How We Moved
The Rock

Presented by: Harlan Black, MBB(c)
CECOM LCMC SEC ESD
CMMI IPT Lead, Requirements Management

18 November 2009
In its continuing pursuit of excellence, the Army’s Communication-Electronics Command’s (CECOM) Software Engineering Center (SEC) took the challenge to implement CMMI in its geographically dispersed organizations.

We will present innovative tools and templates that you can use to help project leads plan for CMMI and to help higher-level management track their organization’s implementation progress.

In describing the innovative techniques we adopted to implement the Requirements Engineering (REQM) process area, we will give you insight into the significance of REQM and you will walk away with new ideas on how to better meet and manage customer needs within your own organization.
REQM Review (1)

Goals:

1. All requirements for all project services, products, and product components are managed.

2. Inconsistencies between all requirements and both project plans and work products are identified and resolved.
Specific Practices:

1. Obtain an understanding of the requirements.
2. Obtain commitment from the project team to implement the requirements.
3. Manage requirements changes.
4. Trace the requirements.
5. Identify and resolve inconsistencies.
CECOM Software Engineering Center Circa 2004

Warfighter Mission Area

Business Mission Area

CMMI Level

Distance From NJ
SEC: Diversity, Diversity, Diversity

• PRODUCTS
  – Producing and Releasing New Software; Developing Custom Web Sites; Changing and Fixing Existing Software and Releasing New Versions; Developing Training Products for Software; Producing Technical Documentation for Software and Systems; Producing Technical Data for Software and Systems

• SERVICES
  – Helping Other Organizations Acquire Software Products through Matrix Support; Making Software Work Where it is Being Used (Field Support); Providing Software and Systems Testing; Providing Training Services for Software; Maintaining a Library for Storage, Retrieval, and Configuration Management of Software and Software Documentation; Copying, Distributing, and Installing Software; Designing and Managing Hosted Web Applications; Providing Software and System-Related Consultative Services; Providing Software and System Quality-Related Services; Providing Management Services for Other Organizations; Serving on System and System-Related Working Groups and Boards; Providing Computing Resources; Managing Technical Data for Software and Systems; Performing Causal and Risk Analysis
###REQM for Level Two: A CMMI Challenge

<table>
<thead>
<tr>
<th>Category</th>
<th>Process Area</th>
<th>Potential Dependence On Development Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>PP</td>
<td>Weak</td>
</tr>
<tr>
<td>Project Management</td>
<td>PMC</td>
<td>Weak</td>
</tr>
<tr>
<td>Project Management</td>
<td>SAM</td>
<td>Weak</td>
</tr>
<tr>
<td>Support</td>
<td>CM</td>
<td>Low</td>
</tr>
<tr>
<td>Support</td>
<td>M&amp;A</td>
<td>Weak</td>
</tr>
<tr>
<td>Support</td>
<td>PPQA</td>
<td>Weak</td>
</tr>
<tr>
<td>Engineering</td>
<td>REQM</td>
<td>High</td>
</tr>
</tbody>
</table>
So How Did We Do It? Eleven Tips
Tip One: Make Sure You Improve the Right Organization

• REQM is all about WHATs so first find out and document WHAT the business does.

- Get the requirements of the requirements.
Welcome to the Software Engineering Center!

We are the Software Engineering Center (SEC) in the Army’s CECOM Life Cycle Management Command (CECOM LCMC). We support the software systems used by the Warfighter, and provide Value Added Services in support of the DoD Enterprise.

We offer software-related Products and Services and expertise to our Customers.

SEC Products
Produce and release new software.
Develop training products for software.
Change and fix existing software and release new versions.
Produce technical data for software and systems.

More...
Tip Two: Make it Relevant

• **Understand The Requirements**
  – How can we give customers just what they asked for if we are not certain that we understand what this is?

• **Get Team Commitment**
  – How can we give customers just what they asked for if we are not certain that the project team is going to provide it?

• **Manage Changes**
  – How can we give customers just what they asked for if we are not certain that we are giving them what they want today and not what they wanted yesterday?

• **Trace Requirements**
  – How can we give customers just what they asked for if we are not certain that we are giving them everything they asked for and that we are not giving them things that they didn’t ask for?

