Case Study: BAs join Agile Team to Help Secure U.S. Borders

Keith Kerr and Doug Jackson, Robbins Gioia
Maureen McVey, CBAP

Head of Learning & Development, IIBA

- 16+ BA Experience
- I.T. industry for over 25 years.
- 20+ Experience in learning and development
- Founding member of IIBA
- Industry experience: banking, finance, insurance, government, policing and manufacturing
- Accountable to business analysts in the areas of competency and career development
# Vision and Mission

<table>
<thead>
<tr>
<th>Vision</th>
<th>The world's leading association for Business Analysis professionals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Develop and maintain standards for the practice of business analysis and for the certification of its practitioners</td>
</tr>
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**IIBA® is an international not-for-profit professional association for business analysts.**
New Member Benefit!

Agile Extension to the BABOK® Guide

Now business analysis practitioners have a set of practices, tools and techniques they can use when working in any agile environment.

Developed in collaboration with the Agile Alliance, the Agile Extension to the BABOK® Guide provides guidance on the effective practice of business analysis in an agile context. Agile business analysis is about increasing the delivery of business value to the stakeholders of the project or product being developed.
Today’s Session

Timing

• 5 minutes Introduction
• 35 minutes presentation
• 15 – 20 minutes questions

You will Learn

• What does Agile mean for the role of the business requirements analysts?
• The case study offer perspective into the role of the Agile BA
Keith Kerr, PMP has over 25 years of experience helping organizations improve performance by applying project and portfolio management rigor to their business processes. As Robbins Gioia’s Managing Director for Project, Program, and Portfolio practices, he leads the development of the RG Portfolio Management delivery methodology in addition to consulting with senior leaders across industries on the implementation of portfolio management, EPMO, and governance practices. Keith worked with the Performance Institute on their latest research report, *Program Management for Agile: Retooling Your Approach for Agile Success.*
Q&A: How to Participate

Use the question box to share your questions.

Doug Jackson
Of Robbins Gioia

Keith Kerr

Maureen McVey

The slides will be available in 5 business days
IIBA.org > Learning and Development Development>Webinars
BAs Join the Agile Team

Tailoring the Role...
Agenda

- Introductions
- Program Background
- Level-set on “Agile”
- Team Make-up and Roles
- What changes for the BA
- Next?
Program Background

Context

- Federal Government Agency
- Multi-year
- Operational
- Over $1B Lifecycle cost
- Switch to Agile mid-way
- Public facing & back office
- Heavily transactional
- Frequent Change
- Need statement is 10 years old

The program

- Modernization – moving from manual (paper) to digital
- Moved from COTS to COTS and custom development
- Backlog estimated at three years
- Using Scrum methods
- Multiple teams (8 plus)
- Updated high level requirements document
- Agile is new
Agile 201

Infinite Methods & Practices

Twelve Principles

Four Values

Scrum

XP

SAFe

Kanban

Lean

FDD

AUP
While items on the right may be necessary, we **value** the items on the left.
Principles of Agile Software Development
(Agile Alliance 2001)

1. The highest priority is to satisfy the customer through early and continuous delivery of valuable software,

2. The welcoming of changing requirements, even late in development, for the benefit of the customer’s competitive advantage,

3. Frequent delivery of working software, the release cycle ranging from a couple of weeks to a couple of months, with a preference for a shorter timescale,

4. Daily collaboration of business people and developers throughout the project,

5. Building of projects around motivated individuals by offering them an appropriate environment and the support they need, and trusting them to get the job done,

6. Emphasis on face-to-face conversation for conveying information and within a development team,

7. Working software is the primary measure of progress,

8. Agile processes promote a sustainable development pace for the sponsors, developers, and users,

9. Continuous attention to technical excellence and good design enhances agility,

10. Simplicity is essential for maximizing the amount of work not having to be done,

11. Self-organizing teams give best results in terms of architectures, requirements, and designs,

12. Regular reflection of teams on how to become more effective, and tuning and adjusting its behavior accordingly.
Tools of the Trade

- **Release Planning**
  Major deployments identified

- **Product Backlog**
  Prioritized list of valuable items to deliver during the project
  - Features & user stories identified by release
  - Capability Themes

- **Sprint Backlog**
  List of committed items to be addressed within a Sprint

- **Burndown Charts**
  Visual aid for tracking team progress and forecasting expected completion dates

- **Velocity Chart**
  Tracks rate of feature completion
## Some Basic Terminology

