



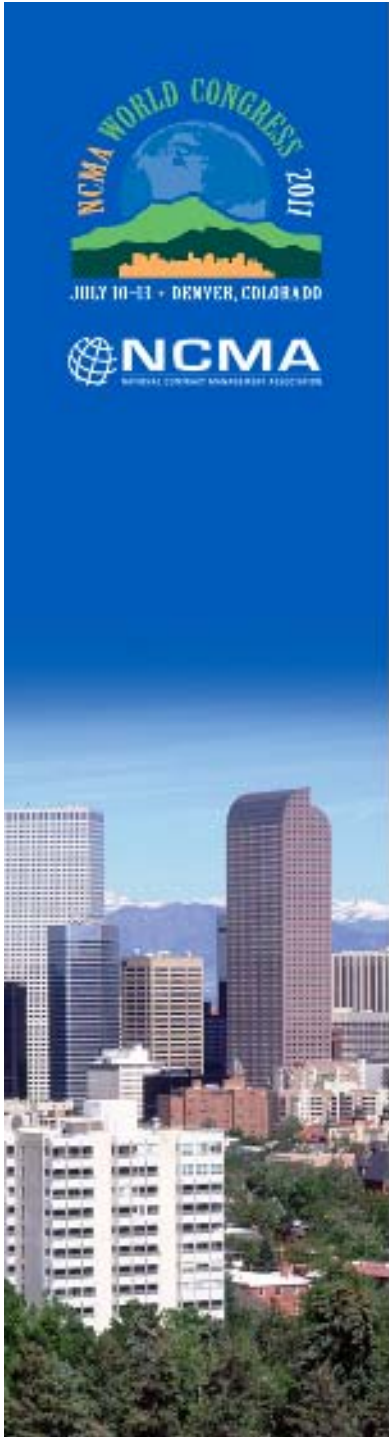
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Requirements Development & Scope Management—Keys to Successful Acquisition

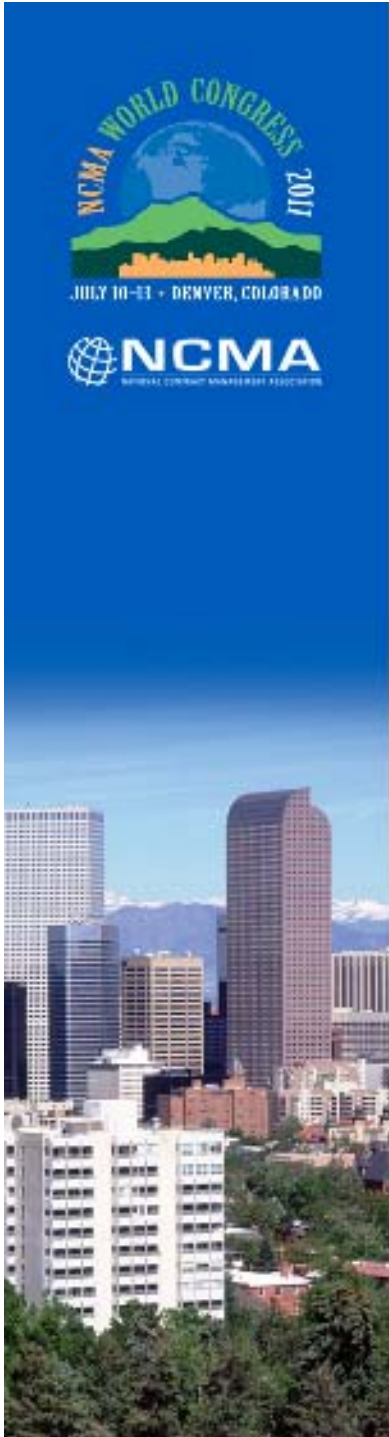
Breakout Session

Craig Taylor, PMP



11 July 2011

4:00 – 5:15 PM



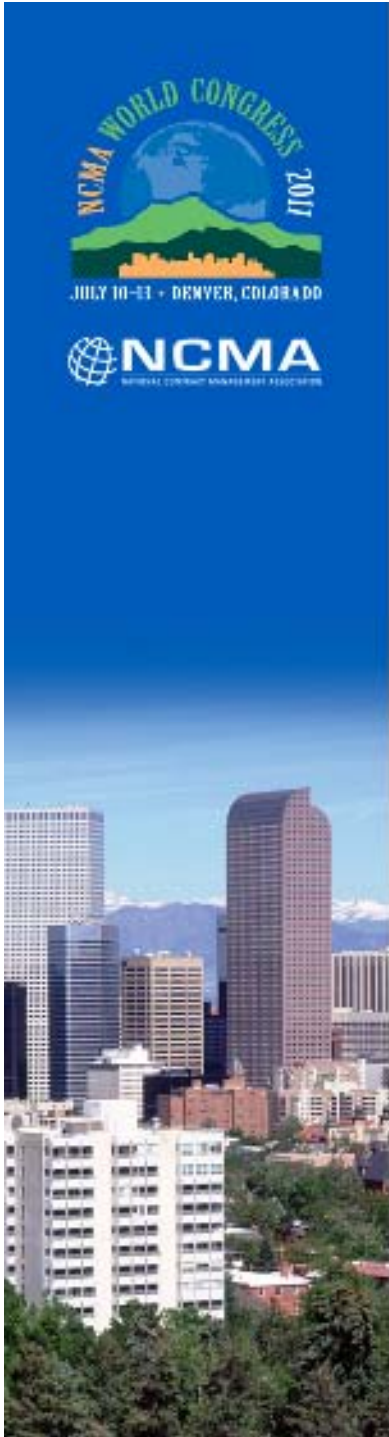
Background



Trusted Partners. Higher Standards. Solid Results.

