

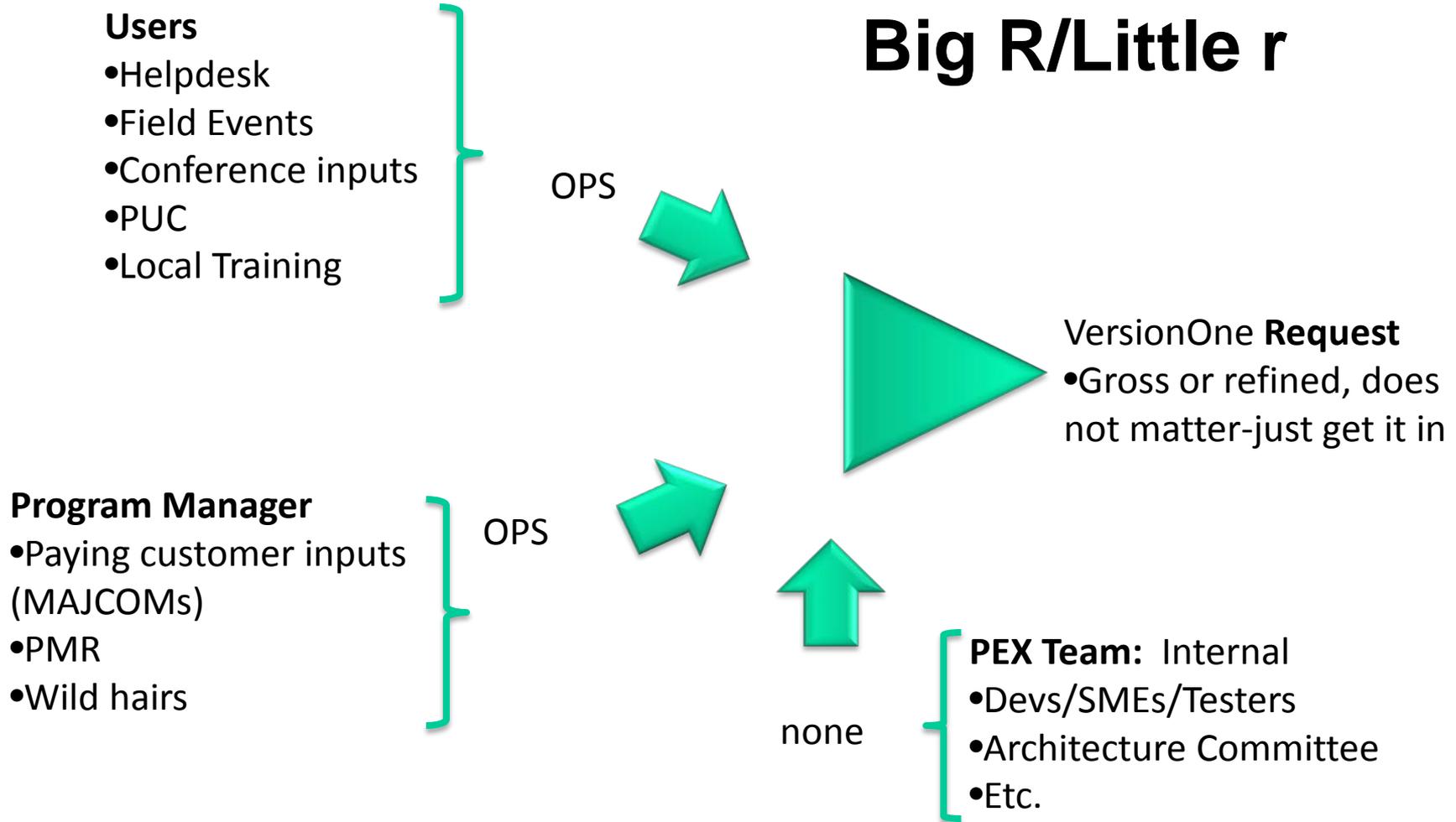


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# AGILE PROCESSES EXAMPLE

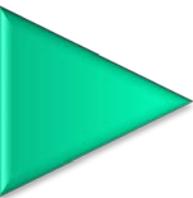


# Requirements: Where do they come from?





# Requirements: Where do they come from?



## POT Team

- Release Planning converted to stories
- Execution generates stories



POT



## Dev Team

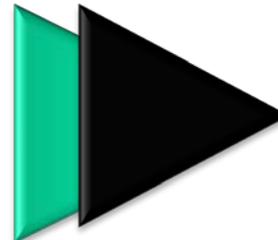
- Revealed during execution
- Revealed during iteration test



POT



## Little r



## 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



# R

Pre-release  
Planning

Release Planning

Release Execution

Post-  
release

## Program Manger:

- 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

## 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)



## Development Teams

- Provides Inputs through design meetings
- Creates SketchFlows

## OPS:

- Refines understanding of requirements in response to POT

•Iterative process resulting in

*Integrity - Service - Excellence*



# Requirements Process timeline: How we Filter/Prioritize/Refine



r ► R ► R

## Development Teams

- Executes delivery of functionality
- Organic testers and SMEs expose additional **r**
- Defers to POT for requirement clarification & sequencing

No delivery extensions



**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."*

# *timeline:* **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*

**R**

## **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

Pre-release  
Planning

Release Planning

Release Execution

Post-  
release

## **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:

## R

## 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



# onePEX Design focus:



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

Why? Why? Why?

Pre-release  
Planning

Release Planning

Release Execution

Post-  
release

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



# Design flow:



## 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

Pre-release  
Planning

Release Planning

Release Execution

Post-  
release

## 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.”*



# Development



*“Working software is the primary measure of progress.”*

Some fundamentals about Agile:

*post work, visibly  
stop starting, start finishing  
done is done, begin*

Pre-release  
Planning

Release Planning

Release Execution

Post-  
release



# 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

Pre-release  
Planning

Release Planning

Release Execution

Post-  
release

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

*“Continuous attention to technical excellence and good design enhances agility.”*

*Integrity - Service - Excellence*



# Development



*“Working software is the primary measure of progress.”*

**No delivery extensions**

**PEX Team**  
It's show time



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