<table>
<thead>
<tr>
<th>Scrum</th>
<th>Extreme Programming (XP)</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Sprint</td>
<td>Iteration</td>
<td>Fixed-length period of time</td>
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<tr>
<td>Release</td>
<td>Small Release</td>
<td>Release to production</td>
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<tr>
<td>Sprint/Release Planning</td>
<td>Planning Game</td>
<td>Agile Planning Meetings</td>
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<tr>
<td>Product Owner</td>
<td>Customer</td>
<td>Business Representative to project</td>
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<tr>
<td>Retrospective</td>
<td>Reflection</td>
<td>“Lessons learned” – style meeting</td>
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<tr>
<td>Scrum Master</td>
<td>Project Manager</td>
<td>Agile project manager</td>
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<tr>
<td>Daily Scrum</td>
<td>Daily Standup</td>
<td>Brief daily status meeting</td>
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Planning

Initial Planning
- Discovery Sessions
- Release Planning

The Sprint Cycle
- Sprint Planning
- Daily Scrum
- Sprint Review
- Retrospective

Product Backlog
- Sprint Backlog
- Production-Ready Features
Agile Analogues to Traditional Projects

• **Roles**
  • Product Owner – Business Analyst
  • Scrum Master – Project Manager
  • Team Contractors + Government Specialists

• **Artifacts**
  • Product Backlog – Prioritized Product Requirements
  • Sprint Backlog – Tasks
  • Burndown – Progress Measures

• **Ceremonies**
  • Unique to Scrum
How a Metamodel Can ‘Standardize’ Requirement Relationships

Sample: Must be adjusted to the method and organizational culture

Benefit: A metamodel manages requirement traceability – critical for project execution effectiveness because it continuously provides an understanding of the impact of project decisions and priorities
Deliver Solution Requirements (Agile - Scrum)

Analysis Approach Agile Project [Generic]

Initiation
- Identify Business Case
- Develop Initial Vision
- Define Scope
- Obtain Funding and Support

Business Need Analysis
- Explore Business Process
- Analyze Stakeholders
- Identify Use Cases / User Stories
- Manage Backlog

Solution Development
- Perform Integration Testing
- Conduct User Training
- Support Changes

Solution Realization
- Retire Product

Best Practice: Requirements Elicitation, Analysis, Documentation, Validation

* Graphics from the Agile Extension to the BABOK Guide v 1.0
Agile Team Composition for the Program

- **PMO**
  - Program Direction
  - Project Management
  - Tool & Software

- **Business Sponsor**
  - Feature Backlog
  - Customer Representation
  - Prioritization

- **Capability Owner**

- **Agile Coach**

- **Agile Team Lead**

- **Business Analyst**

- **Subject Matter Experts**

- **Developers**

- **Testers**
Role of the BA

A) Flexibility – applying the knowledge versus the process
   • Different sequence of events
   • Shaping User Stories versus interviewing phase
   • What, when to document

B) Lack of a central detailed requirements database
   • Product Owners embedded with development teams
   • Develop Personas
   • Evolve Epics

C) Planning the Sprints
   • Help the teams understand capacity (i.e. velocity)
   • Fully defining (and intelligent splitting) User Stories
   • Business process improvement
Role of the BA: Integration Lessons

- BA established with the team at the outset
- Release scoping and planning (should happen before development sprints)
- Backlog grooming
- User story development
  - Title/Description
  - Acceptance Criteria
  - Mockups
- Tool management (keep backlog and user stories up to date)
Benefits and Myths of Agile PM

**Advantages**

- Early evidence of value via a working deliverable
- Shortened project cycle times
- Higher flexibility to change
- Higher quality by earlier feedback from the customers
- Better communication/Trust
- Better process control
- “Fail” faster*

**Myths**

- New
- Without Planning, documentation, architecture
- Undisciplined
- An excuse for poor quality
- A license to hack
- Silver Bullet
- Dispense with current areas of expertise
- Speed

* Does not create an excuse for poor requirements!
What’s Next

Program

• Architecture & Engineering Stories
  • Continuous Integration
  • Common Infrastructure
  • Shared Services
• Technical Debt Management

BA

• Business Process Improvement
• Quantify Business Value
• Definition of Done & Testing (?)
• Visualization Tools
Thank-you!

Keith Kerr
Keith.kerr@robbinsgioia.com
703.739.5604

Doug Jackson
Doug.Jackson@robbinsgioia.com
703.548.7006
Q&A: How to Participate

Use the question box to share your questions.

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The slides will be available in 5 business days

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Contact Information

Keith Kerr
Keith.Kerr@robbinsgioia.com

Maureen.mcvey@IIBA.org
@mcvey_mcvey
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