Award-winning small business provider of full lifecycle Acquisition and Program Management Consulting Services

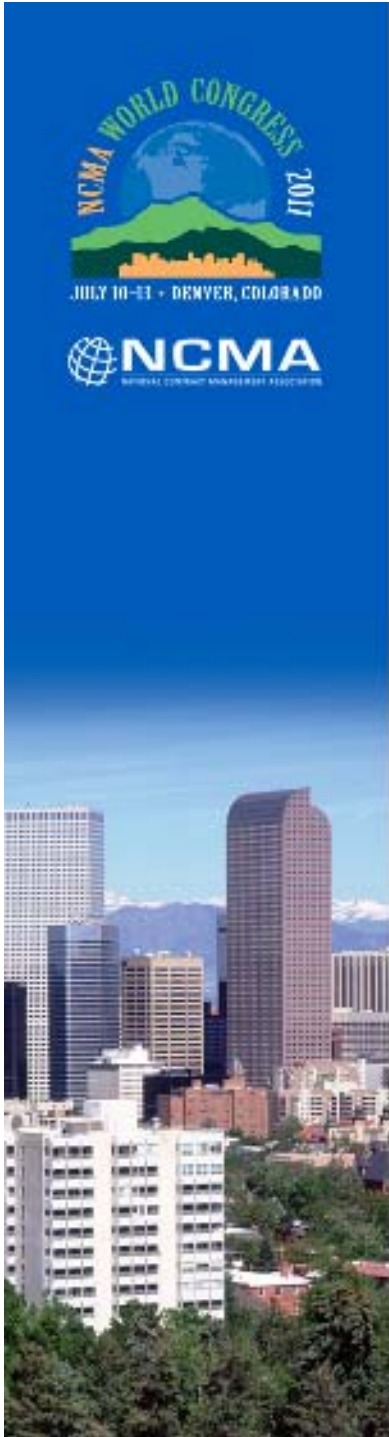
- Proven nationwide rapid response to Federal government clients
- Corporate structure with personalized, executive-level attention
- A team of credentialed and cleared SMEs
- Deep dedication to mentoring and practical training solutions
- Strong corporate commitment to the highest ethical standards



Background

A little about me:

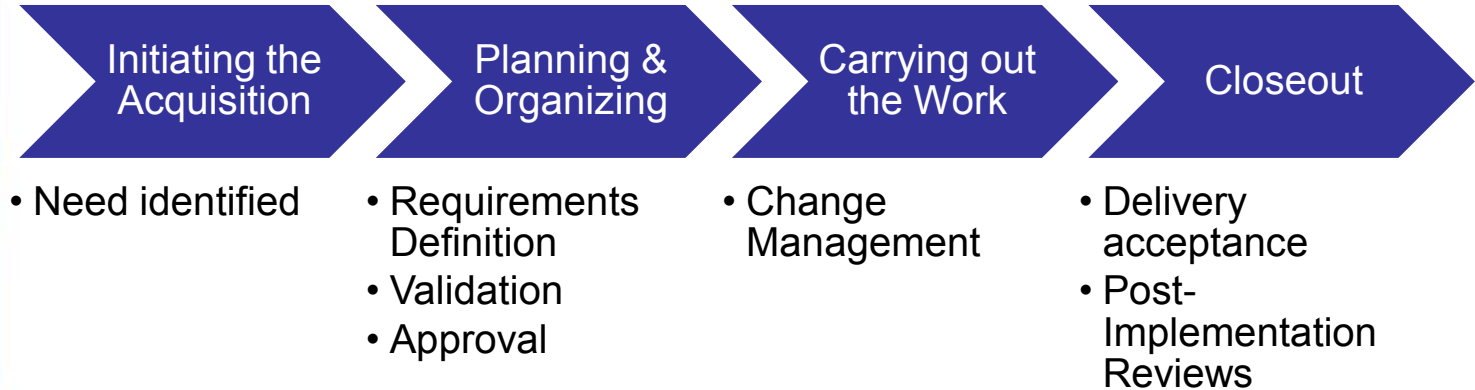
- Over 19 years experience in acquisition and program/project management support for both Federal and private industry
 - Both military and civilian agency acquisition programs
 - IT project manager
- U.S. Naval Academy, 1985
- PMP since 2005

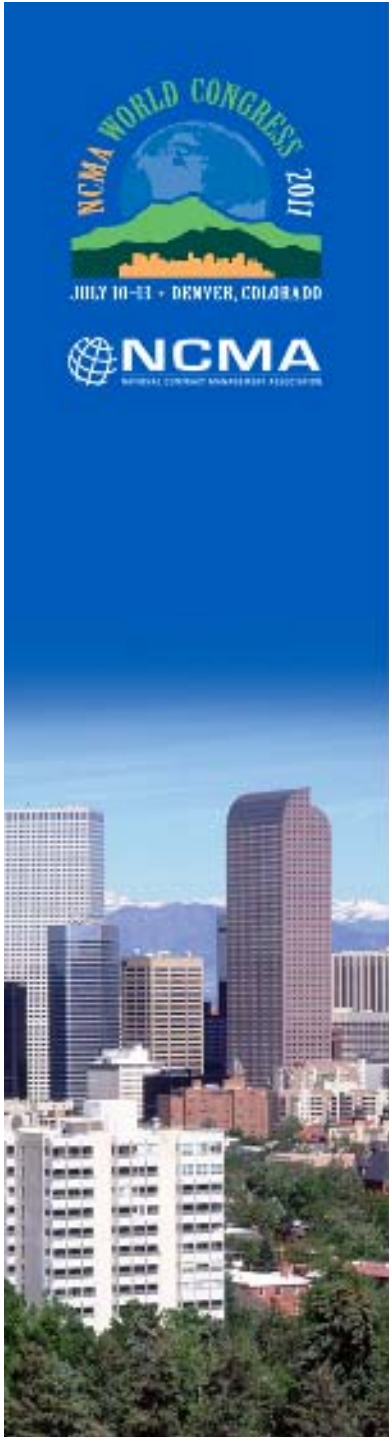


“Plan the Work...”



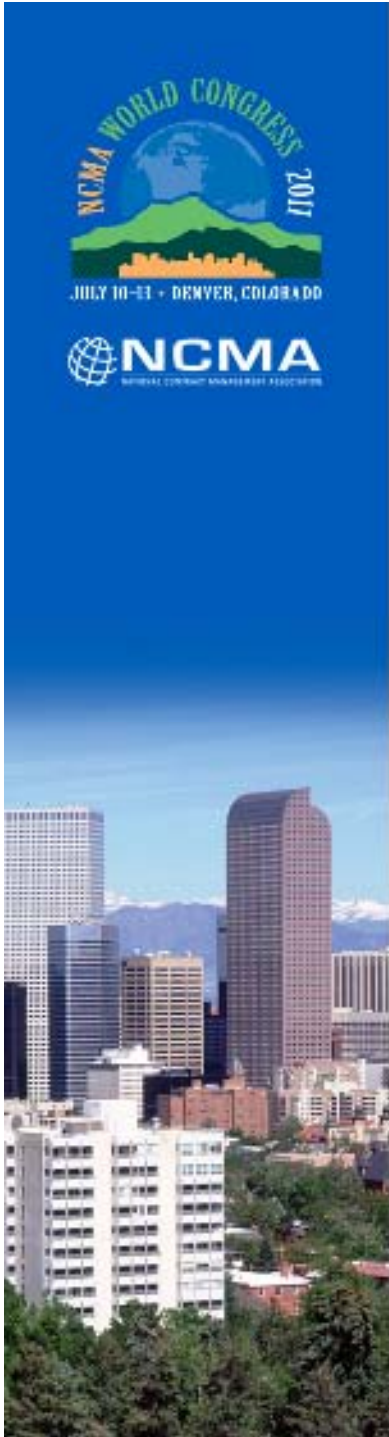
Acquisition Lifecycle – Where Do Requirements Fit in





