



Requirements Management

Requirements - the need for Accuracy

Functional and non-functional

Far too often requirements are recognized as essential but are not given the attention they deserve. For instance, how is this information gathered? How is it validated? Are priorities and critical needs identified?

Many organizations do a credible job at gathering business process and function requirements. However, most organizations overlook the equally critical non-functional requirements that include:

- Security
- Service Levels:
 - Availability
 - Expected Performance
- Recoverability
- Anticipated User Loads
 - Geographic Distribution
 - Time of Day Usage
 - Seasonal Usage

To help IT apply a Business Service Management approach, identifying these non-functional areas is crucial while increasing the awareness and effectiveness of IT staff.

GetPrepared™: *An ounce of planning is worth a pound of prevention.*

"All that time and money and it still doesn't meet our needs!" Over 70% of projects delivered still result with these frustrating and career ending words being spoken about business applications which are running the organization. The number one reason IT projects are considered a failure – lack of effective communications between the business and IT. Regardless of the quality and integrity of the IT organization, if the requirements captured that drive the IT organization are ineffective or inaccurate then IT is faced with a no-win situation.

Requirements Management is the first and most critical step to Business Service Management. Why? It is during this preliminary information gathering stage that critical Service Level Management needs are defined. Establishing success criteria early enables the business and IT to come to agreement on how to deliver the required services and technologies. A structured approach to requirements elicitation and management can lead to reduced time to market and life cycle costs while delivering more reliable and potentially innovative solutions.

The Vigilant Difference: *Deploying applications with EASE™*

The Vigilant EASE framework: Elicit, Analyze, Specify and Execute provides the most robust implementation of processes for Requirements Management. Creating requirements is essential to the life cycle process. There are many methodologies– Agile, RUP, CASE, etc. However, a method without an associated process will further exacerbate problems. Process ensures continuity, repeatability, understanding and roles. Once the process is created, the roles can then be defined, personnel aligned, and supporting technologies selected and deployed. With Vigilant you can GetPrepared to deploy EASE.

The Vigilant Approach: *Well Rounded Requirements Equals Well Rounded IT Delivery*

Far too often, IT is blamed for project failure when failure was inevitable from the beginning due to inadequate requirements definition and management. Defining requirements has the obvious value of communicating needs and expectations. Managing requirements has many ongoing benefits ranging from compliance to security to Release and Change Management.



Well defined requirements will guide the entire IT project including supporting validation throughout the development life cycle. Validation steps are identified for acceptance testing both at the system and user levels including the ability to automate release validations to create an end-to-end validation and quality life cycle.

Better understanding of the impact to changes in the requirements definition inevitably leads to better communication within the organization. Developers are able to produce applications that more fully meet the business needs. Testers are able to validate that the functionality that the business specified is available. Traceability and reportability between Requirements, Tests, Defects, and Incidents gives the necessary feedback to all groups at all stages of the life cycle and mitigates project and business risk.

Business Service Management is based on IT's ability to deliver to need. Requirements ensure the need is defined. Good process ensures that requirements are accurately captured.

ACTIVITY	DELIVERABLE	BENEFIT
<ul style="list-style-type: none"> Define the Requirements Process 	<ul style="list-style-type: none"> Critical Success Factors Key Performance Indicators Role Definitions Elicitation Process Validation Process Communications Plan 	<ul style="list-style-type: none"> Consistent and repeatable processes Clear understanding of responsibilities, tasks and ownership Risk Mitigation Time to Market
<ul style="list-style-type: none"> Create the Requirements Foundation 	<ul style="list-style-type: none"> Selected technologies for supporting the process Customized templates Identified management needs 	<ul style="list-style-type: none"> Implement the most effective technology that supports your process Ensures management and traceability
<ul style="list-style-type: none"> Develop the Requirements Management Approach 	<ul style="list-style-type: none"> Integration to the Overall Management and Governance Process Identified Reports 	<ul style="list-style-type: none"> Clear correlation between business and IT Visibility into the requirements process Change and Release Management approaches

About Vigilant Technologies

Vigilant Technologies, an innovator in the delivery of Business Service Management solutions, drives business value for IT organizations by providing infrastructure testing and monitoring services that ensure the peak performance of critical applications, reducing costs and increasing the efficiency and productivity of IT staff. Vigilant's suite of vendor-neutral professional services and products prevent, detect, and resolve issues in enterprise software, systems and infrastructures. The company's revolutionary 'Awareness' methodology takes a phased approach to improving software performance engineering and validation. Using proven processes and best practices, the Vigilant **GetKnowledge™** program is changing the way clients view their use of consultants. By transferring proprietary methodologies to clients, Vigilant stands apart from traditional IT service organizations by providing intelligence contingency planning, continuous in-house mentoring, and education in all aspects of critical applications management. Vigilant clients gain awareness and are prepared to more effectively manage and maintain their critical business information systems. For more information, visit www.GetVigilant.com.

