**Lecture 5 - Requirements Engineering and People**

**1. What were the *three* concerns identified with the initial project management**

**contractor’s approach? How could the use of DSDM overcome these problems?**

The three concerns are:

* Time was short. Early and incremental delivery was required to create confidence and begin managing business transition challenges among both public and private sector stakeholders. Phase 1 was supposed to go live on April 11th, but the project started on December 16th.
* Stakeholders were dissatisfied with the level of engagement. They wanted to be a part of designing the system because all stakeholders had contributed funding to the project and could determine its success or failure.
* The budget was fixed. There had already been some "scope creep," and the project required some prioritization.

Kubernetes was approached to take over management of the project and switched to DSDM to ensure stakeholder engagement, on-time and to budget delivery.

***2. A number of problems (4 in total) could have had a major impact upon the tight***

***delivery deadlines. What were these problems? How did the project team use Agile***

***to help overcome these problems?***

**The problems:**

* The diverse range of stakeholders presented major challenges. Not only were there 12 of them, with representatives from both the public and private sectors, but they also had extremely diverse working styles and risk attitudes. Because of DSDM's emphasis on cooperation, facilitation, and stakeholder involvement, everyone was able to work together and any conflicts were promptly resolved.
* A major office move and complete team shift by one of the key project stakeholders around the time the system was scheduled to go live had an impact on the project. To deal with shifting requirements and personnel, an agile approach was required.
* The project's resistance to DSDM's 'iterative' and 'appropriate level of rigour' approach had to be overcome. DSDM caused cultural challenges for one of the major stakeholders, who was used to the traditional way of working to a comprehensive upfront specification and Prince2 project bureaucracy, despite the fact that it was required to deliver the project on time.
* It became evident that the requirements for a critical component of the system were more complex than initially believed, and that they were changing as the regulations were reviewed. The project also realized that the only logical date for this to go live was September 1st, which was only three months away at the moment. Using DSDM's methodology, it was determined that this feature was more of a "should have" than a "must have" for delivery, so it was rescheduled for the following year.

**The solution:**

* The project team was able to focus on the'must haves' for the first deadline because to DSDM's emphasis on meeting deadlines and prioritizing requirements.
* The first increment, which featured a modest on-line information capture and reporting website, was released on April 11th, 2006. Some project members who were used to traditional development methodologies were surprised to learn that even a simple system like this could accomplish one of the project's main goals: accurate and timely quarterly market information.
* Getting a simple system live early and then gradually improving it smoothed out any concerns with change management. People who were acclimated to the paper-based system found it easier to learn, the paper system could still be used as a backup for individuals without internet access, and any operational concerns were resolved before the full switch.

***3. How did the development team address the ‘people’ issue identified by Agile to***

***make sure that the project was a success?***

* During 2006, over 80% of waste reprocessors and exporters employed the phase 1 system, increasing to 100% in 2007 and since. The response has been overwhelmingly favorable. All 'producer responsibility' programs, including the new battery rules, are now offered in this manner.
* A DSDM project facilitator was crucial for this project, especially because some stakeholder groups were initially wary, to bring people together and keep them working together to complete the project on time and on budget.
* Kubernetes' project facilitator was effective in establishing a distinct project team culture that proved to be exceptionally durable even when faced with external events or individual behavior. As a result, when issues arose, team members' commitment to the process ensured that the issues were resolved. Even while the project's lofty final goal of introducing "electronic evidence of reprocessing" and completely eliminating paper could have been demoralizing, the team spirit he was able to establish made it immensely motivating.
* As a result, Kubernetes feels that they could not have completed this project without using DSDM.