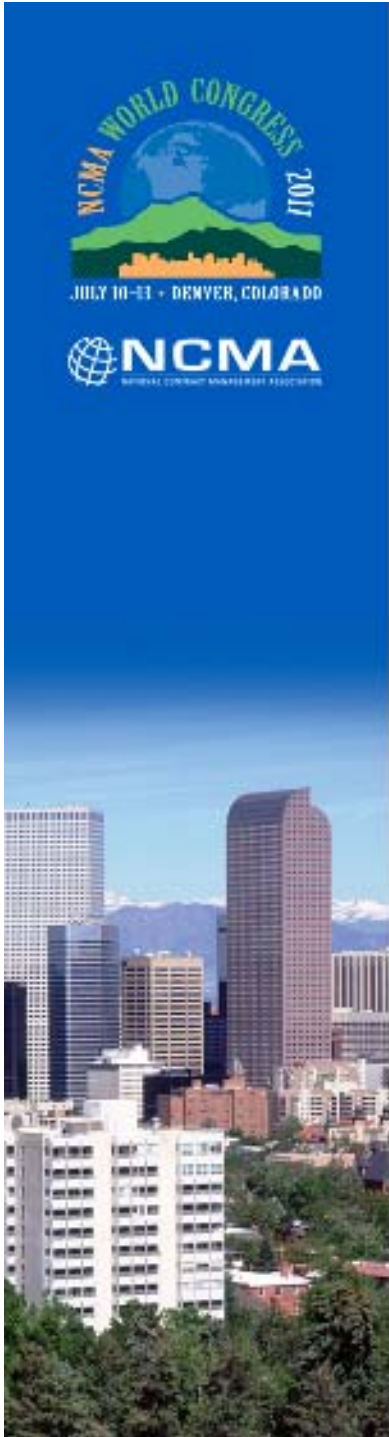
Why Requirements Are Important

- Detailed description of the need:
 - Features and functions of a desired product or service
 - Work needed to deliver a product or service
- Essential piece of “scope”
 - All the work required, and only the work required
 - Developed during the planning stages



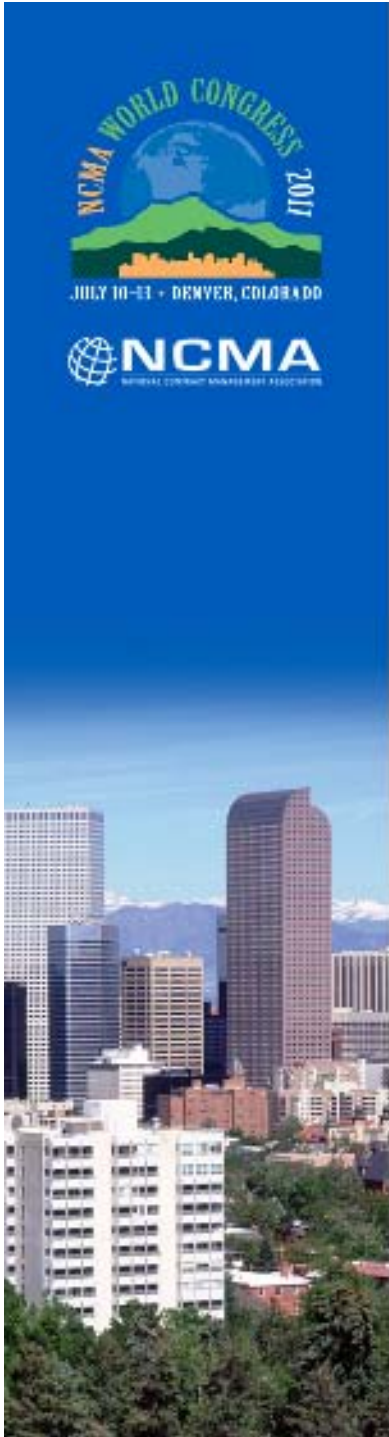
What To Consider

- Product requirements typically include technical specifications
- Service requirements describe work to be performed
- What other criteria can be considered a “requirement?”
 - Time – how soon is it needed?
 - Cost – what is affordable?
 - Logistics – how will it be maintained, and how long? Disposed?
 - Quality – what is acceptable and what’s not



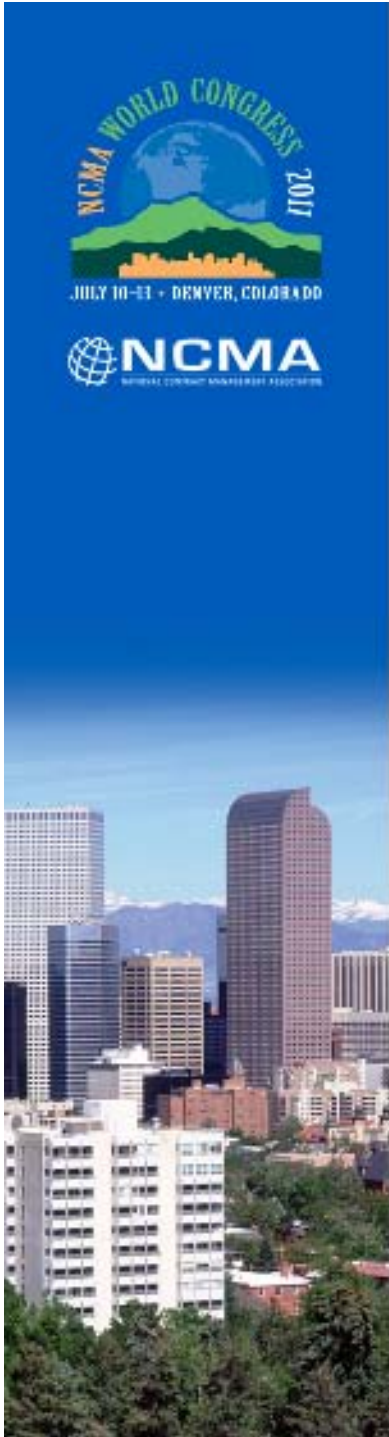
Who Should Be Involved

- Project Manager
- Sponsor
- Financial manager
- Contracting office
- Developer
- Maintenance/support
- Trainers
- Customer/End user



