AGILE PROCESSES
EXAMPLE
Requirements: Where do they come from?

Users
- Helpdesk
- Field Events
- Conference inputs
- PUC
- Local Training

Big R/Little r

OPS

Program Manager
- Paying customer inputs (MAJCOMs)
  - PMR
  - Wild hairs

VersionOne Request
- Gross or refined, does not matter—just get it in

PEX Team: Internal
- Devs/SMEs/Testers
- Architecture Committee
- Etc.

Future implementation, not Current release
Requirements: Where do they come from?

POT Team
• Release Planning converted to stories
• Execution generates stories

Dev Team
• Revealed during execution
• Revealed during iteration test

VersionOne Stories
• Not “just get it in”
• Specific to support release effort
• No wild hairs

“Welcome changing requirements, even late in development. Agile processes harness change for the warfighter's competitive advantage.”

POT team has primary responsibility to keep effort aligned with priorities during execution

Integrity - Service - Excellence
Requirements Process timeline: How we Filter/Prioritize/Refine

OPS:
• Consolidates V1 requests
• Generates 2YR plan inputs
• Prepare recommendations for PM

POT:
• Creates ROM estimates
• Generates 2YR plan inputs/refinements
• Prepares recommendations for PM
  • Draft Roadmap

Program Manager:
• Coordinates with Stakeholders
• Conducts PMR
• Obtains Stakeholder Concurrence
• Approves Roadmap

“Business people and developers must work together daily throughout the project.”

Collaboration

Integrity - Service - Excellence
Requirements Process timeline: How we Filter/Prioritize/Refine

POT: (SMEs and Developers)
- Based on Approved Roadmap
- Decomposes Requirements by Function (Vertical Slice)
- Prepares for Release Planning Meeting
  - Requirements and Design meetings
  - Acceptance Criteria

Development Teams
- Provides Inputs through design meetings
- Creates SketchFlows
- Iterative process resulting in POT

POT conducts Release Planning Meetings
- Aligns Team workload with strategic intent
- Establishes initial workflow for the release with the Teams’ input through Scrum Masters (learning point)

OPS:
- Refines understanding of requirements in response to POT

Integration - Service - Excellence
Requirements Process timeline: How we Filter/Prioritize/Refine

Development Teams
• Executes delivery of functionality
• Organic testers and SMEs expose additional requirements
• Defers to POT for requirement clarification & sequencing

POT focus shifts to subsequent release’s
• Pre-release Planning

“Our highest priority is to satisfy the warfighter through early and continuous delivery of valuable software.”
How do we know we have met them?

Development Teams
• Iteration Demonstrations
• Iteration Retrospectives
• Were Acceptance Criteria adequately defined?
• *Existing Requirements are validated at Iteration Test, not Systems Test*

OPS Team
• Conducts Systems Test against validated acceptance criteria
• Uses Regression Tests based on the actual ATs created for each slice of functionality
• Systems Test is part of Release Execution and ends on time

Government Customer
• Working groups
  • Warfighter comes to PEX office
• PEX Users Conference
• High Level Verification
• Beta Test Sight for Warfighter
• What does the PM think?
Requirements Process timeline:

How do we know we have met them?

Development Teams
• Release Retrospective

OPS Team
• Release Retrospective
• Installation and Training lead to new requests

Independent Testing Events
• 46 TS risk mitigation
• SSI DT&E/FDE
• Working with AFOTEC

Pre-release Planning
Release Planning
Release Execution
Post-release

Release Candidate sites (HLV)
• Feedback
• New entered into VersionOne as Requests

Integrity - Service - Excellence
onePEX Design focus:

- **Compatibility/Consistency** across PEX: *standards*
- **Usability** for its target audience: the warfighter
- **Intuitive work flow**

Why? Why? Why?

To achieve the desired collaboration we emphasize use of the tool: SketchFlow
Design flow:

**Pre-release Planning**

**Release Planning**

**Release Execution**

**Post-release**

**onePEX Design:** (Developers)
- Keeps SharePoint current
- Meets regularly to ensure consistency across the effort (Thursday after Planning Meeting)
- Write defects for prioritization and sequencing

**Developers:**
- Resolve differences between SketchFlow and Story Acceptance Criteria with **POT**
- Resolve differences between Sketchflow and Acceptance Tests with **onePEX Design**
- Tasks are design
- Iteration demonstrations are not design meetings but they do expose your work

**Embedded SMEs:**
- New requirements are provided to **POT**
- Design issues are provided to **onePEX Design** for resolution

“Simplicity--the art of maximizing the amount of work not done--is essential.”
“Working software is the primary measure of progress.”

Some fundamentals about Agile:

*post work, visibly*

*stop starting, start finishing*

*done is done, begin*
Development

“Working software is the primary measure of progress.”

Development Teams

• Participates in Requirements and Design meetings in accordance with the roadmap
• Shapes estimates in the Release Planning Meeting
• Help establish the delivery sequence
• Review Acceptance Criteria, SketchFlow and Acceptance Tests to prepare for writing tasks

“The best architectures, requirements, and designs emerge from self-organizing teams.”

“Continuous attention to technical excellence and good design enhances agility.”
“Working software is the primary measure of progress.”

“Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.”