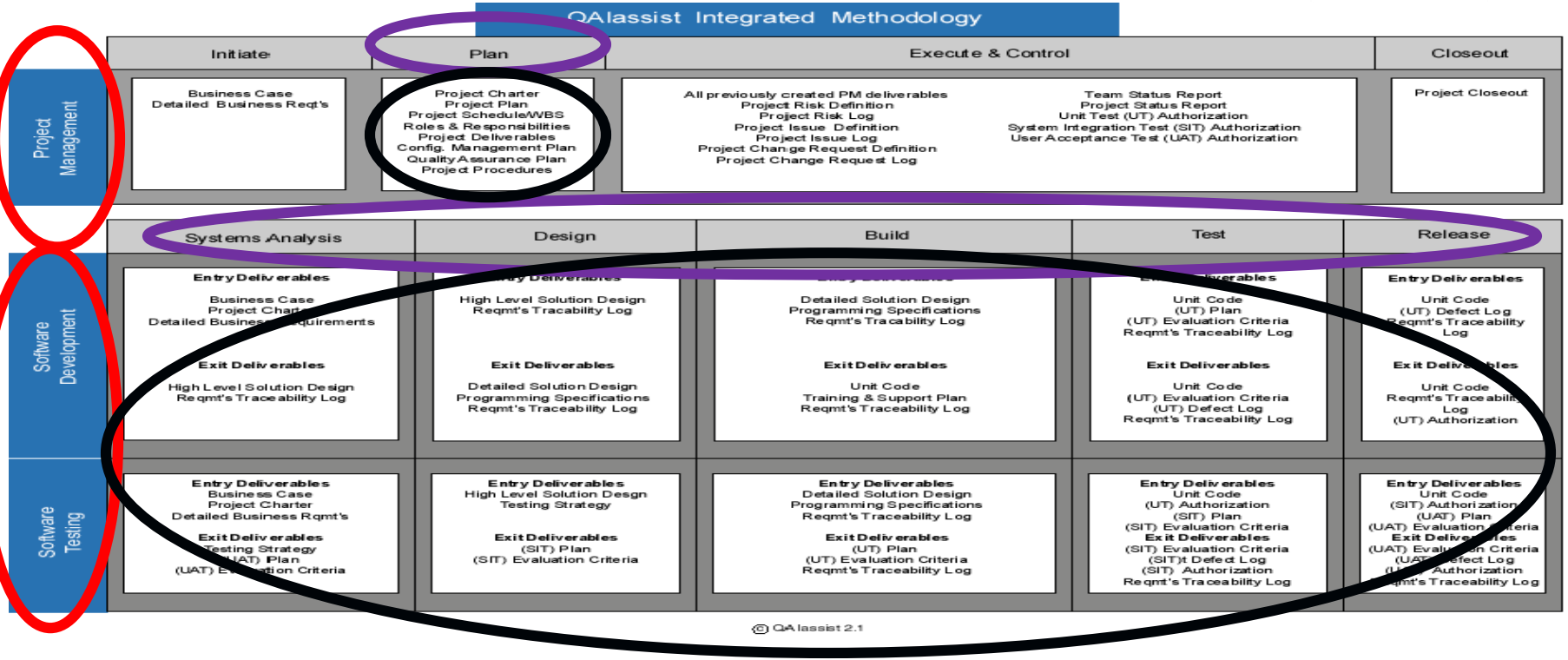

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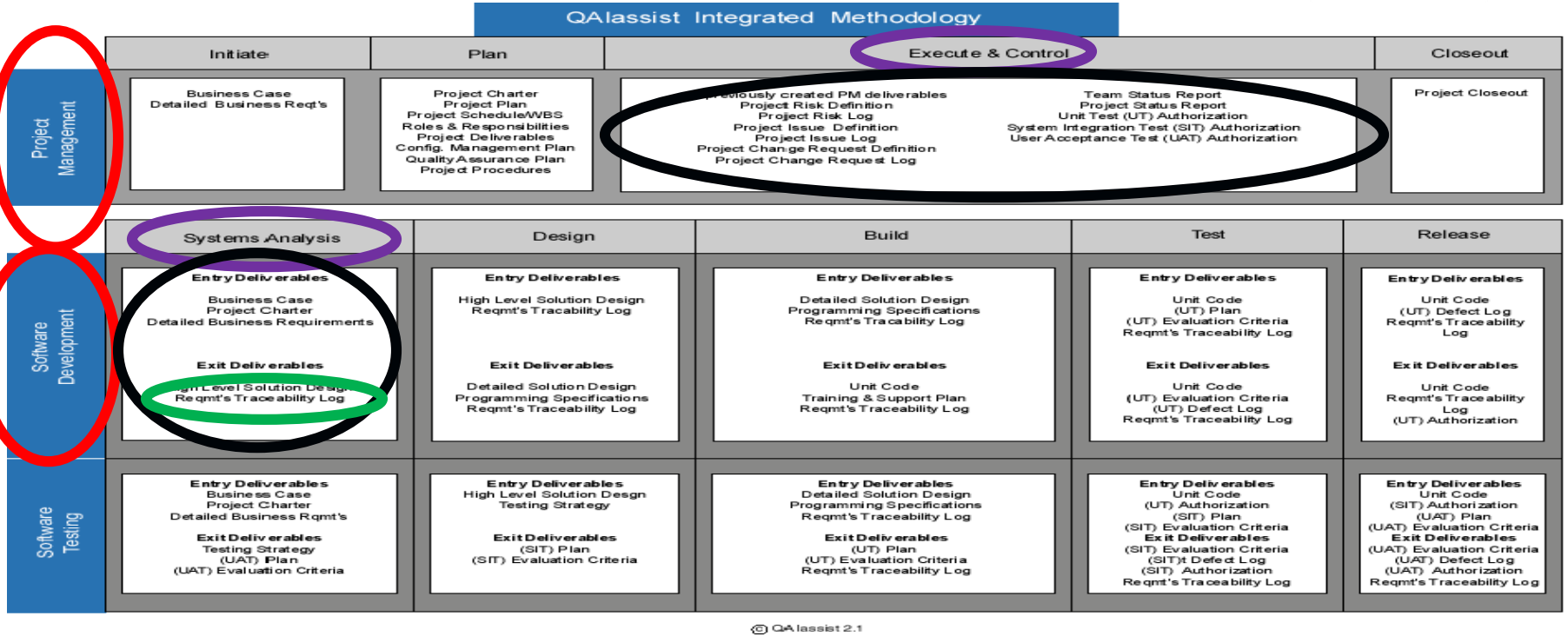
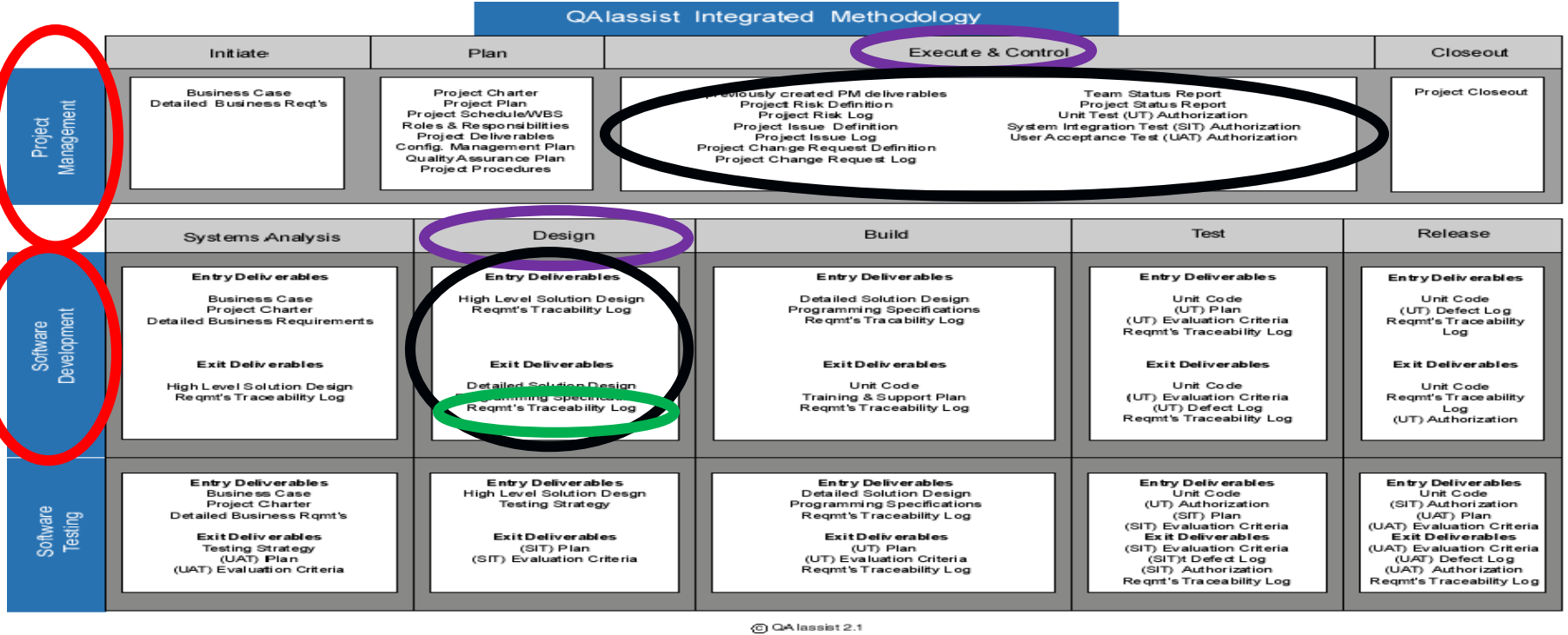


IT Methodology

SDLC – Requirements Traceability



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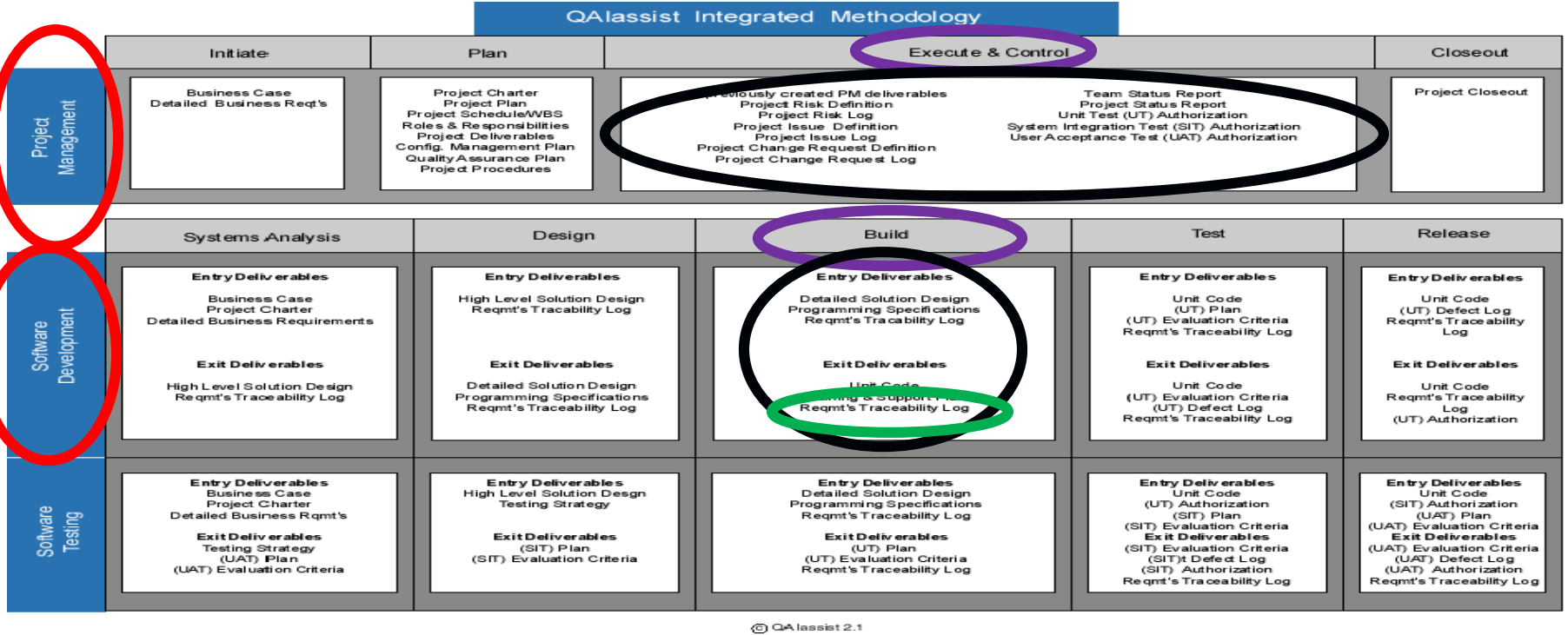