Requirements Techniques

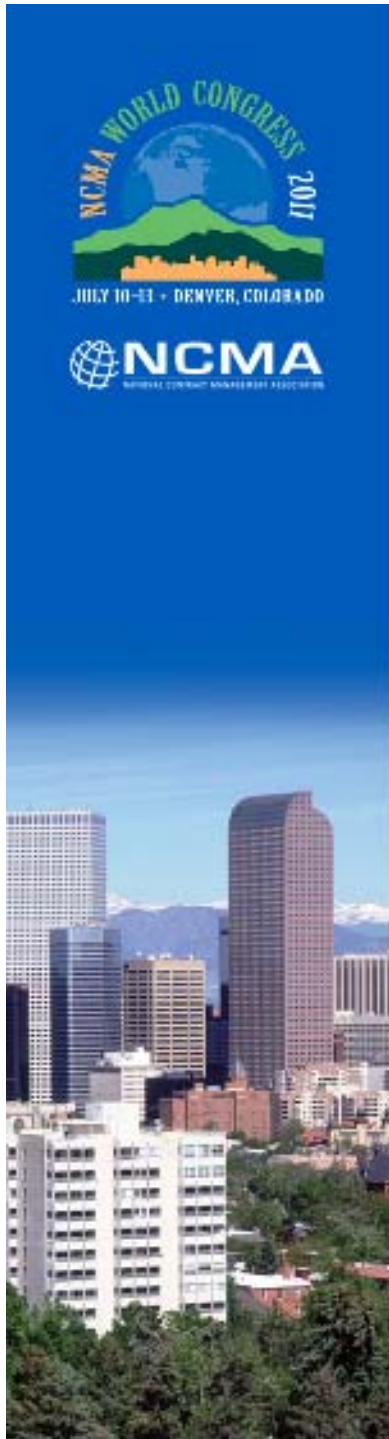
- Interviews
- Focus groups
- Facilitated workshops
- Group creativity techniques
- Questionnaires and surveys
- Prototypes



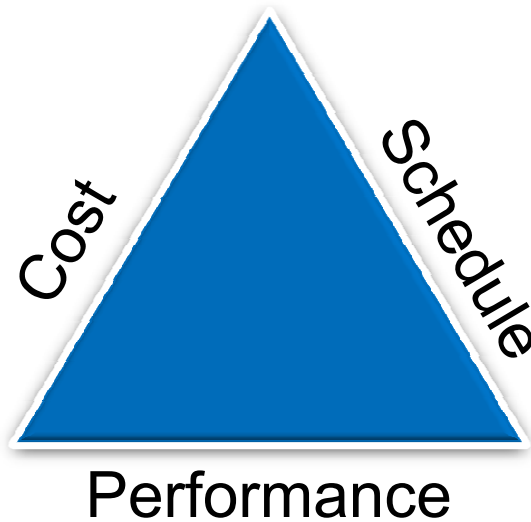
What Are Requirements For?

In addition to defining the product or service itself, requirements are a key element of:

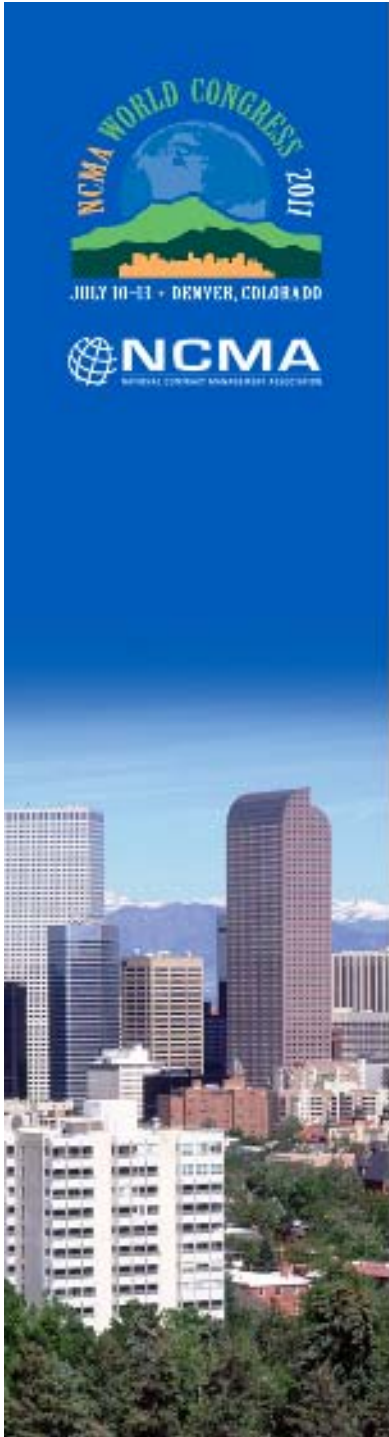
- Market research
- Requirements prioritization and trade-off analysis
- Alternatives analysis
- Acquisition strategy
 - Make, Lease, or Buy decisions
- Contracts and Statements of Work
- Risk Management



The “Triple Constraint”

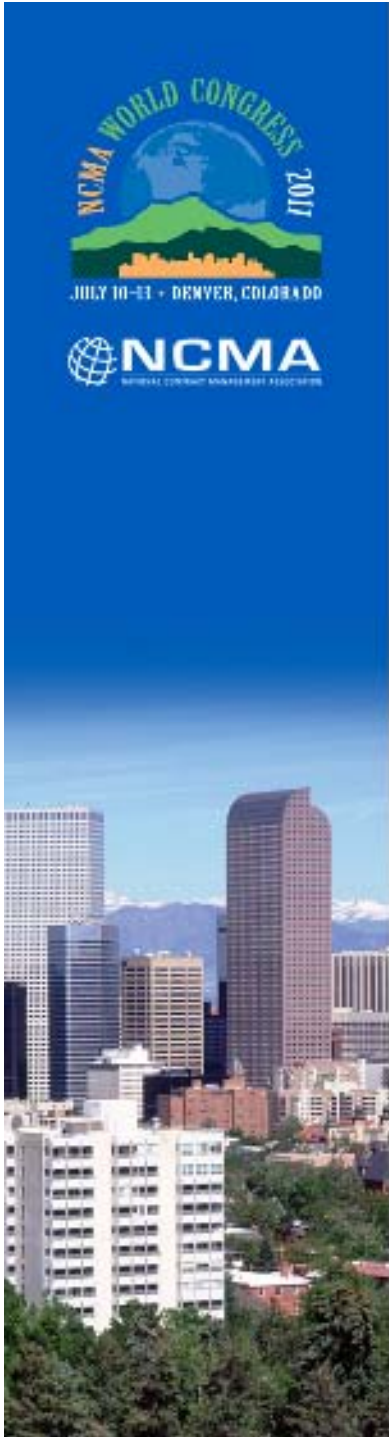


- Requirements set boundaries
- All projects must operate within the parameters of scope
- May be formally adopted in a baseline agreement