• **Identify & Resolve Inconsistencies**
  – How can we be certain that we are giving customers just what they asked for if we have mismatches inside our project?
Tip Three: Let Them Tell You How They Will Manage Requirements

3. Manage Requirements Changes

(How can we give customers just what they asked for if we are not certain that we are giving them what they want today and not what they wanted yesterday?)

<table>
<thead>
<tr>
<th>Quote From The REQM PD</th>
<th>Questions</th>
</tr>
</thead>
</table>
| Capture all requirement changes that are given to or generated by the project. | 3.a.1) What do you do to capture each requirement change and ensure that none are lost?  
*3.a.2) What evidence can you provide that indicates you are doing this? |
|  | Enter your answers below. |
|  | Hints & Tips: Requirements change request logs or reports. |

3.b

<table>
<thead>
<tr>
<th>Quote From The REQM PD</th>
<th>Questions</th>
</tr>
</thead>
</table>
| Maintain the requirement change history with the source and rationale for the changes. | 3.b.1) Given that requirements evolve, what do you do to be able to recall previous version of each requirement?  
3.b.2) What do you do to document the reason for each change?  
3.b.3) What evidence can you provide that indicates you are doing this? |
A. Obtain an understanding of requirements.

- Only certain people are authorized to provide project requirements. What rule(s) or criteria do you use to determine the source of your requirements?
- It is possible for a requirement to be vague or impossible to satisfy. What rule(s) or criteria do you use to determine whether a requirement is acceptable?
- How are you certain that above criteria are being met? What do you do?
- Before you start making something, how do you know that customer is in agreement with what you think he wants? What do you do?

B. Obtain commitment from the project team to implement the requirements.

- How do you know that your team is able to implement the requirements? What do you do?
- What do you do to ensure that project team members are kept current with changes in requirements?
- How do you know that the project team members are committed to implement the current set of requirements? What do you do?
The REQM Questionnaire (2)

C. Manage requirements changes.
• What do you do to capture each requirement change and ensure that none are lost?
• Given that requirements evolve, what do you do to be able to recall previous versions of each requirement?
• What do you do to document the reason for each change?
• How do you know that your team is able to implement the new set of requirements? What do you do?
• How do you know the impact of requirements changes on stakeholders who are external to the project team, such as the customer?
• As requirements change, how does your team know what needs to be produced or provided? What do you do?

D. Trace the requirements.
• How do you know that every requirement was satisfied? What do you do?
• How do you know that whatever was needed to implement requirements was indeed done? What do you do?
• For products only: How do you know that whatever was done within the project was done for something that was agreed upon? What do you do?
• For products only: How do you know that the work products within the projects can be mapped to each other? What do you do?
The REQM Questionnaire (3)

E. Identify and resolve inconsistencies.

• How do you know that there are no requirements-related mismatches and inconsistencies within the project at any given time?
• When you find an inconsistency that relates to requirements, what do you do to determine and record why it happened?
• When you find inconsistencies that relate to requirements, what do you do to be certain that you have identified everything that needs to be corrected?
• What do you do to manage the resolution of inconsistencies that relate to requirements?
• What do you do to ensure that inconsistencies that relate to requirements were resolved?
Tip Four: Do Some of The Work for Them

3. Manage Requirements Changes

(How can we give customers just what they asked for if we are not certain that we are giving them what they want today and not what they wanted yesterday?)

3.a

<table>
<thead>
<tr>
<th>Quote From The REQM PD</th>
<th>Questions</th>
</tr>
</thead>
</table>
| Capture all requirement changes that are given to or generated by the project. | 3.a.1) What do you do to capture each requirement change and ensure that none are lost?  
*3.a.2) What evidence can you provide that indicates you are doing this? |

Enter your answers below.

<table>
<thead>
<tr>
<th>3.a.1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hints &amp; Tips: Requirements change request logs or reports.</td>
</tr>
</tbody>
</table>

3.b

<table>
<thead>
<tr>
<th>Quote From The REQM PD</th>
<th>Questions</th>
</tr>
</thead>
</table>
| Maintain the requirement change history with the source and rationale for the changes. | 3.b.1) Given that requirements evolve, what do you do to be able to recall previous version of each requirement?  
3.b.2) What do you do to document the reason for each change?  
3.b.3) What evidence can you provide that indicates you are doing this? |

3. Managing Requirements Changes

A. Capturing all requirement changes that are given to or generated by the project.

All changes to requirements and the reason or rationale for the change is documented in CodeBeamer.