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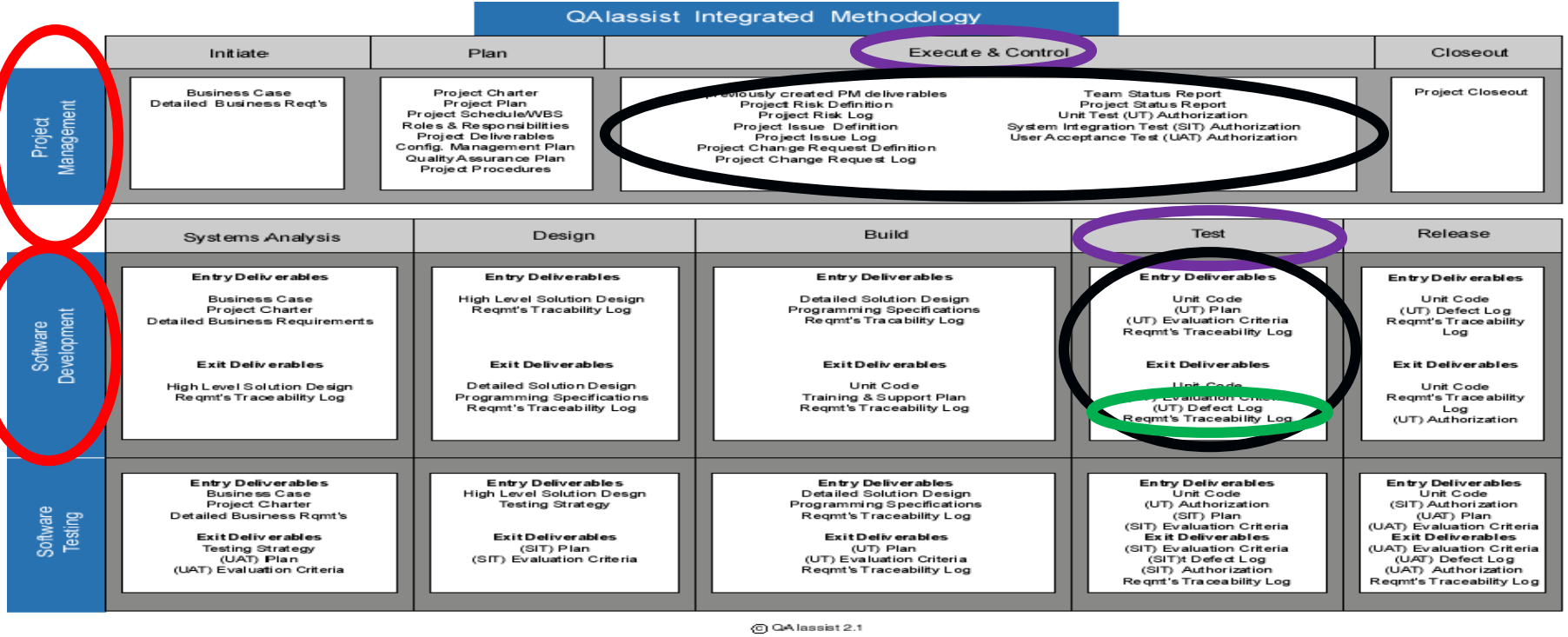

IT Methodology

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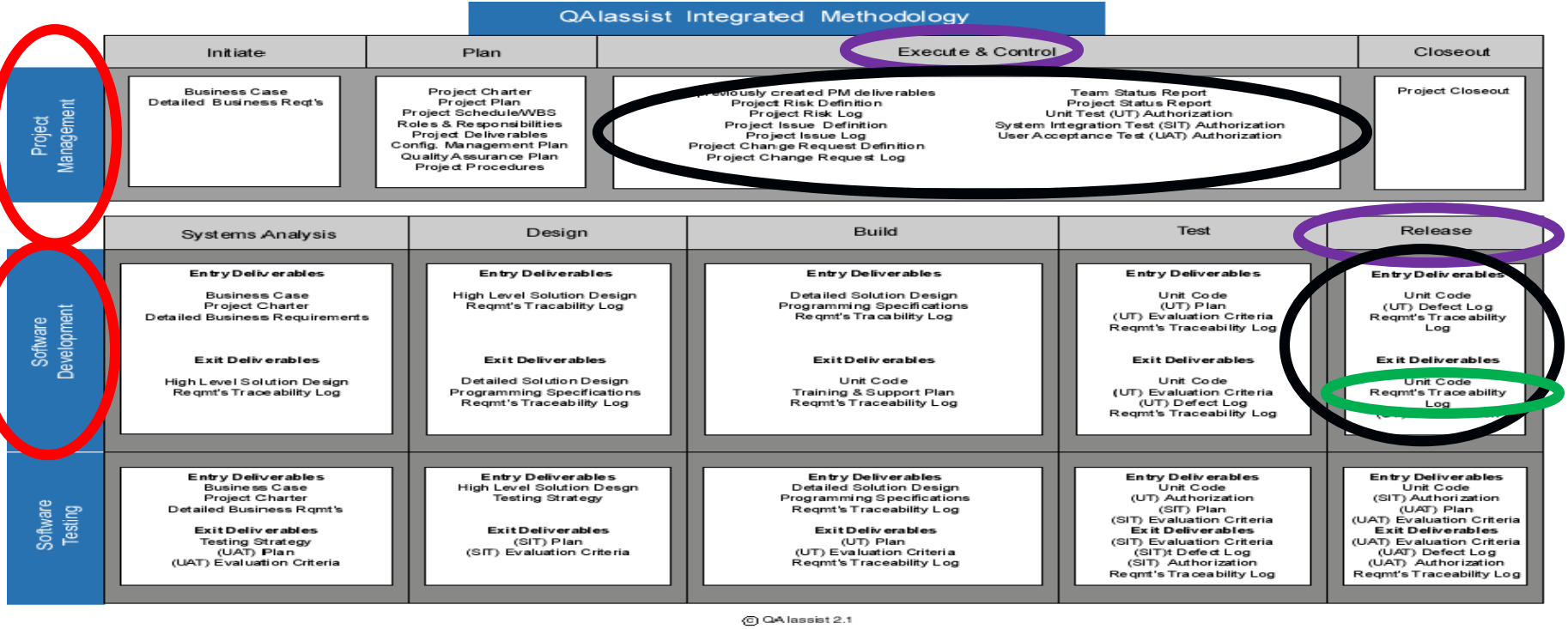

- Requirements Traceability Log/Matrix
  - Manages user requirements through all phases of the Software Development and Software Testing Lifecycles
  - Repository of all authorized user requirements
  - Correlates user requirements (user requirement source and specifics)
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QAI assist

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Executing Projects with IT Methodologies
Tutorial III – Requirements Identification & Traceability

- **High Level Solution Design deliverable**
  - **Identifies data "Subject" and process "Systems"**
  - **Identifies data "Topics" and process "Subsystems"**
  - **Identifies data "Entities" and process "Functions"**
- Detailed Solution Design deliverable(s) – plural, plural, plural
  - One deliverable for every "Function" as identified in the **High Level Solution Design** deliverable
  - Functionality defined (Manual and Automated)
  - All required "Unit Programs" are identified
- Programming Specification deliverable(s) – plural, plural, plural
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QAI assist

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INTEGRATED (view samples)

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Tutorial III - Executing Projects with IT Methodologies
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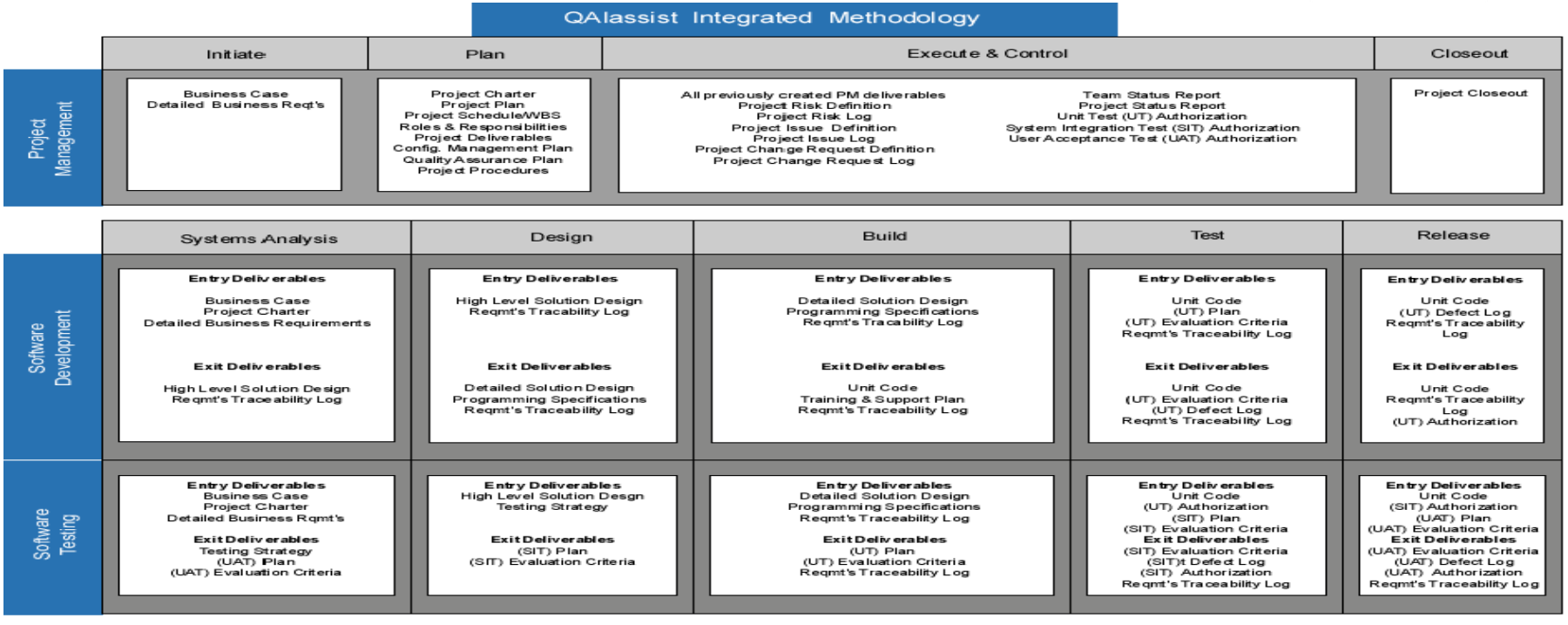
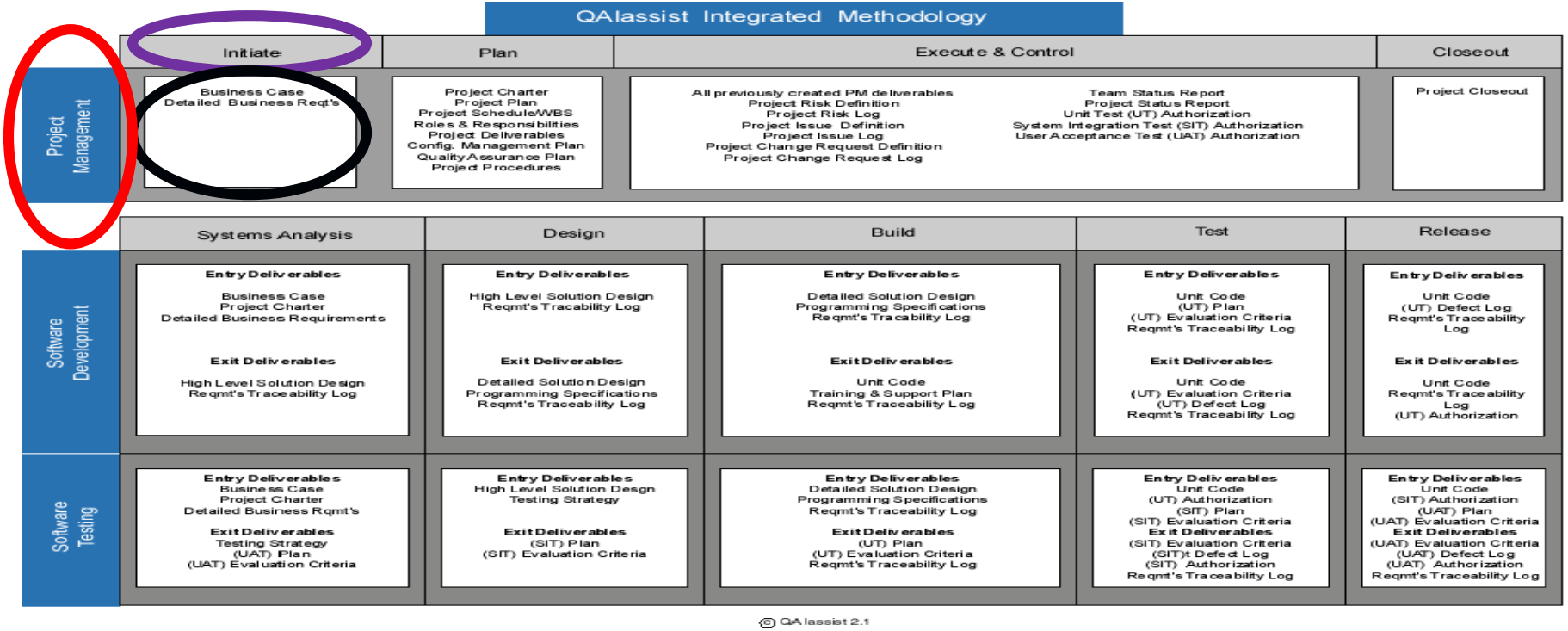