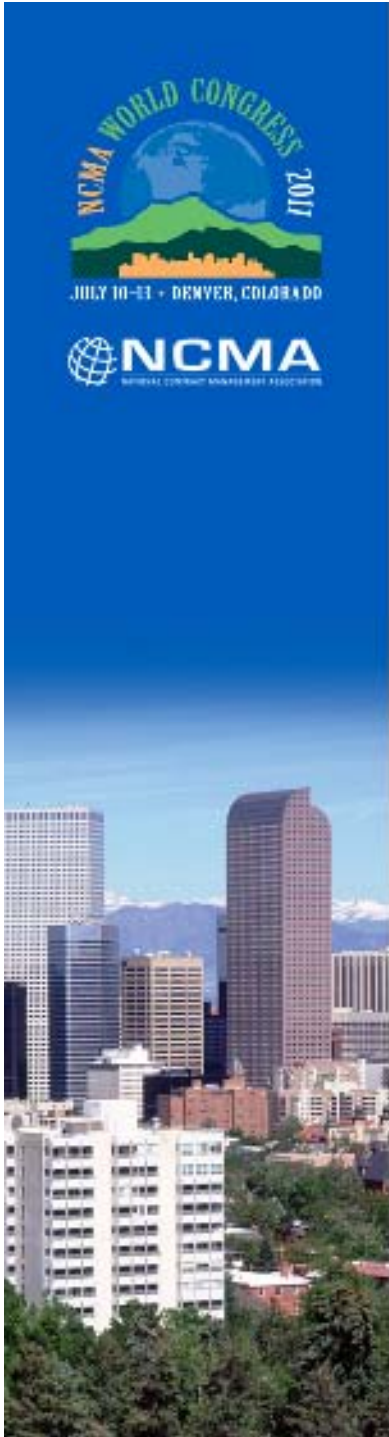
Some Key “Best Practices”

- Requirements-gathering must include all stakeholders
- Prioritize the requirements, and identify key performance parameters (KPPs)
- Review, validate, and approve the requirements in a formal document
- Traceability, from source to requirement, to design, to testing and acceptance