B. Maintaining the requirement change history with the source and rationale for the changes

Change history for requirements with source and rationale for the change is recorded and tracked in CodeBeamer.

C. Evaluating the impact of requirements changes from the standpoint of relevant stakeholders.

After analyzing the requirements and assessing their impact on the team, training is given to team members as needed to ensure they will be able to implement the new requirements.

Meetings are held with customers to discuss the impact of requirement changes.

Evidence is documented in email to customers, and reports generated by CodeBeamer.

D. Making the requirement and change data available to the project.

As changes to the requirements are made, new tasks are assigned to team members through CodeBeamer. Evidence of this provided through reports generated by CodeBeamer.
Tip Five: Make It Look Simple

**Project Plan:**

**Requirements Management**

The following personnel are authorized by the customer to provide requirements for this project:

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone Number</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Phone Number:
Enter the Phone Number of the person who is authorized to provide requirements for your project.

The project shall manage requirements in accordance with the following REQM SOP or Plan:

If the above REQM SOP will be modified for this project, describe the modification and rationale below:

<table>
<thead>
<tr>
<th>Description:</th>
<th>Rationale:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Describe where the Project's Requirements are documented and provide a link to the Project's Requirements Document or repository.
Simplicity, Simplicity, Simplicity

1. Take the training
2. Fill out the REQM Plan template
3. Find an REQM SOP or fill out a questionnaire and submit it to the IPT Lead.
4. Follow your SOP

REQM Jump Start Kit
## Tip Six: Give Them The Test Questions

<table>
<thead>
<tr>
<th>Topic</th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding Requirements</td>
<td>Are requirements documented? Enter location / description of requirements documents in the remarks section.</td>
<td>Are there appropriate work products documenting the understanding of requirements, e.g., criteria for establishment and acceptance, results of analyses, agreed-to set of requirements?</td>
</tr>
<tr>
<td>Obtaining Commitments from project team</td>
<td>Have commitments been negotiated and recorded?</td>
<td>Does evidence exist that requirements have been discussed within the project team?</td>
</tr>
<tr>
<td>Managing changes as they evolve throughout the project</td>
<td>Are changes being documented, including the source and rationale for the changes?</td>
<td></td>
</tr>
<tr>
<td>Maintaining bi-directional traceability (Note: product projects only)</td>
<td>Has requirements traceability been maintained from a requirement to its derived requirements and its allocation to functions, objects, people, processes, and work products?</td>
<td>Are there appropriate work products documenting bi-directional traceability e.g., requirements traceability matrix, requirements tracking system?</td>
</tr>
<tr>
<td>Maintain traceability (Note: services projects only)</td>
<td>Has the project maintained traceability between the required services and the delivered services?</td>
<td></td>
</tr>
</tbody>
</table>
Tip Seven – Give Them a Nice Pal

Requirements Management (REQM)

For information you need to manage requirements for SEC and SED projects, see below.

Jump Start Kit
- Click Here To Jump Into REQM
- Paper Planning To Manage Requirements

Training
- SEC-specific Requirements Management Training

Process Description (PD)
- REQM Process Description (version 2.0, 27 June 2008)

Lessons Learned and Interim Guidance
- July 07

Checklists
- Requirements Management PIIID and Suggestions
- Requirements Management Checklist for Products
- Requirements Management Checklist for Services
- Appraisal - Process Implementation Indicator Document (PIIID)

Templates
- Requirements Management Plan Template
- Requirements Management Questionnaire
- Requirements Management SOP Template
- Requirements Management Spreadsheet (Draft)
- Meeting Minutes Template

References and Tutorials
- Introducing Efficient Requirements Management
- Interpreting Capability Maturity Model® Integration (CMMI®) for Service Organizations Using Systems Engineering and Integration Services Example
- The Politics of Requirements Management
- Patterns for the Requirements Engineering Process

Requirements Traceability
- DOE Requirements Traceability Guide
- Tracing All Around in Reengineering
- ARBD Requirements Traceability Plan
- Traceability Examples:

Sample REQM Plans and Project Class Standard Operating Plans (SOPs)
- Index To SOPs (a spreadsheet containing links to more than 40 SOPs stored in AKO)