IT Methodology
SDLC



IT Methodology
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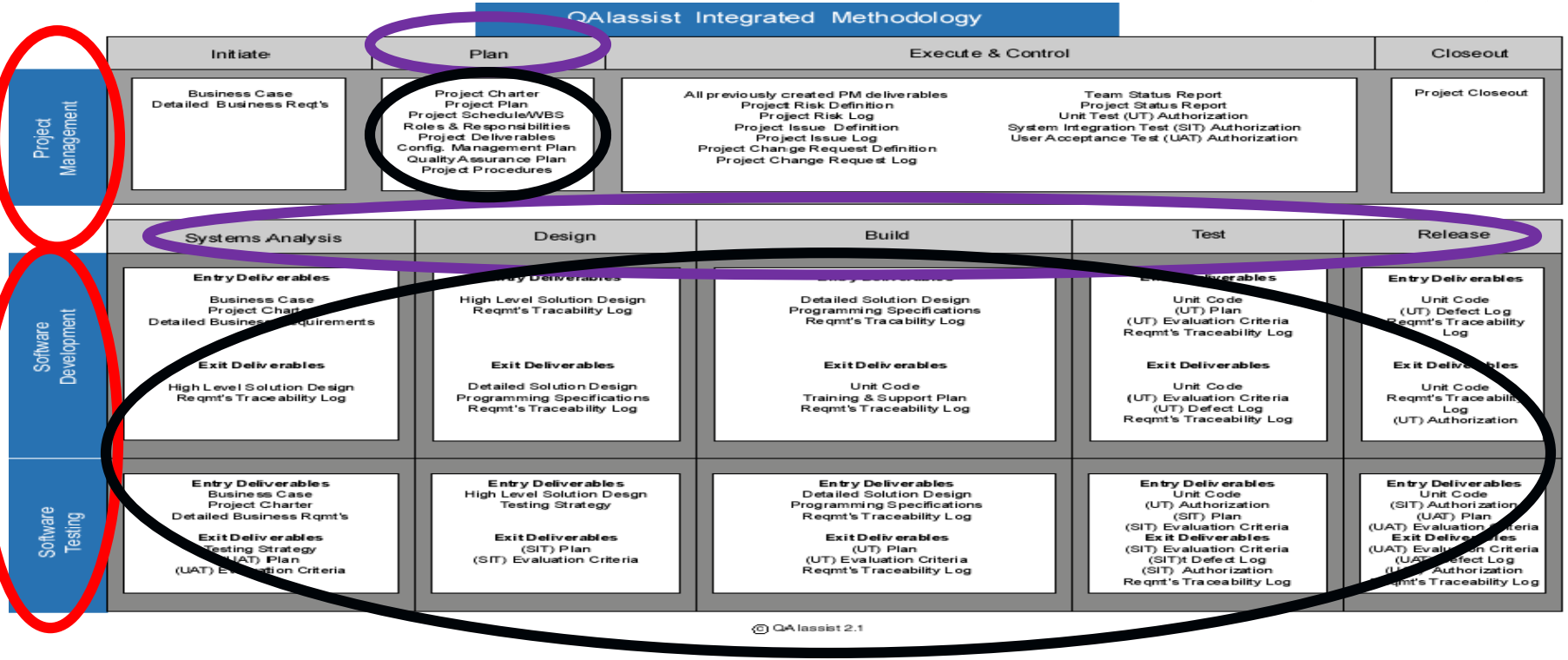

IT Methodology

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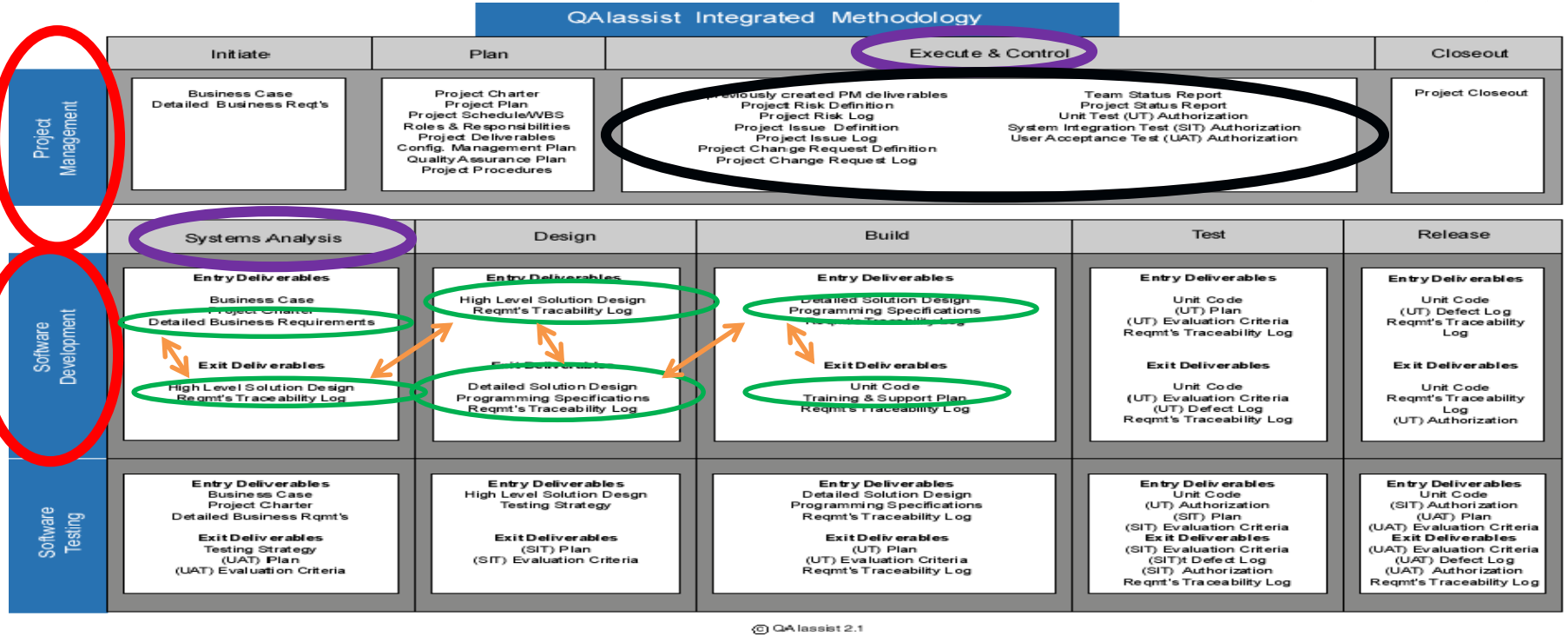

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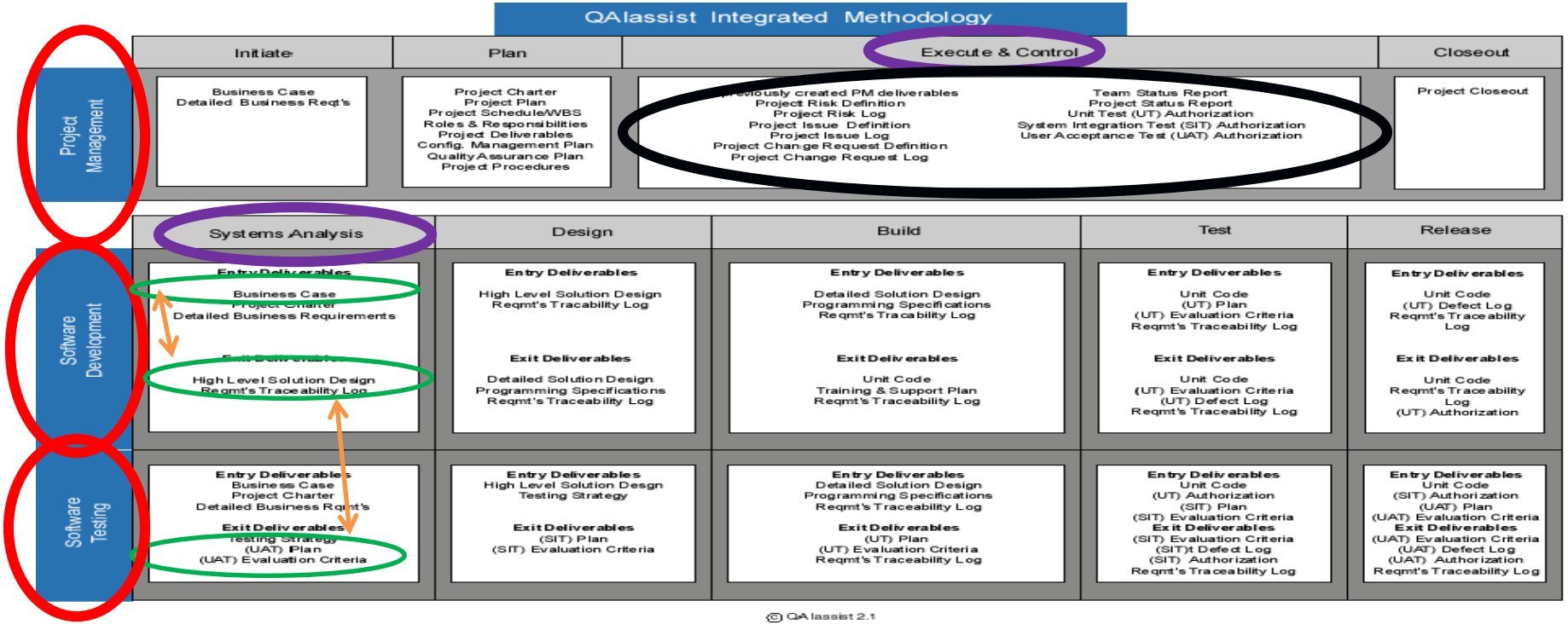