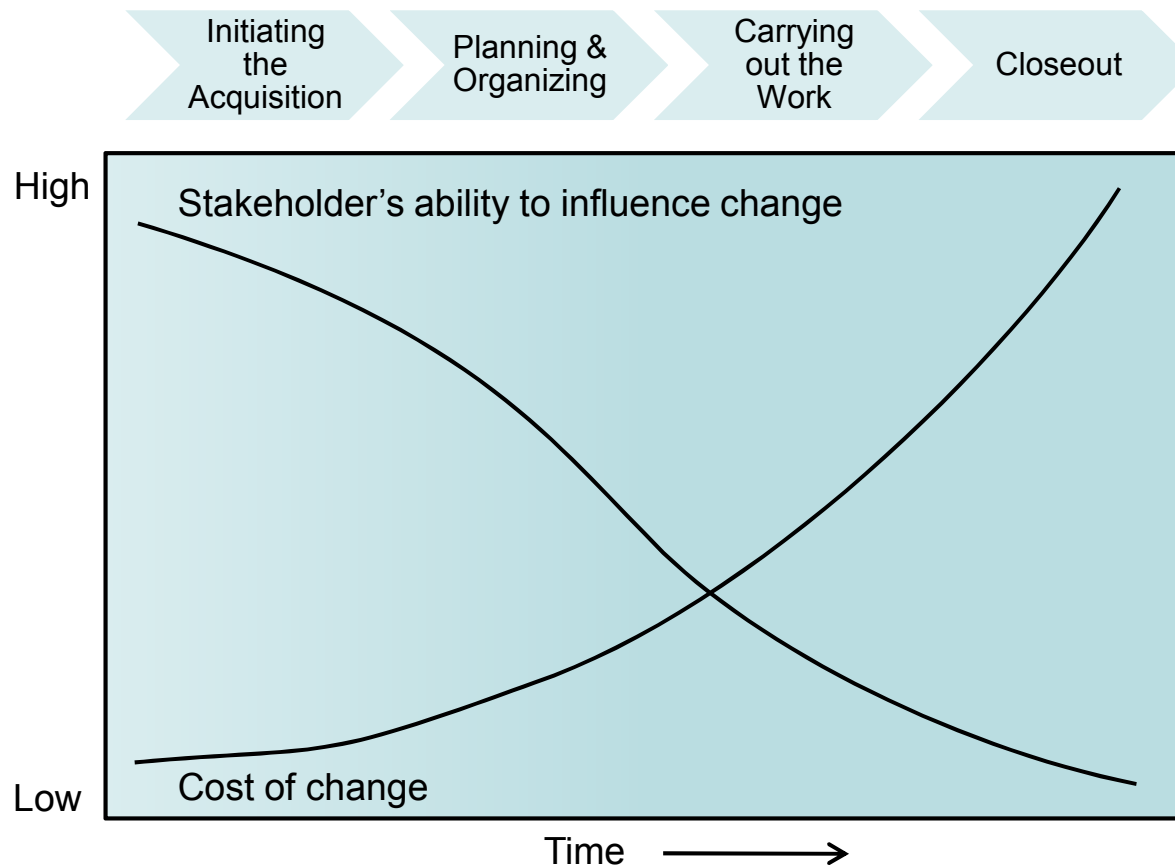
Planning for Success

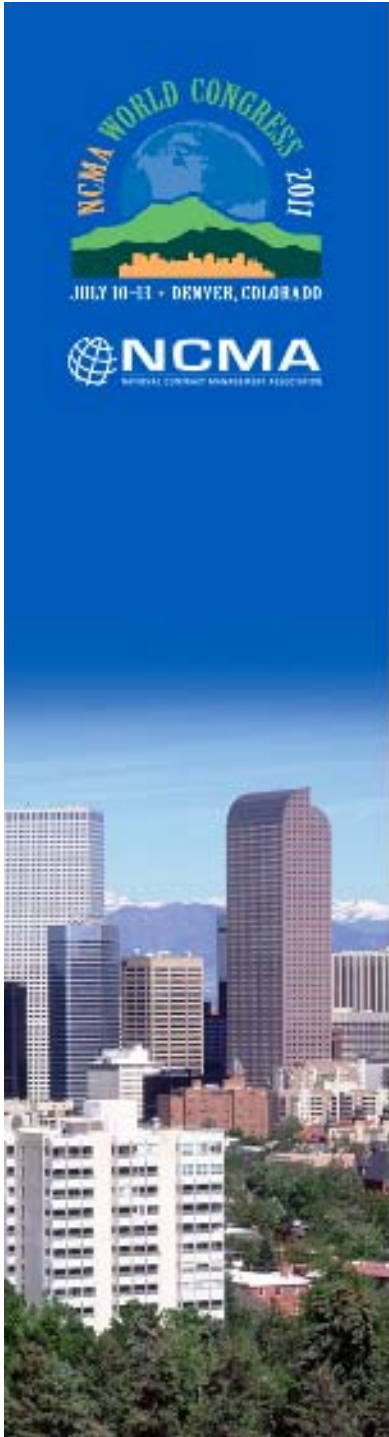
- Anticipate problems early through risk identification during requirements definition
 - Have contingency plans
 - Ensure everyone is aware
 - Everyone encouraged to notify the PM as soon as they notice an issue
- Allow for a “management reserve” in cost estimating and schedule planning
- Prioritize requirements and objectives to facilitate decision-making
- Embrace change



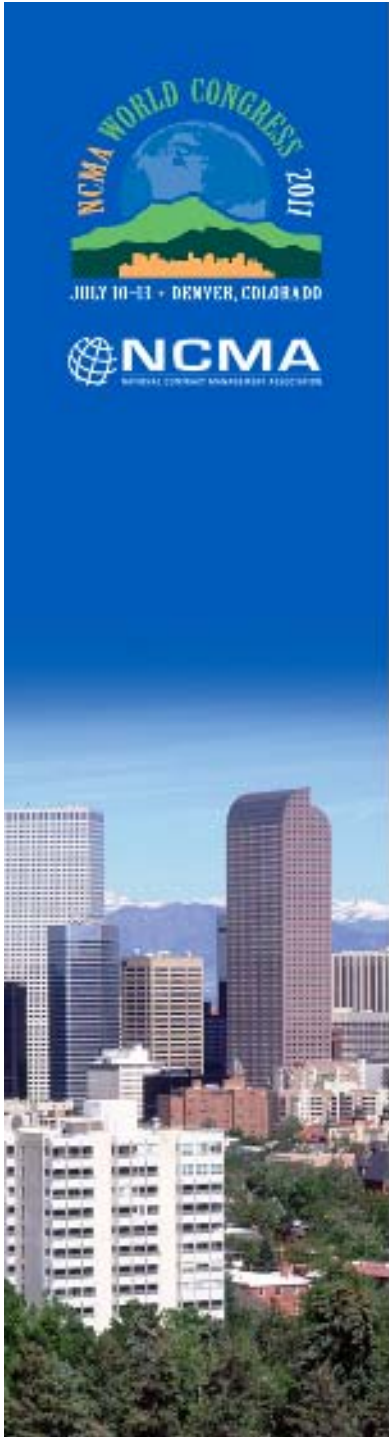
Timing Is Everything

- Costs of change increase dramatically the farther along you get



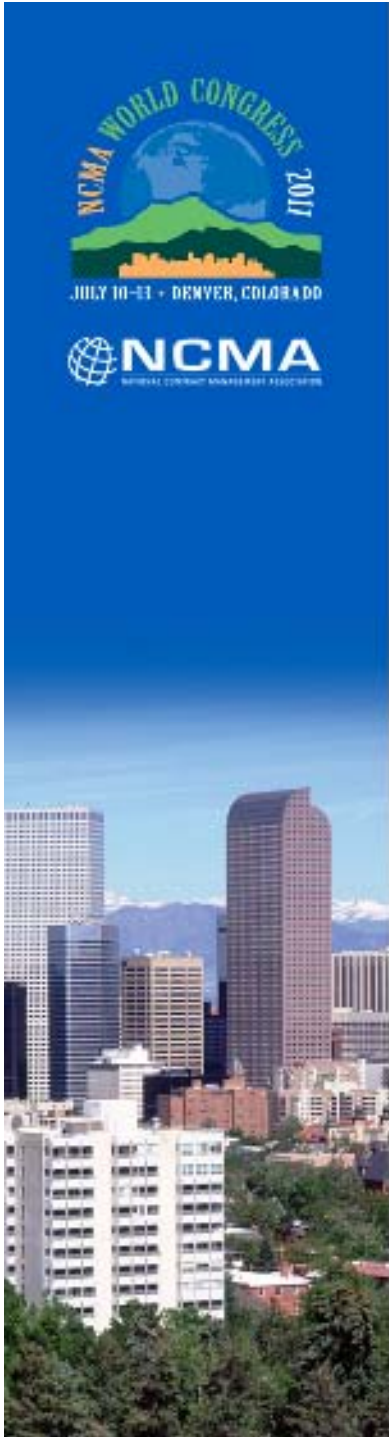


“Work the Plan...”



