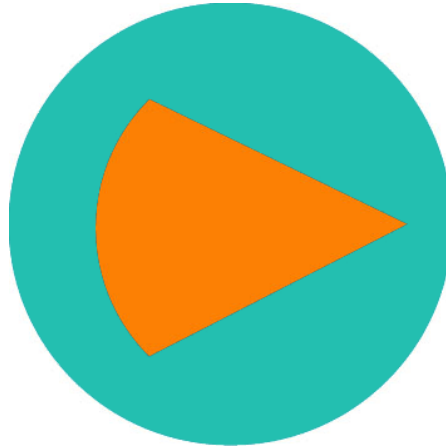


# Project Management Webinar



## Creating Requirements in an Agile Environment

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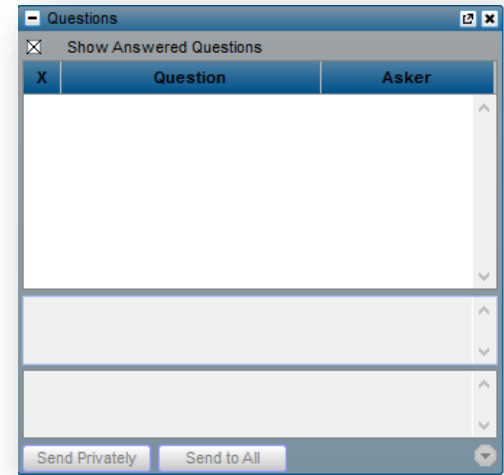
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# Things to Know...



- ▶ All participants will be on mute
- ▶ Questions are welcome
- ▶ Use the question box to ask questions
- ▶ PM training is valid for 1 PDU
- ▶ Must be in attendance for full session
- ▶ PDU certificate sent by the end of today



# Moderator



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Project Insight

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# Presenter



## **Diane C. Buckley, MBA, PMP**

CEO, Core Performance Concepts Inc.

*Training in project management,  
PMP® and CAPM® certification, leadership,  
business analysis, agile and six sigma*

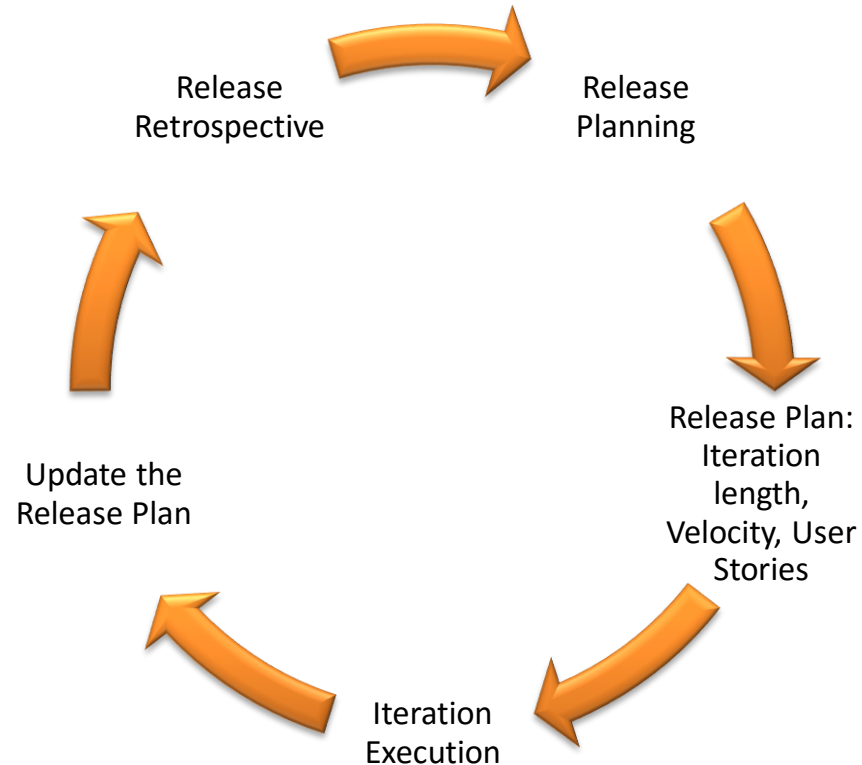
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# Benefits of Iterations



# What Agile is NOT!



- Eliminates documentation
- Always efficient code
- Reduced project schedules



# Questions From You



- When is Agile NOT a good idea?
  - Fixed cost
  - Variable cost
  - Hard deadlines
  - Tight schedules
  - ???