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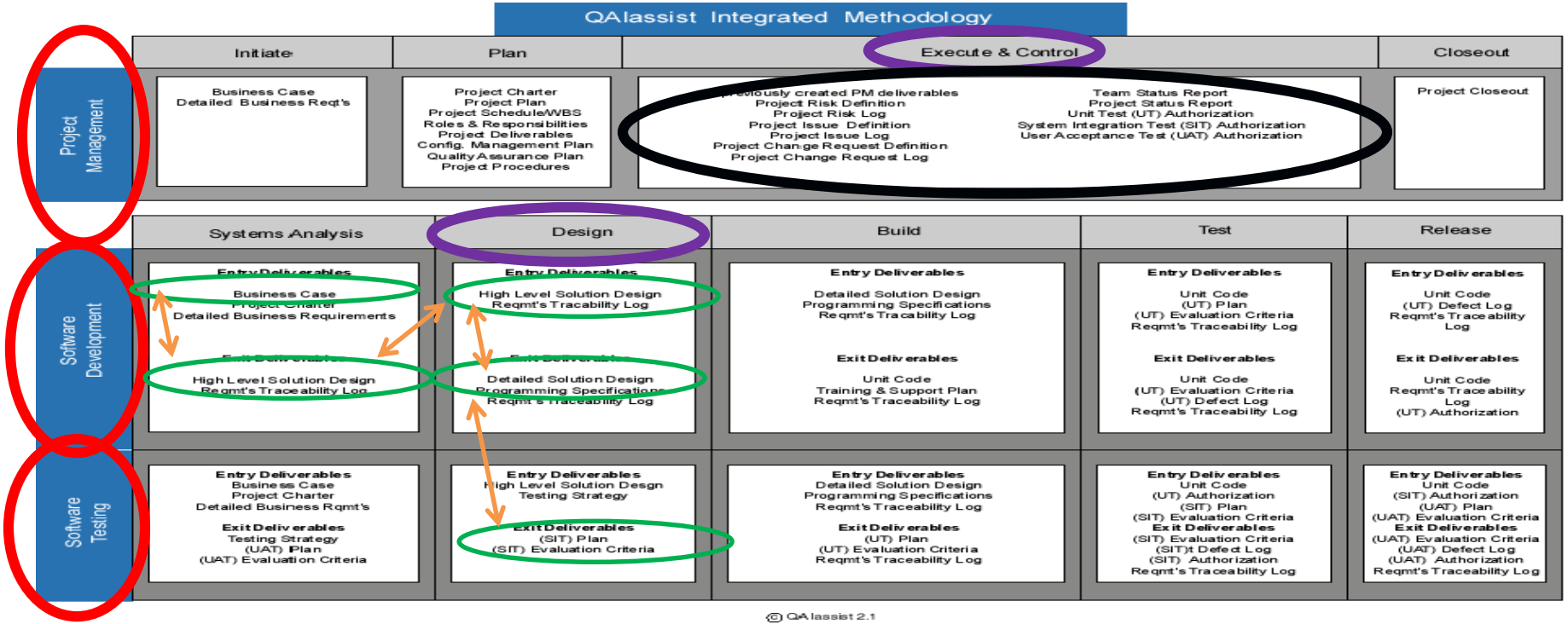

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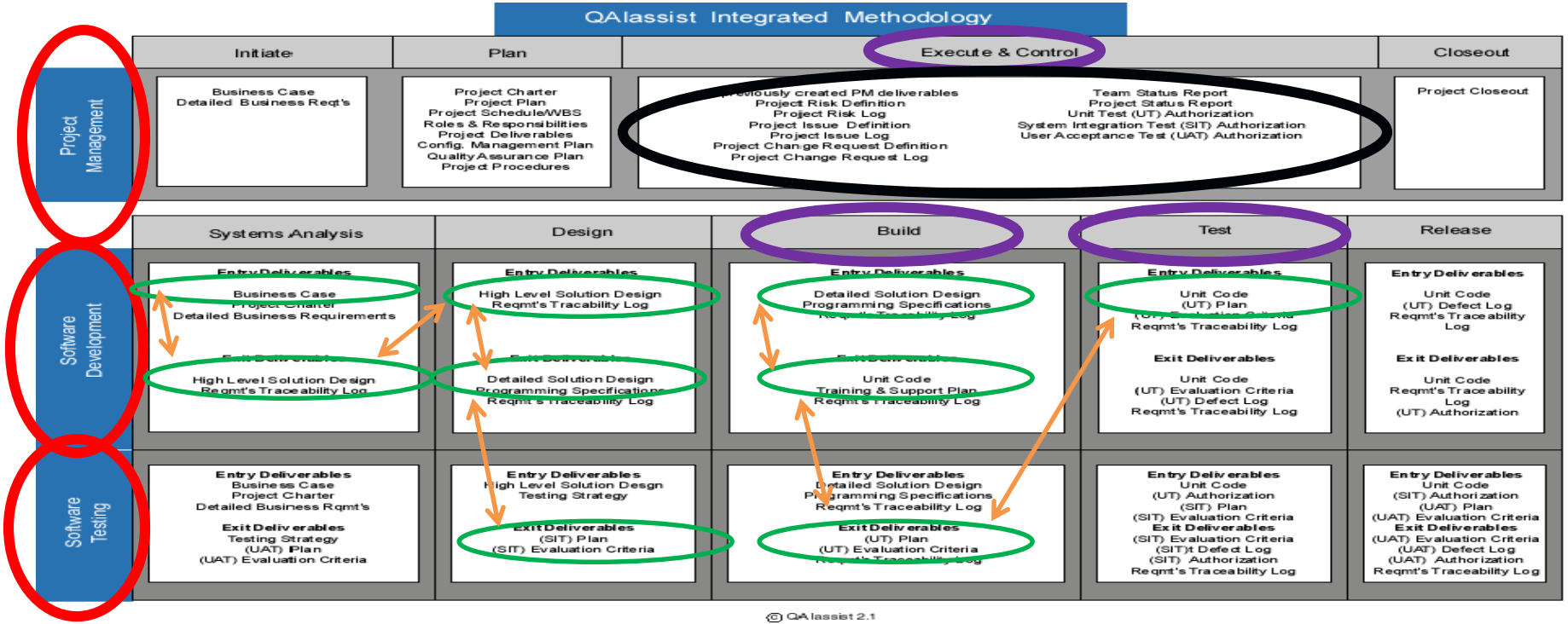

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Drives/Quantifies (view samples)

- **User Acceptance Test Plan**
- **User Acceptance Test Evaluation Criteria**

QAI assist

Executing Projects with IT Methodologies

Tutorial III – Requirements Definition (Testing Pre-requisite)

- **Detailed Solution Design deliverable(s) – plural, plural, plural**
  - One deliverable for every “Function” as identified in the **High Level Solution Design** deliverable
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Drives/Quantifies (view samples)

- **System Integration Test Plan(s)**
- **System Integration Test Evaluation Criteria**

QAI assist

- **Programming Specification deliverable(s) – plural, plural, plural**
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Drives/Quantifies (view samples)

- **Unit Test Plan(s)**
- **Unit Test Evaluation Criteria**

Tutorial III - Executing Projects with IT Methodologies
Agenda

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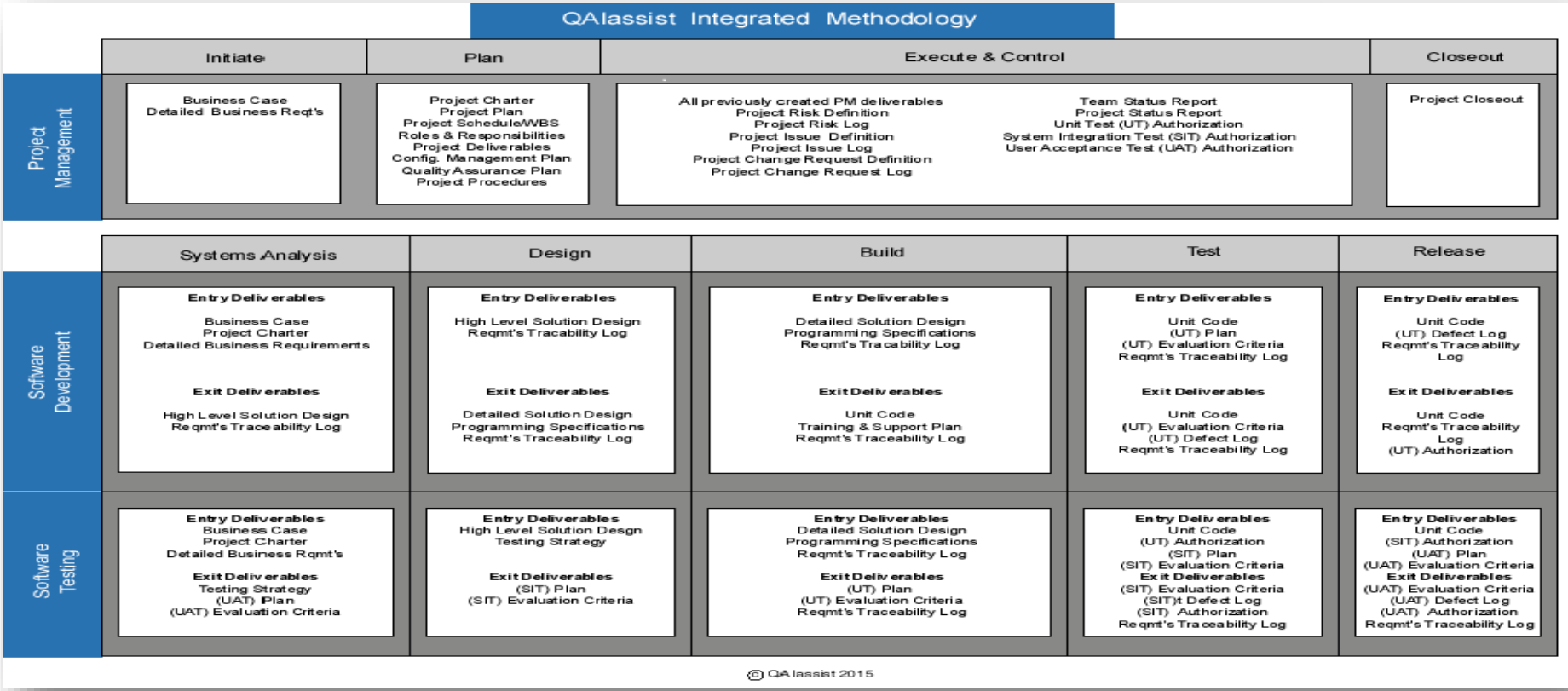
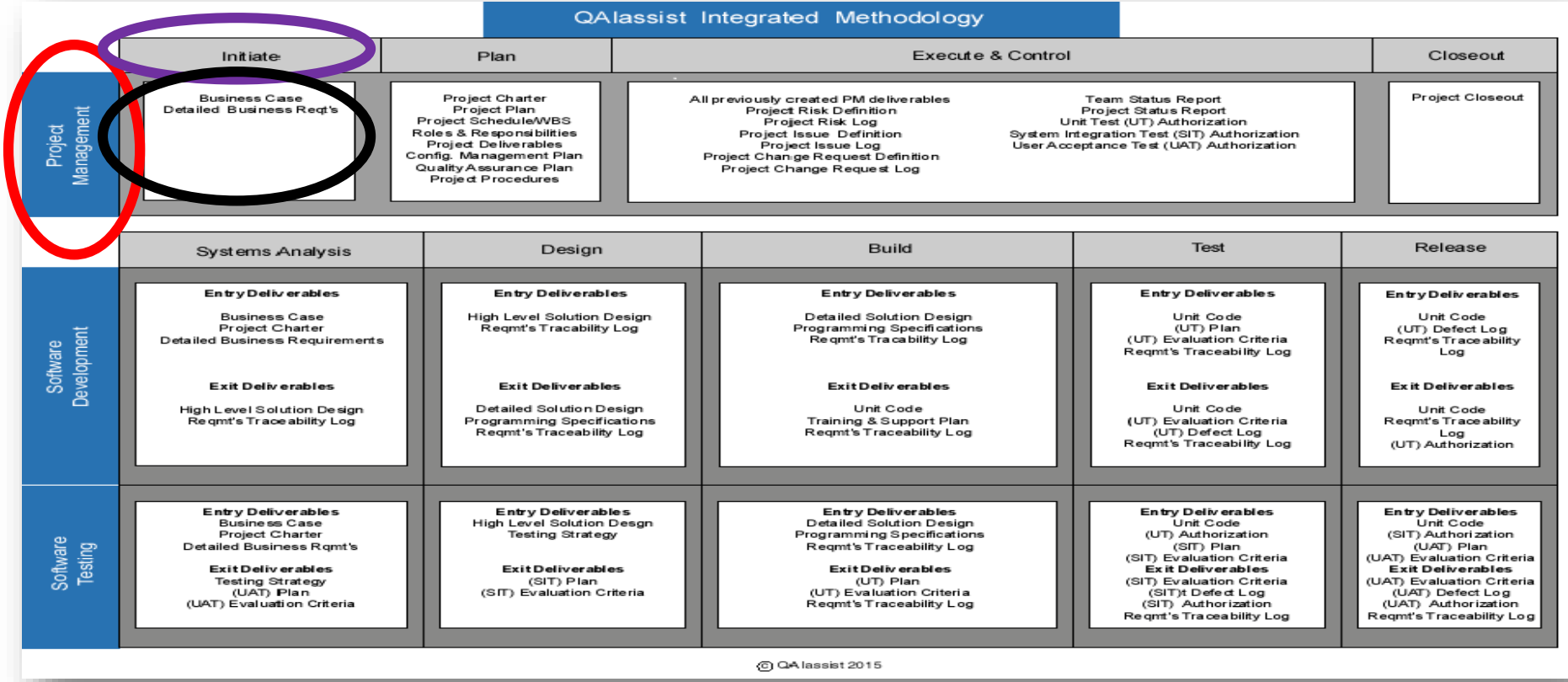
QAIassist Integrated Methodology