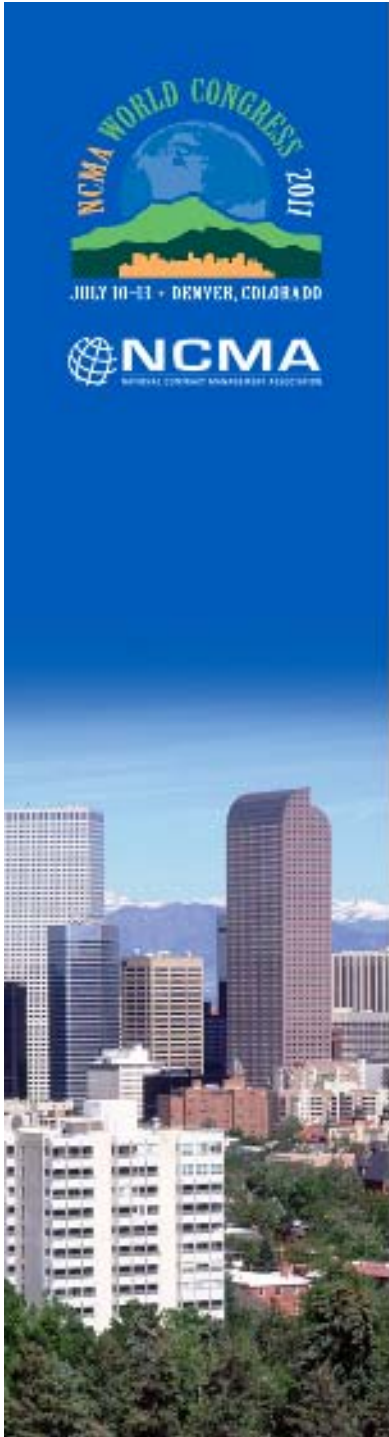
Scope Management

- Place requirements under configuration control as soon as they are approved
- Make sure everyone knows
- Establish a Change Control Board (CCB) to review and approve changes
- All major stakeholder groups should have representation
- Carefully review all changes for impact to cost, schedule, and performance



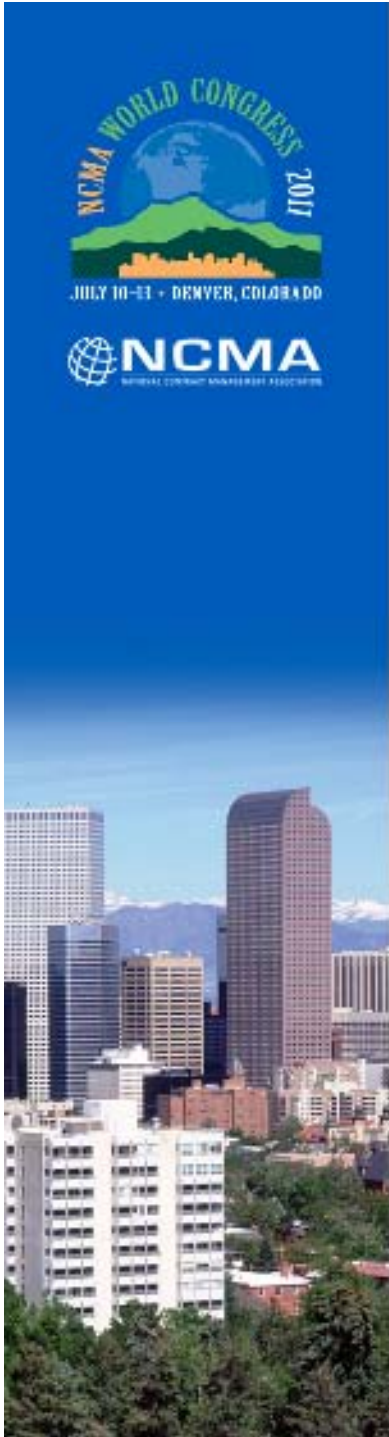
Change Control Considerations

- All changes need to be documented by the CCB
- Avoid “requirements creep” and “gold-plating”
- What is the impact?
 - Cost
 - Schedule
 - Performance



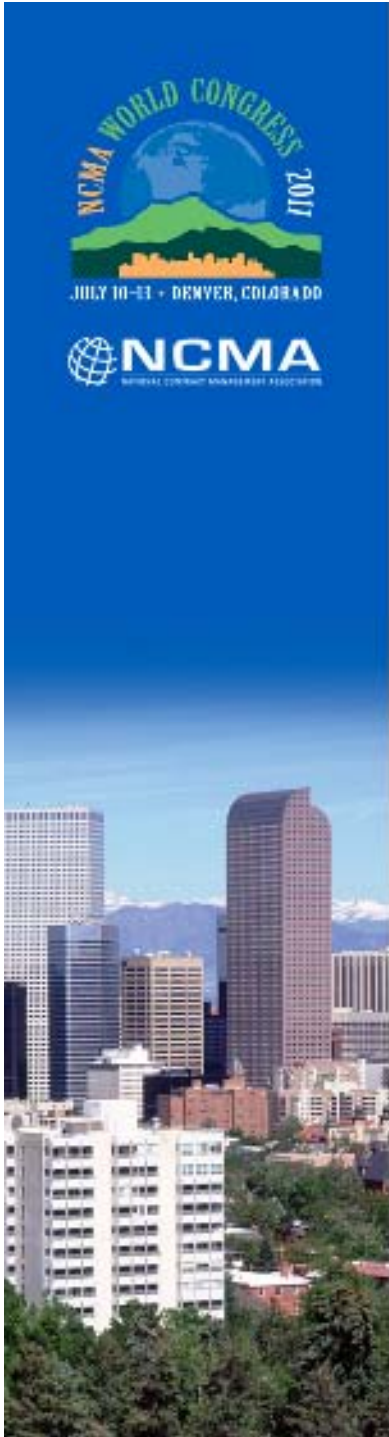
Change Triggers

- How do I know a change is needed?
 - Monitoring/tracking (schedule and cost)
 - Inspections
 - Metrics
 - Testing
- The CCB should review and approve before any change is implemented