# New vs Old



Agile	Waterfall
Value Driven	Plan Driven
Resources and time are fixed	Requirements are fixed
Features are estimated.	Resources and time are estimated
Release and iteration planning	Project plan created
Facilitate	Direct
Serve	Manage
Constant Feedback	Integrated Change Control

# Questions From You



- Can Agile work with resources that are shared?
- If you have a true team, there is not the need to “write” more detailed functional specs since information is conveyed between team members working together.

# Questions From You



- How do you get an agile team to commit to a completion date?
- How do we manage the overall timeline?

# The User Story



User Story Name	Story Details	Acceptance Test Criteria	Tasks
Create web page for each artist	There are 20 artists currently exhibiting at the gallery. Each artist should be provided 1 page to showcase their art	1. 20 web pages must be on the website 2. Each artist must be listed on the page with their bio 3. At least one piece of art should be described and a picture included on each page	1. Develop a template for each artist to fill out for each piece of art that is to be displayed on the website. 2. Request bio and picture from each artist 3. Request artist to fill out template of each art piece to be presented on webpage along with at least 1 picture of art piece 3. Update each artists web page with Name, Bio & art pieces requested with pictures.

# Questions From You



- How to handle non-functional requirements?
- Who writes/documents the story?
- When/Where/How do you get the customer to commit to many sessions to get their input/feedback?

# Writing Requirements – 4.11.5



- Complete
- Precise
- Unambiguous
- Correct
- Consistent
- Measureable
- Feasible
- Traceable
- Testable

# Complete and Precise



Imprecise	Precise
9.2.1 When the department code entered does not match the department code on file, the system will display an error message.	9.2.1 When the department code entered does not match the department code on file, the system will display "invalid department code."

Incomplete	Complete
The card reader shall be of the same dimensions as indicated by the card size and consistent with industry standards	54.1 Card reader dimensions TBD by April 3 (by John Doe, Security Architect)
Terminate a session after the number of incorrect passwords exceeds the maximum allowed	24.2.2 Terminate a session after the 3 incorrect passwords have been entered

# Unambiguous and Correct



Ambiguous Requirements	Unambiguous Requirements
The system shall check the name field to be only alphabetic and the address field to be either alphabetic or numeric but containing only addresses in the U.S. or Canada, and the quantity field to be only numeric	3.4.1 The system shall validate that 3.4.1.1 The name field is alphabetic 3.4.1.2 The address field is either alphabetic or numeric 3.4.1.3 All addresses are in the U.S. or Canada only 3.4.1.4 The quantity field is numeric only
The system provides identification of the employee when passing through the reader	3.9.12 When the employee passes through the reader, the system displays the photograph of the employee on the monitor

Incorrect	Correct
7.0 Security 7.7.1 The password will be at least 8 characters in length 11.0 User interface 11.9.13 The password will be no less than 8 characters in length	7.0 Security 7.7.1 The password will be 8 characters in length 11.0 User interface 11.9.13 The password length is defined in section 7.7.1

# Consistent, Measureable & Feasible



Inconsistent	Consistent
17.1.4 The security system will	17.1.4 The security system will
22.4.9 The new security system will	22.4.9 The security system will
33.9.11 The secure card system will	33.9.11 The security system will
34.12.12 The R/F security system will	34.12.12 The security system will

Not Measurable	Measurable
There will be no more than 6 training classes per employee	Each employee will have not less than 2 and no more than 6 training classes residing on their professional development profile
The new production line shall be efficient	The new production line shall produce an average of 5000 bottle caps per day

# Traceable and Testable



- Mapped back to the source of the requirement
- Mapped forward through the development cycle to a test case that proves that the requirement was successfully satisfied
- Testable requirements allow for a pass/fail

# Questions From You



- How much accuracy can we achieve on the triple constraint in Agile projects?
- Are Agile features “estimated”? That seems to go against the idea that requirements are precise. Should requirements be a little open to allow for the iterative process?

# See you next month!



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8am PT/ 11am ET

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