QAIassist Integrated Methodology



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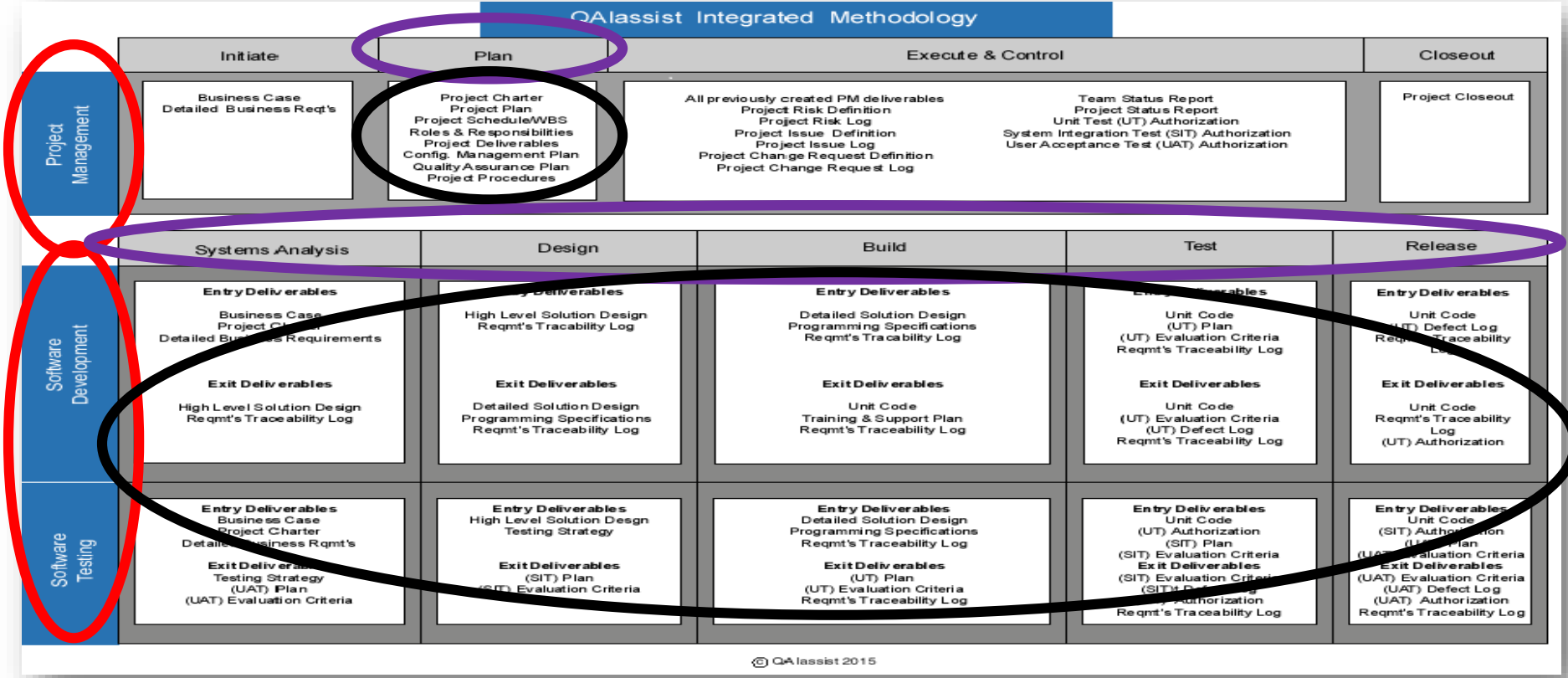

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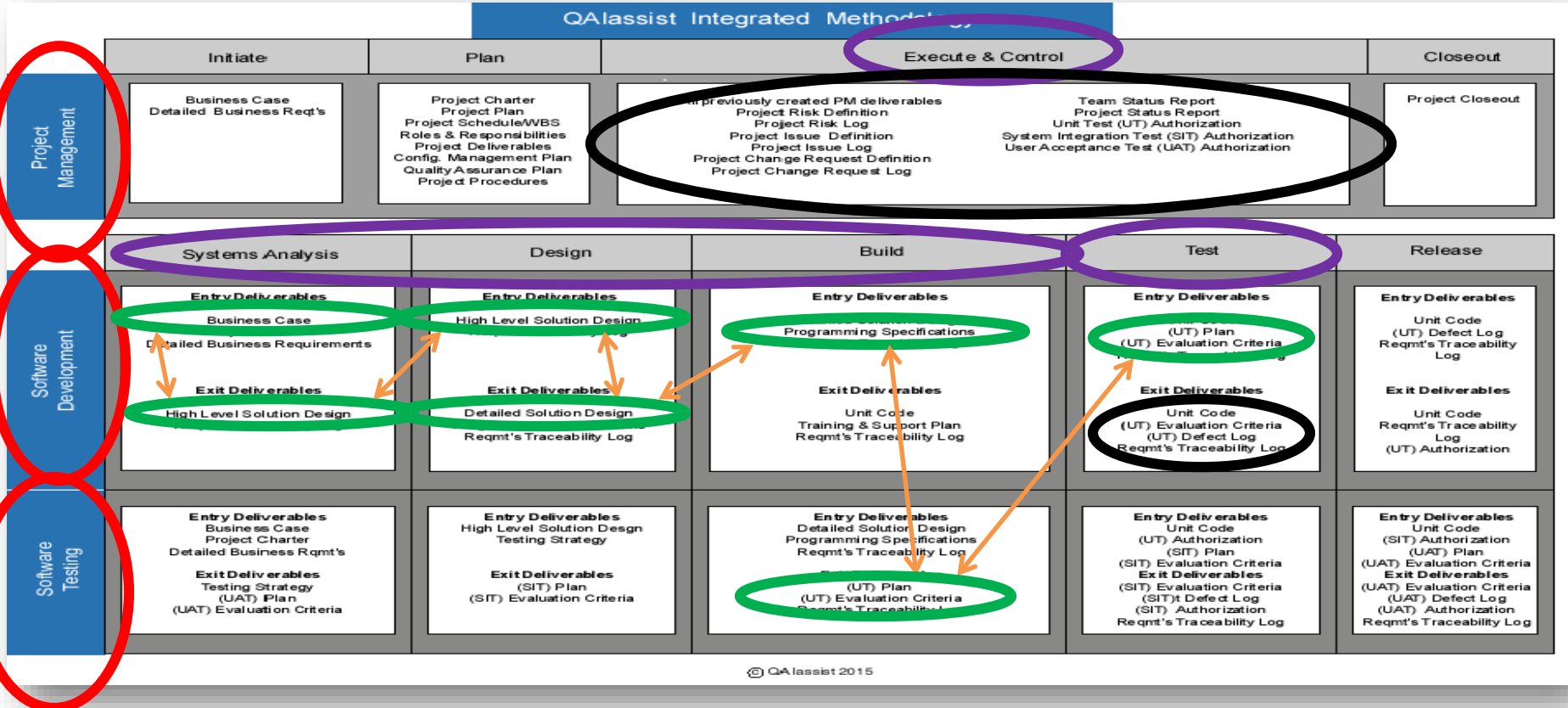

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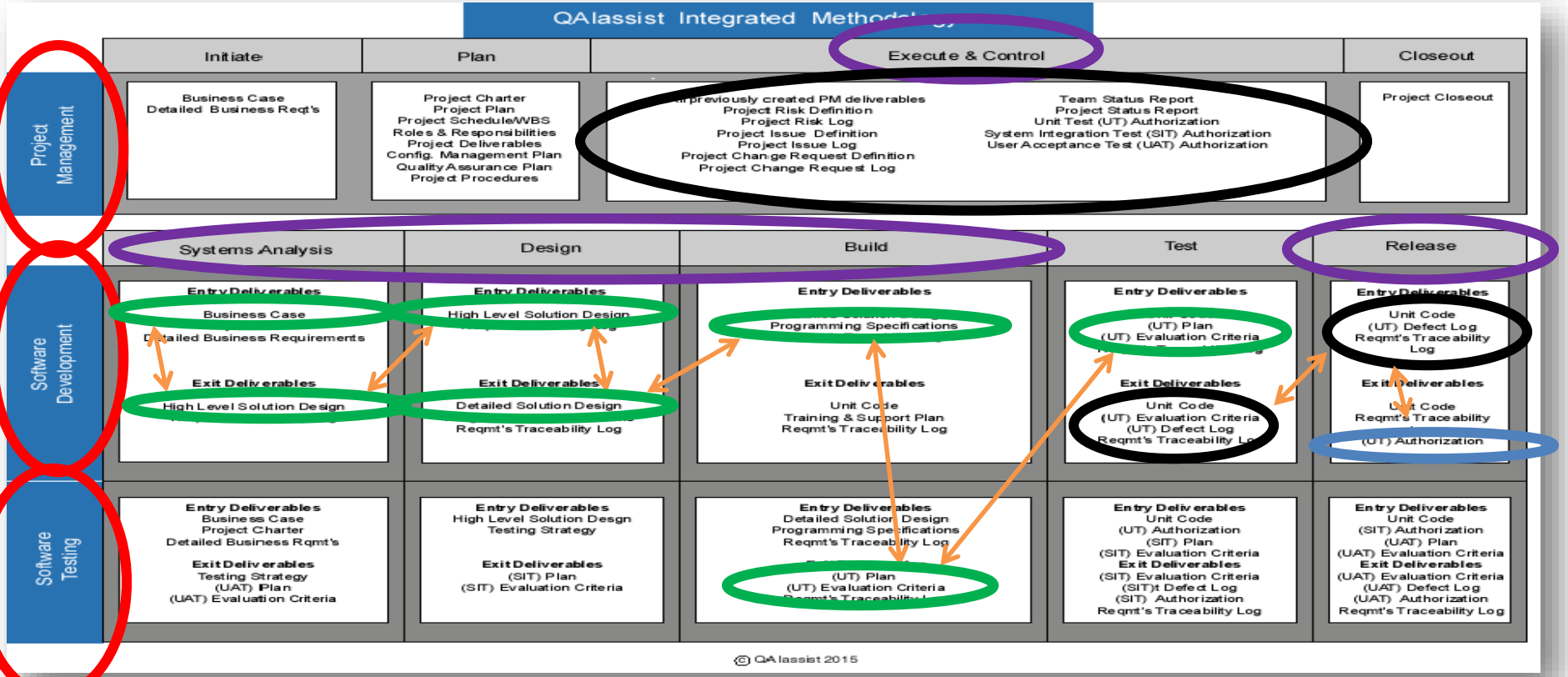