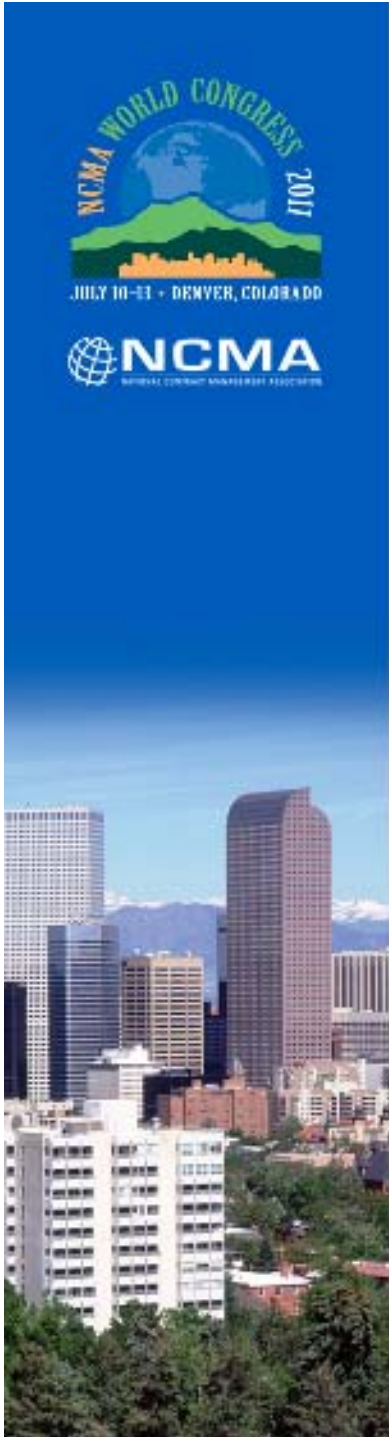
When a Change is Needed

- Changes to requirements need to make sense
 - Is it in scope?
 - Timing
 - Benefits
- Conduct cost-benefit analyses for each change
- Review with the CCB
- Possible options
 - Ask for more time/money
 - Crash the schedule/overtime
 - De-scope



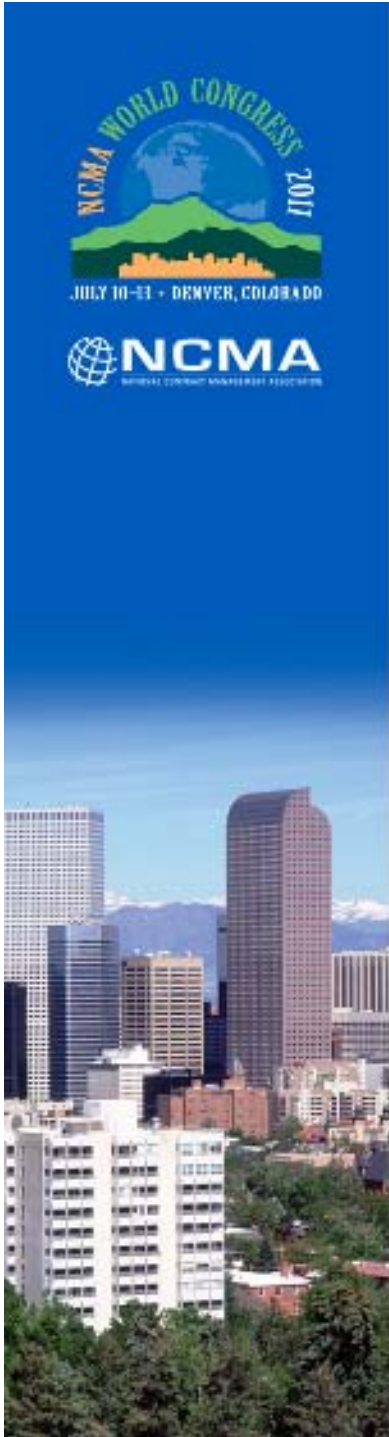
Trade-off Decisions

- Trade-offs may be required when objectives or requirements come into conflict with one another due to certain events
 - Cost increase
 - Schedule slip
 - Resource unavailability
- Adjustments must be analyzed for impact
- The CCB or other appropriate authority makes the final decision



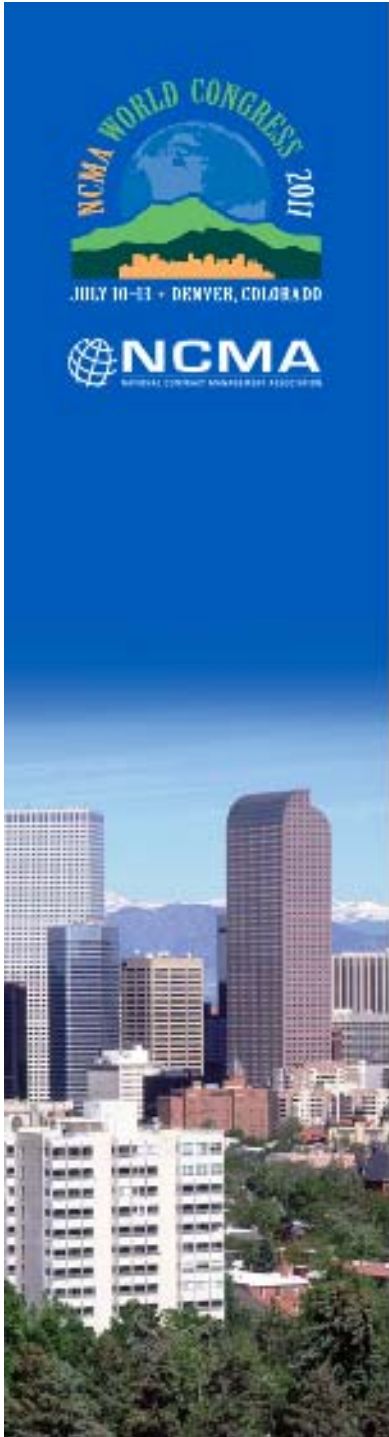
More “Best Practices”

- Establish a change log and record all actions
- Maintain version control
- Changes impact documentation
 - Requirements documents
 - Design documents
 - Test Plans
 - Contracts
- Communicate!

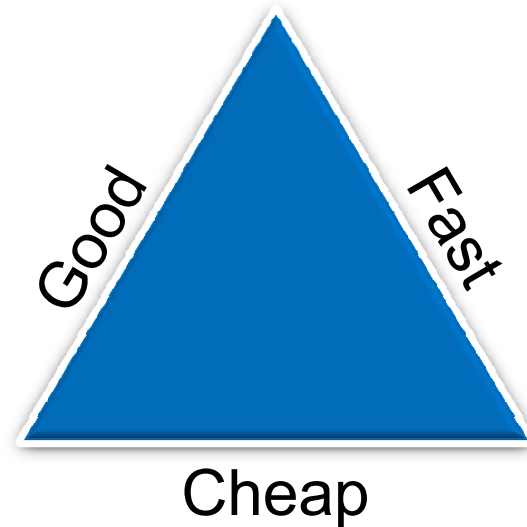


Pitfalls To Avoid...

- Work starting before requirements are fully defined and approved
- Requirements developed with a specific solution in mind
- Defining them yourself
- Potential consequences of poor requirements
 - Frequent changes
 - Increased cost and schedule
 - Something that doesn't meet the user/customer's need



The Other “Triple Constraint”



- Achieving two out of three is usually the limit, and trade-offs must be made
- Which of these are important to your stakeholders?

