Requirements Maturity
Enhancing Software Delivery Through Improved Requirements Capability
Executive Summary

The software delivery landscape has experienced a transformation over the last decade: Agile Software development, cloud computing, and rapid growth in mobile technologies such as the iPhone, iPad, and Android devices have changed the face of Information Technology. Despite these complexities, most companies have matured significantly in core application development through a focus on process and resource skills. Requirements, however, often remain the “fuzzy” front end of the application development process with significant opportunity to improve performance.

Requirement Maturity addresses the degree to which an organization can consistently, and efficiently deliver high quality software requirements in this increasingly complex environment. Achieving reliable performance for requirements delivery requires a balanced focus on process, analyst skill sets, enabling technologies, and practical execution capability. The primary rewards of this focus are: 1) significantly enhanced collaboration between the business and IT, 2) a reduction in costly mistakes and rework from missed or inaccurate requirements, 3) lower cost to produce and manage requirements, and 4) increased stakeholder satisfaction with solutions delivered to production.

The Requirements Maturity Model

OneSpring leverages a proprietary Requirements Maturity Model to assess and develop an organization’s requirements delivery capability. This model was built from years of working with a highly diverse client base to build requirements competency, our hands-on experience defining and managing requirements, as well as extensive industry research to develop best practices and innovative requirements techniques.
This model addresses capabilities in the areas of people, process, technology, and practical techniques/execution across 5 levels of increasing maturity:

**Level 1, INITIAL:**  
The organization lacks requirements process definition, activities are perceived as chaotic, and results are highly inconsistent and unpredictable. There are no real goals defined for requirements performance and problems and issues are common.

**Level 2, BASIC:**  
Requirements activities and approaches are defined at a project and/or business unit level. Basic-level requirements definition and management techniques are employed. There is sharing of effective practices and lessons learned between projects and business units.

**Level 3, INTERMEDIATE:**  
Requirements efforts are structured with processes and standards defined for the organization. The organization has the maturity to tailor defined processes and approaches based on specific project needs. Basic and intermediate requirements techniques are leveraged.

**Level 4, ADVANCED:**  
Organization level requirements processes, standards, and tailoring guidelines are fully adopted across all projects. Basic, intermediate and advanced level techniques are leveraged based on the needs of the specific project.

**Level 5, OPTIMIZING:**  
The organization is innovating to define new and breakthrough approaches for requirements definition and management. Requirements processes are rigorously measured and controlled to precisely and proactively improve performance.

Each level within the requirements maturity model builds upon and leverages the capabilities developed at the preceding level. The target maturity level to be achieved is defined based upon organization specific needs.
Understanding Where You Are Now

Improving Requirements Maturity begins with performing an assessment to create a clear picture of the current state of requirements delivery within your organization. This provides a shared understanding of strengths that can be leveraged as well as the most critical, or high value gaps and opportunities to be addressed.

OneSpring works collaboratively with your staff to assess the current state of requirements, including:

- Analyst skills, staffing, and performance management
- Requirements processes, techniques, and standards
- Enabling technologies to support requirements definition and management
- Practical, project-level execution

Each of these areas is mapped against maturity model best practices to determine your organization’s current level of requirements capability and identify the highest value areas for improvement.
Creating a Roadmap to Improve Requirements Delivery and Drive Value

Based on findings from the assessment performed, OneSpring works with you to define a target requirements maturity level based on the specific needs of your organization. We partner with your team to create a very specific roadmap and uplift plan that includes early wins to create buy-in and focuses on high impact solutions to maximize your return on investment.

We also assist you in baselining performance, establishing goals, and measuring tangible improvement for requirements performance indicators including:

- On time delivery of requirements
- On budget delivery of requirements
- Cost/efficiency of requirements definition and management
- Requirements related defects
- Average cost to address requirements related defects (defect severity)

Flexible Approaches That Are Tailored to Your Needs

One of the most compelling benefits of the OneSpring approach is that we feel strongly that improving requirements maturity does not have to be an all or nothing proposition. We have experience tailoring both the requirements maturity assessment and maturity uplift plan to accommodate organization specific needs. Examples of this organization specific tailoring are:

**Full Maturity Assessment and Plan:** Comprehensive assessment and roadmap to fully understand the organization’s current state of requirements delivery and systematically address improving maturity. This is our most robust maturity assessment service offering, as it addresses all requirements competencies that work in concert to create a best in class capability.

**Custom Competency Review and Plan:** Expert review and recommendations on one or more specific requirements competencies and/or known pain points for the organization. As an example, these competencies might include: requirements visualization, requirements management, quality assurance, or process modeling.

**Solution Design and Implementation Support:** Design and implementation of mature solutions without a formal expert review, based on known requirements opportunities. These solutions could potentially include: resource training and mentoring on specific skill sets, development of standardized requirements processes and templates, Requirements Center of Excellence build-out, or development of asset libraries that increase the efficiency of defining requirements.

We partner with you to ensure our approach and recommendations fit your organization and that our recommended solutions quickly deliver gains in requirements capability and value for your investment.
Requirements Maturity Case Study

Toyota Motor Sales (TMS), Toyota’s U.S. sales and marketing arm, oversees sales and other operations in 49 states. TMS’s IT division is responsible for the strategy, development and operation of all systems and technology that support the business goals of TMS.

TMS expressed a desire to understand and improve their requirements capabilities, with the end goal of driving consistency in requirements execution and performance. OneSpring was engaged over a 4 week period to perform a comprehensive Requirements Maturity Assessment that included:

- Interviews with key stakeholders within the business and IT
- Assessment of defined processes, templates and techniques leveraged for requirements definition and management
- Review of resource roles, staffing, and performance management
- Assessment of current use of requirements tools and technologies
- Review of completed requirements artifacts from application development projects to assess execution capability

The maturity assessment conducted was leveraged to develop a highly actionable roadmap to enhance TMS’s requirements maturity. OneSpring is currently partnering with Toyota Motor Sales to execute against the defined roadmap, including pilot projects to incorporate innovative requirements techniques within the organization.
Conclusion

Systematically addressing Requirements Maturity allows organizations to understand current requirements capability through facts and data, rather than through gut instinct alone. This precise approach yields prioritized action plans that are targeted to leverage current requirements strengths and to address the highest value gaps or opportunities for your company.

OneSpring leverages a Requirements Maturity model built from years of hands-on experience and insight into industry best practices to help you build competency in the areas of requirements processes and techniques, analyst skills and performance, and the use of enabling technologies. Focused improvement in requirements capability will yield significant reductions in costly requirements defects, improvements in the timeliness and efficiency of requirements development, and enhanced collaboration between your IT and business stakeholders.

About OneSpring

OneSpring works to empower and inspire you to create the very best and most successful software applications. We accomplish this by leveraging visualization to better capture, connect, and deliver application requirements. The OneSpring Stream Process® with its JAM Session® is the first and only methodology to bring project requirements to life. For more information, contact us at evolved@onespring.net, or visit www.onespring.net.