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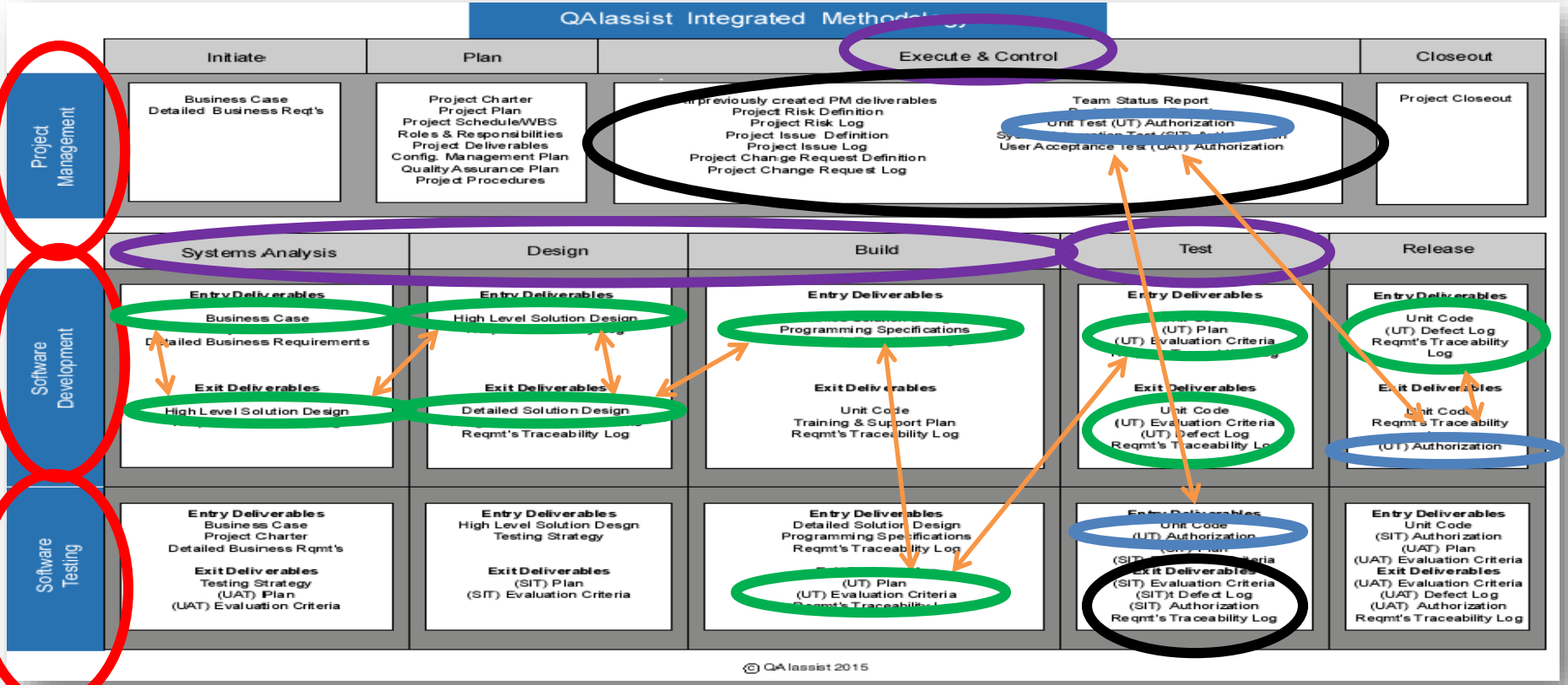
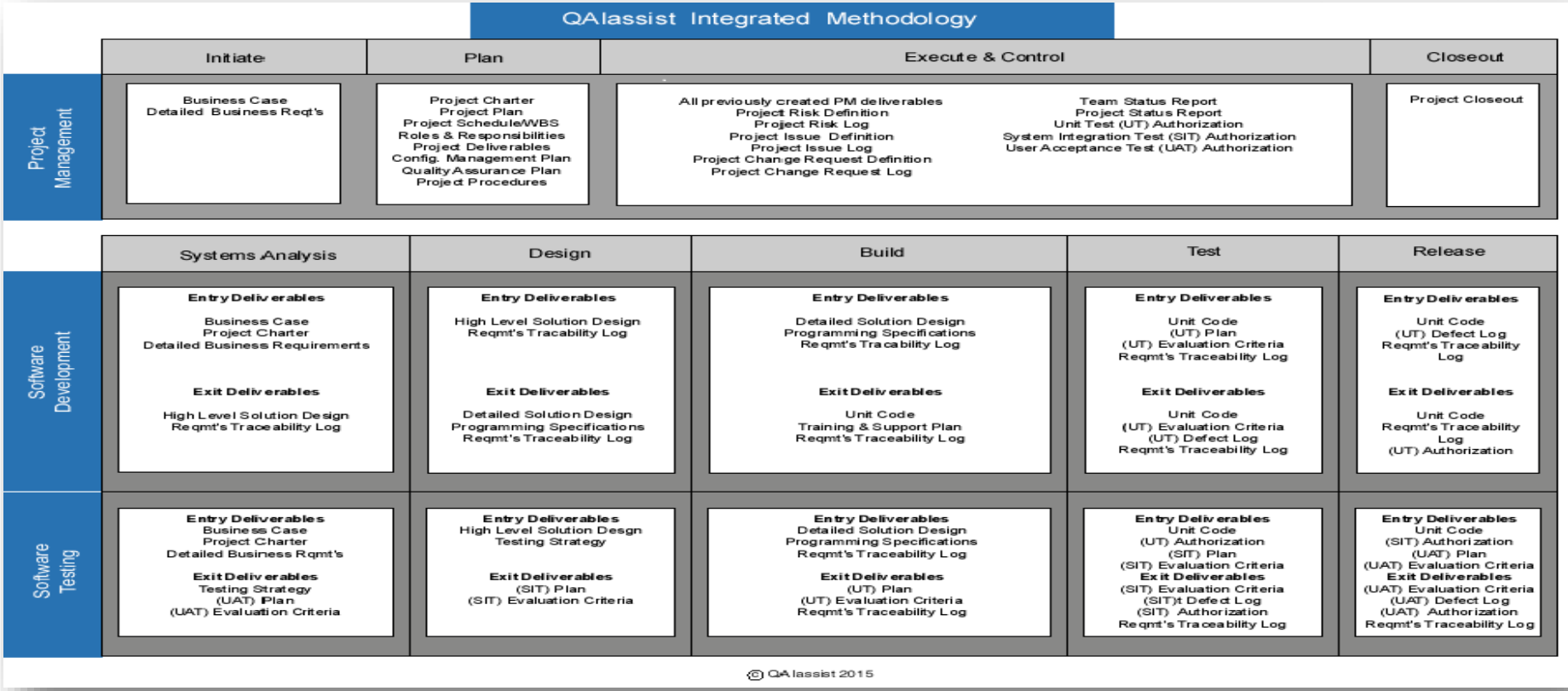


- Unit Test Plan(s)
- Unit Test Evaluation Criteria

Enables (view samples)

- Unit Test Authorization

QAIassist Integrated Methodology



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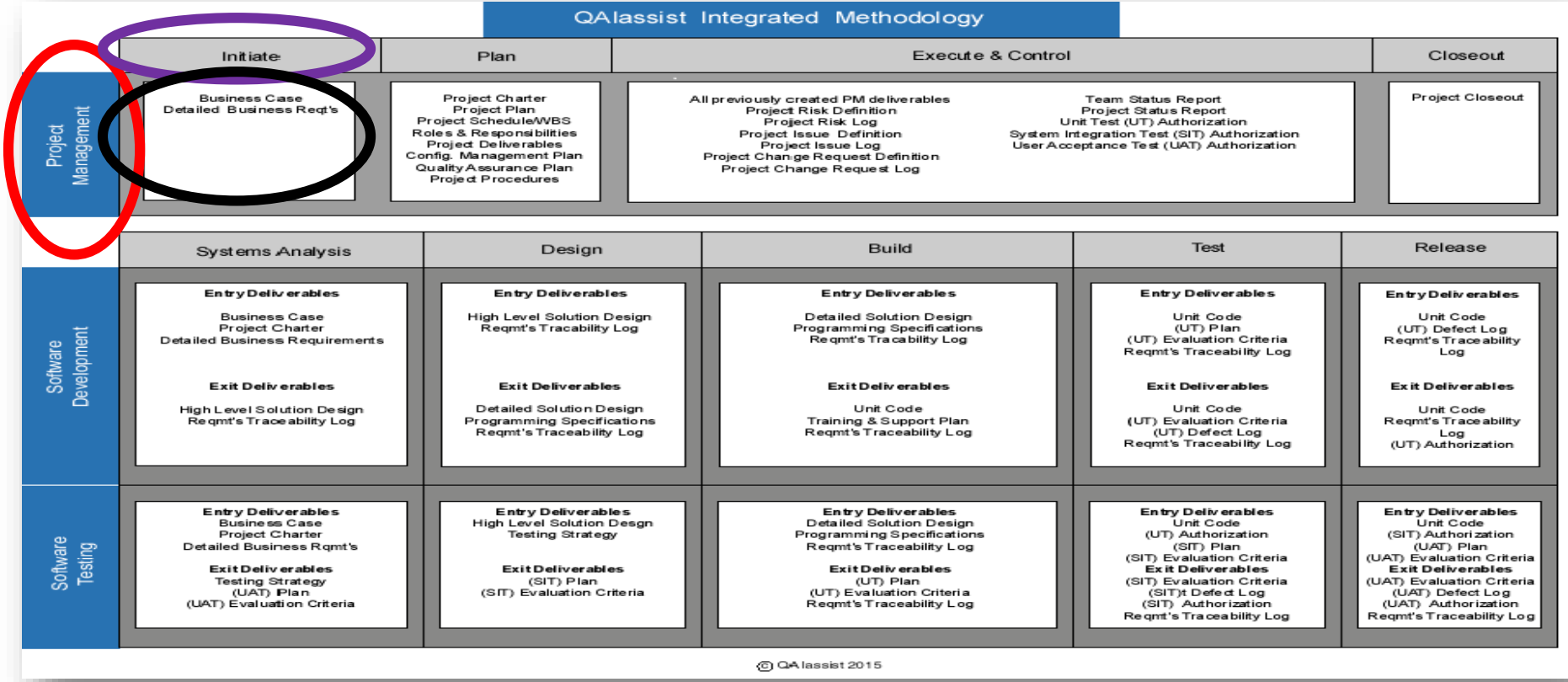