Tools
- SEC
  - ARBD C RepPro
  - ASD Change Request Management
  - ARDI Magic (Stars)
  - Fort Lee CASPER Action Request System
  - Huachua a Software Problem Report System
  - ITED (ASD) Test Director
  - Skill Metrics Tracker
  - Industry Survey of Requirements Management Tools

Process Owner
- Jeff Downing

IPT Representatives
- Harlan Black: IPT Lead
- Directorate Representatives

Help and Feedback
- SEC Process Support
- Email PII Support
## Tip Eight: Help Them Steal SOPs

### Index To Existing & Approved SEC Requirements Management SOPs

**Version 2.3, Dated 13 Aug 09**  
**Owner: REQM IPT Lead**

<table>
<thead>
<tr>
<th>Class or type of project</th>
<th>Who controls the process of transforming the requirements into products/services?</th>
<th>REQM tools used or referenced</th>
<th>SOP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Products</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce and release new software.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>Tracker, PFS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>CodeBeamer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>Doors, SourceSafe, TestDirector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>Doors, SourceSafe, TestDirector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>Requirements are captured in Software Problem Reports / Field Incident Report databases.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>SourceSafe, TestDirector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>SourceSafe, Mercury Quality Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>SourceSafe, Mercury Quality Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>Excel Spreadsheet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change and fix existing software and release new versions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>Excel Spreadsheet and Access Database</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government &amp; Contractor</td>
<td>Tracker, PFS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>IFS SPR Database, PCS Presentations, EMAR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop training products for software</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce technical documentation for software and systems.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Produce formatted technical data reports for software and systems.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>FMS Requirements Management Database</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Help other organizations acquire software products (Matrix Support)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tip Nine: Give Managers Tracking Tools
Us vs. MS Project: How We Did It (1)

Right-click on column header. Select Customize Fields.
Click on ‘Formula’

Enter formula and click ‘OK’
How We Did It (3)

Click on ‘Graphical Indicators’

Enter criteria, select images, then click ‘OK’
### Tip Ten – Help Them Plan (1)

<table>
<thead>
<tr>
<th>Process Area</th>
<th>Date Project Leader trained on the tools and PP processes and tools</th>
<th>Date Project PP practitioners identified and PL has ensured that they have been trained on PP processes and tools.</th>
<th>Date Project Plan created and posted on the WSS</th>
<th>Date Project Artifact Index document created and stored on the WSS</th>
<th>Date WBS created and published on the EPM</th>
<th>Date Data Management Plan tailored, completed, and uploaded.</th>
<th>Date PP Self-Assessment completed</th>
<th>Date successfully passed an independent PPQA confirmation audit for PP.</th>
<th>Total Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>PP</td>
<td>4</td>
<td>0.5</td>
<td>16</td>
<td>8</td>
<td>16</td>
<td>6</td>
<td></td>
<td></td>
<td>50.5</td>
</tr>
<tr>
<td></td>
<td>Planned Completion Date</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PMC</td>
<td>1.5</td>
<td>0.5</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Planned Completion Date</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CM</td>
<td>2</td>
<td>0.5</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10.5</td>
</tr>
<tr>
<td></td>
<td>Planned Completion Date</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Tip Ten – Help Them Plan (2)

