Change and transformation: Business change management; Requirements definition and management REQM

Description

The elicitation, analysis, specification and validation of requirements and constraints to a level that enables effective development and operations of new or changed software, systems, processes, products and services. The management of requirements throughout the whole of the delivery and operational life cycle of the software, system, processes, products or services. The negotiation of trade-offs that are both acceptable to key stakeholders and within budgetary, technical, regulatory, and other constraints. The adoption and adaptation of requirements management lifecycle models based on the context of the work and selecting appropriately from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches.

Level 6

Develops organisational policies, standards, and guidelines for requirements definition and management. Raises awareness and champions the importance and value of requirements management principles and the selection of appropriate requirements management lifecycle models. Drives adoption of, and adherence to, policies and standards. Develops new methods and organisational capabilities. Plans and leads scoping, requirements definition and priority setting for complex, strategic programmes.

Level 5

Plans and drives scoping, requirements definition and prioritisation activities for large, complex initiatives. Selects, adopts and adapts appropriate requirements definition and management methods, tools and techniques selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches. Obtains input from, and formal agreement to, requirements from a diverse range of stakeholders. Negotiates with stakeholders to manage competing priorities and conflicts. Establishes requirements baselines. Ensures changes to requirements are investigated and managed. Contributes to the development of organisational methods and standards.

Level 4

Contributes to selection of the requirements approach for projects, selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches. Defines and manages scoping, requirements definition and prioritisation activities for initiatives of medium size and complexity. Facilitates input from stakeholders, provides constructive challenge and enables effective prioritisation of requirements. Reviews requirements for errors and omissions. Establishes the requirements base-lines, obtains formal agreement to requirements, and ensures traceability to source. Investigates, manages, and applies authorised requests for changes to base-lined requirements, in line with change management policy.

Level 3

Defines and manages scoping, requirements definition and prioritisation activities for small-scale changes and assists with more complex change initiatives. Follows agreed standards, applying appropriate techniques to elicit and document detailed requirements. Provides

constructive challenge to stakeholders as required. Prioritises requirements and documents traceability to source. Reviews requirements for errors and omissions. Provides input to the requirements baseline. Investigates, manages and applies authorised requests for changes to base-lined requirements, in line with change management policy.

Level 2

Assists in the definition and management of requirements. Uses standard techniques to elicit, specify, and document requirements for simple subject areas with clearly-defined boundaries. Assists in the creation of a requirements baseline and in investigating and applying authorised requests for changes to base-lined requirements, in line with change management policy.