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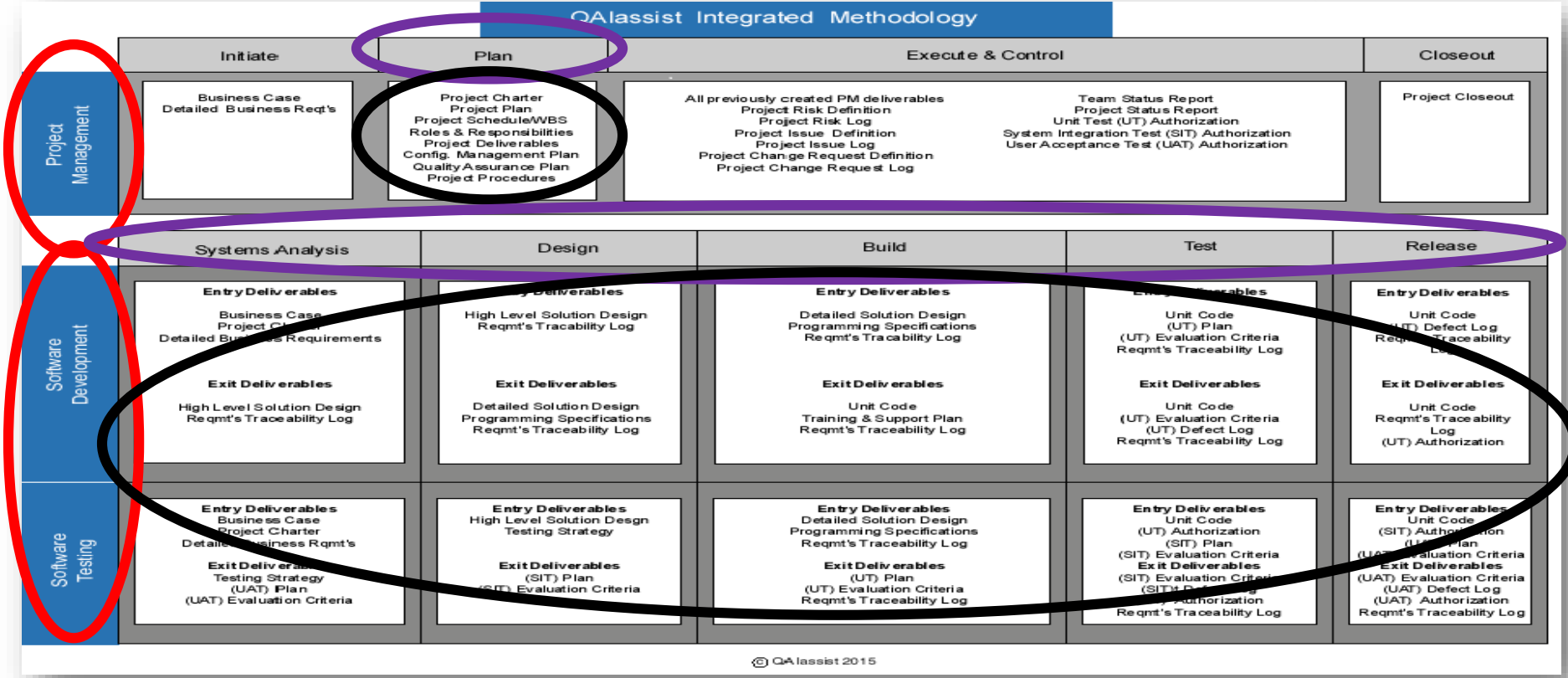

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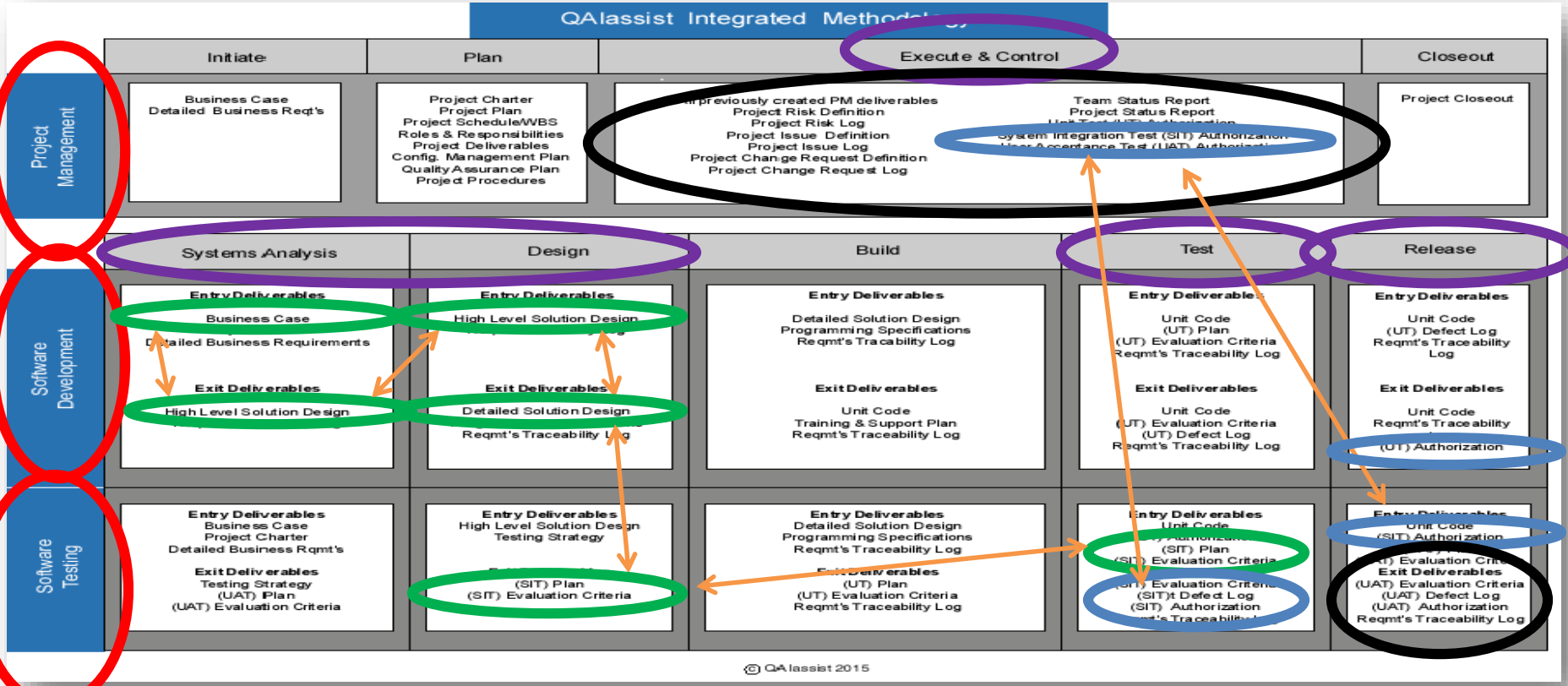
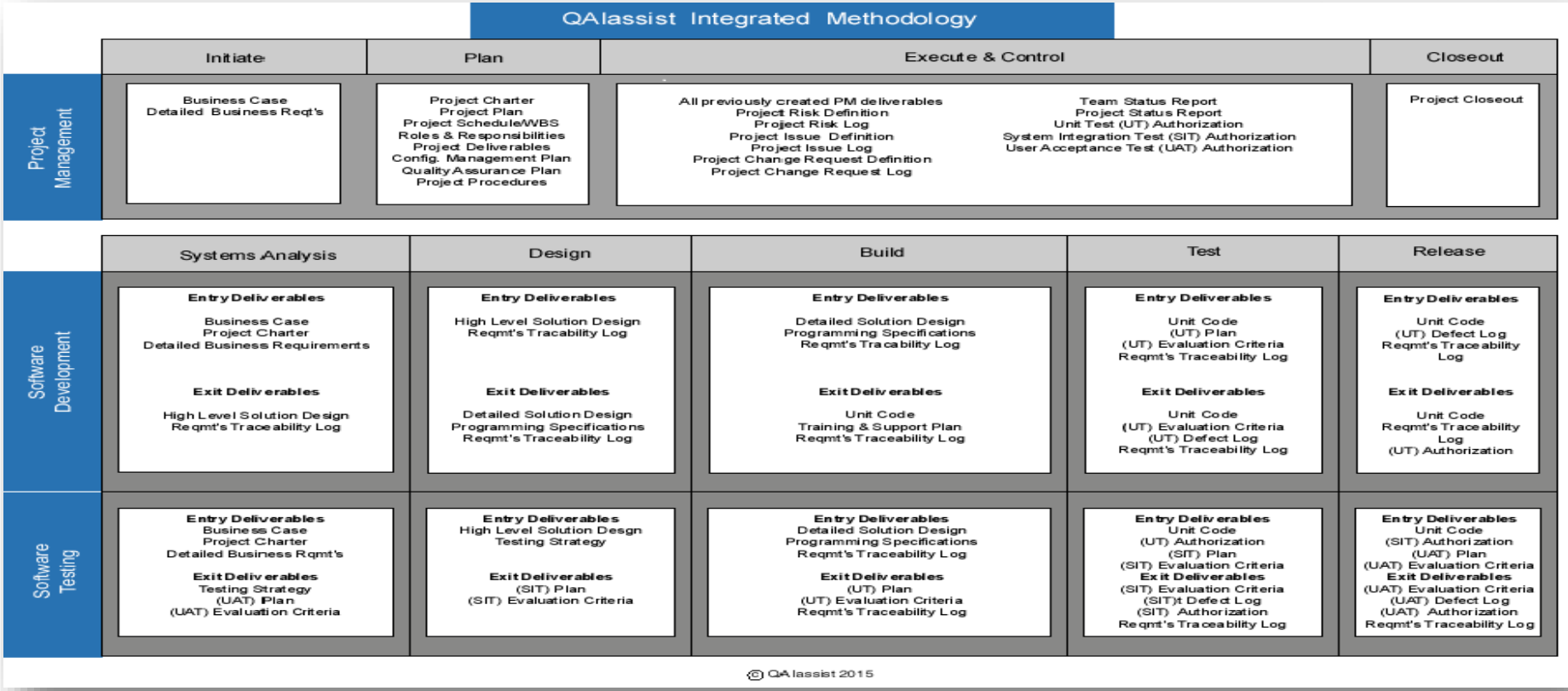


- System Integration Test Plan(s)
- System Integration Test Evaluation Criteria

Enables (view samples)

- System Integration Test Authorization

QAIassist Integrated Methodology



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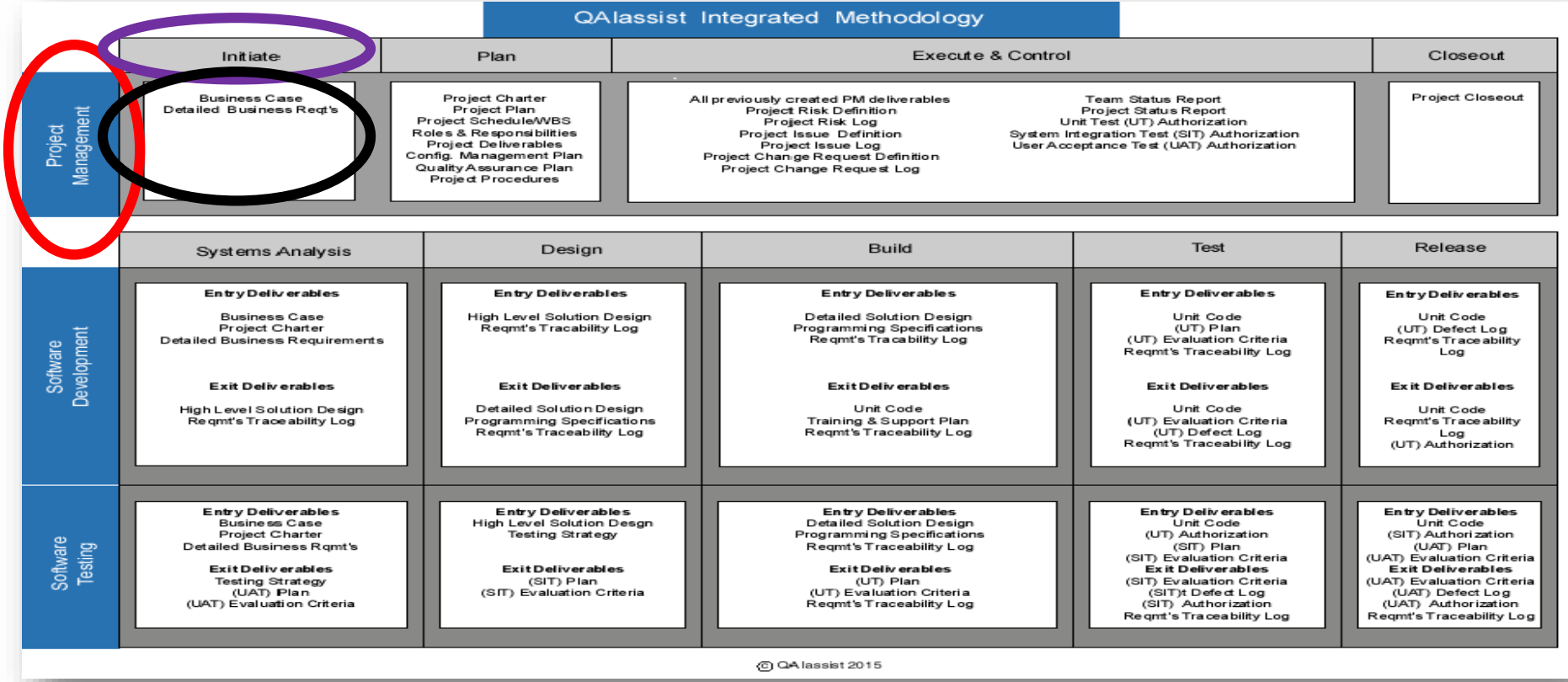