<table>
<thead>
<tr>
<th>Process</th>
<th>Date Project Lead trained on the process and tools</th>
<th>Date project practitioners identified and PL has ensured that they have been trained on process and tools</th>
<th>Date Measurement Plan (MP) established for project.</th>
<th>Date successfully passed an independent PPQA confirmation audit for process.</th>
<th>Hours needed (est.)</th>
<th>Planned Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>REQM</td>
<td>Date REQM Questionnaire written/submitted to REQM IPT Lead for review or Date REQM SOP identified.</td>
<td>Date REQM SOP Number provided to the Directorate’s REQM lead. Get number from REQM PAL. (If you already have a REQM SOP number, please provide it in the space below.)</td>
<td></td>
<td></td>
<td>0.5</td>
<td>0.5</td>
</tr>
<tr>
<td>SAM</td>
<td>Date Project Lead trained on SAM processes and tools</td>
<td>Date project SAM practitioners identified and PL has ensured that they have been trained on SAM process and tools</td>
<td>Date FSAT (SEC Functional Support Agreement) - is written for an organization with whom SEC has an agreement with (if applicable). Date PASS (SEC Task Order Process) criteria are created (Applicable if a project team evaluates contractor performance).</td>
<td></td>
<td>2</td>
<td>0.5</td>
</tr>
<tr>
<td>M&amp;A</td>
<td>Date Project Leader trained on the M&amp;A process (4 Classes) and tools</td>
<td>Date project M&amp;A practitioners identified and PL has ensured that they have been trained on M&amp;A process and tools</td>
<td>Date of initial collection of measurement data and insertion into EMAR/CMWB. Date providing initial M&amp;A Report to management.</td>
<td></td>
<td>4</td>
<td>0.5</td>
</tr>
<tr>
<td>PPQA</td>
<td>Date Project Leader trained on the PPQA process and tools. Date project PPQA practitioners identified and PL has ensured that they have been trained on the PPQA process and tools. QA Plan created/submitted to Branch or Division Chief &amp; posted on Sharepoint/EPM</td>
<td></td>
<td></td>
<td></td>
<td>6</td>
<td>0.5</td>
</tr>
</tbody>
</table>
**Estimated number of hours for a PL to bring a new project up to compliance.** This does not include time for subsequent sustainment, for the self-assessment and passing the compliance audits. (Re-use of plans and artifacts from other projects can significantly reduce these estimates.)

<table>
<thead>
<tr>
<th>Process Area</th>
<th>Estimated Hours Needed</th>
<th>Percentage</th>
<th>Process Area</th>
<th>Estimated Hours Needed</th>
<th>Percentage</th>
<th>Process Area</th>
<th>Estimated Hours Needed</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PP</td>
<td>50.5</td>
<td>35% PP</td>
<td></td>
<td>4</td>
<td>20% PP</td>
<td></td>
<td>46.5</td>
<td>37% PP</td>
</tr>
<tr>
<td>PMC</td>
<td>18</td>
<td>12% PMC</td>
<td></td>
<td>1.5</td>
<td>8% PMC</td>
<td></td>
<td>16.5</td>
<td>13% PMC</td>
</tr>
<tr>
<td>CM</td>
<td>10.5</td>
<td>7% CM</td>
<td></td>
<td>2</td>
<td>10% CM</td>
<td></td>
<td>8.5</td>
<td>7% CM</td>
</tr>
<tr>
<td>REQM</td>
<td>5.5</td>
<td>4% REQM</td>
<td></td>
<td>0.5</td>
<td>3% REQM</td>
<td></td>
<td>5</td>
<td>4% REQM</td>
</tr>
<tr>
<td>SAM</td>
<td>13.5</td>
<td>9% SAM</td>
<td></td>
<td>2</td>
<td>10% SAM</td>
<td></td>
<td>11.5</td>
<td>9% SAM</td>
</tr>
<tr>
<td>M&amp;A</td>
<td>33.5</td>
<td>23% M&amp;A</td>
<td></td>
<td>4</td>
<td>20% M&amp;A</td>
<td></td>
<td>29.5</td>
<td>23% M&amp;A</td>
</tr>
<tr>
<td>PPQA</td>
<td>14.5</td>
<td>10% PPQA</td>
<td></td>
<td>6</td>
<td>30% PPQA</td>
<td></td>
<td>8.5</td>
<td>7% PPQA</td>
</tr>
</tbody>
</table>

**Total** 146 100%  **Total** 20 100%  **Total** 126 100%

---

**Tip Ten – Help Them Plan (3)**

![Pie charts showing percentages of estimated time needed for each process area for new project and project leader who is new to CMMI, training, and PPQA.]
Tip Eleven: Train Then Well ...

Don’t Do That!

Death By PowerPoint
Tip Eleven: ... Wow Them With Training!

Requirements Management:
Give them what they asked for ..
and they will ask for more.

End Of Presentation - almost.

- Quiz to follow -
Summary (1)

1. Make Sure You Improve the Right Organization
2. Make it Relevant
3. Let Them Tell You How They Will Manage Requirements
4. Do Some of The Work for Them
5. Make It Look Simple
6. Give Them The Test Questions
Summary (2)

7. Give Them a Nice Pal
8. Help Them Steal SOPs
9. Give Managers Tracking Tools
10. Help Them Plan
11. Wow Them With Training
SEC REQM Training. Ready for take-off.