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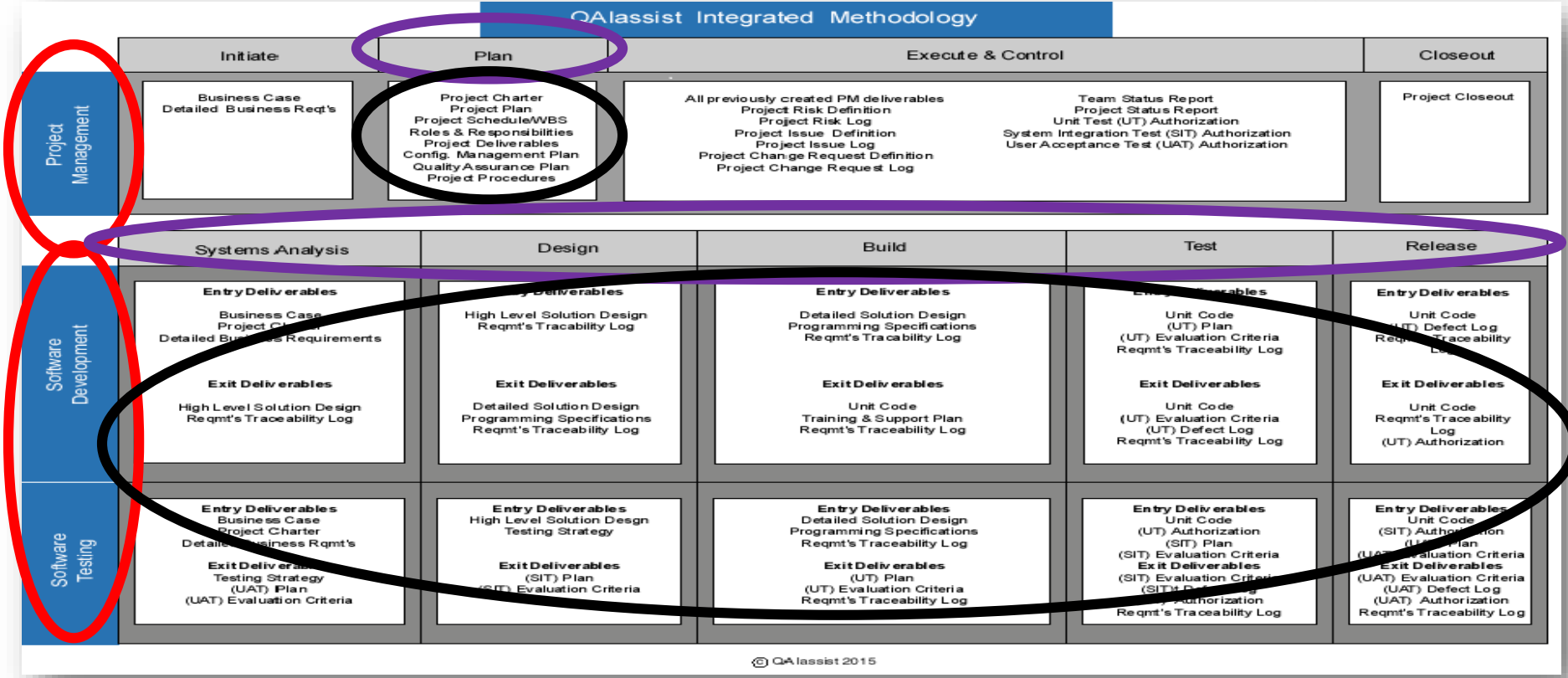

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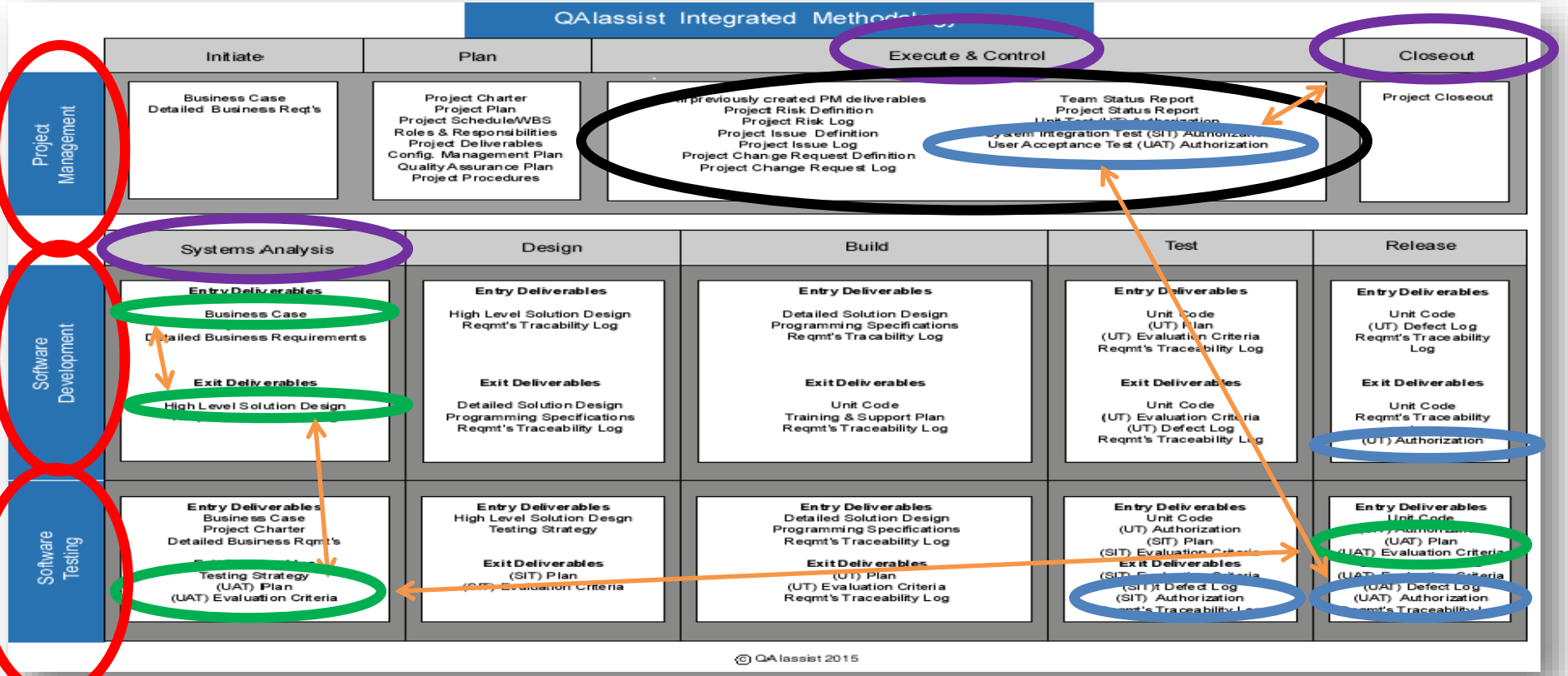

- User Acceptance Test Plan
- User Acceptance Test Evaluation Criteria

Enables (view samples)

- User Acceptance Test Authorization
- Project Close Out/Completion

Tutorial III - Executing Projects with IT Methodologies
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Body of Knowledge

- Methodology/Lifecycle/Deliverables – www.qaiassist.com
  - Project Management, Software Development, Software Testing
- Body of Knowledge (Library) – www.qaiassist.com
  - **Methodology Origin** – origins of methodology – identifies the differences between the path we take (noun) and how we proceed (verb) down that path
  - **Context & Overview** – provides a general overview of IT Methodology and how it can be applied within an organization
  - **Deliverable Descriptions** - provides general descriptions for all the deliverables of the QAIassist Integrated Methodology

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Until Next Session…

- **Keep Posing your Questions** – call or send your questions in (Denise and/or Cameron)
- **Explore the QAIassist Body of Knowledge** – refer to the QAIassist Body of Knowledge (sample deliverables, whitepapers, blog articles) – (www-qaiassist.com)
- **QAIassist Practitioner** - find out more about becoming QAIassist certified "Foundation", "Practitioner"
- **Tell your friends** - tell your friends, coworkers and colleagues about the Project Insight/QAIassist webinars – invite them to join us at the next session
- **Continuing Follow Up** – send out a survey at the completion of every webinar, follow up with attendees to obtain their suggestions and recommendation

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2015 Schedule

- **The 3rd Wednesday of Every Month**
  - 8:00 am Pacific - 11:00 am Eastern Time
- **IT Methodology Concepts (60 mins)**
  - This series of six webinars will be presented on a bi-monthly basis. Each webinar will provide you with a context, overview, terminology and general understanding of information technology (IT) methodology.
- **IT Methodology – Tutorials (60 mins)**
  - This series of five webinars will be presented on a bi-monthly basis. Each session is designed to offer a more “hands on” perspective – bridging the concepts into a practical utilization.

2015 “Tutorials” Schedule

- **The 3rd Wednesday of Month (Feb, Apr, Jun, Aug, Oct)**
  - 8:00 am Pacific - 11:00 am Eastern Time
- **IT Methodology Tutorials (60 mins)**
  - Applying IT Methodology to Project Initiation - (Feb)
  - Project Planning & Design with IT in Mind - (Apr)
  - **Executing Projects with IT Methodologies - (Jun)**
  - Project Control & Verification - (Aug)
  - Project Close & Delivery - (Oct)

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2015 “Concepts” Schedule

- **The 3rd Wednesday of Month (Jan, Mar, May, Jul, Sept, Nov)**
  - 8:00 am Pacific - 11:00 am Eastern Time
- **IT Methodology Concepts (60 mins)**
  - Methodology for the IT Landscape - (Jan)
  - Apply PM Fundamentals to IT - (Mar)
  - Leverage the Software Development Lifecycle - (May)
  - **Explore the Software Testing Lifecycle - (Jul)**
  - Incorporate Organizational Process Governance - (Sept)
  - Implementing IT Methodology - (Nov)

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Moderator

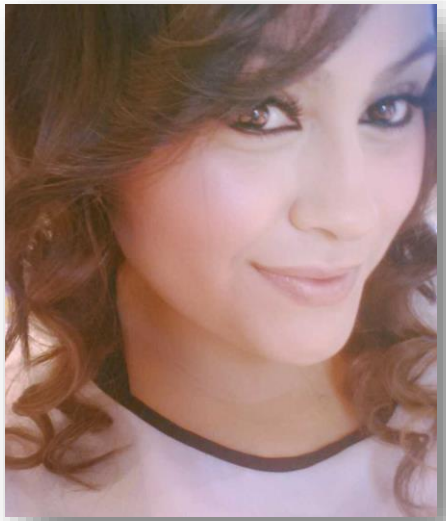
Denise Rodriguez

Project Insight

Marketing

Denise.Rodriguez@projectinsight.com

www.projectinsight.net



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- PM Training
- Leadership
- Product Training
- Check out videos