Agile Systems Development

In a Medical Environment

Meet Jama

Cary Bryczek
Jama Software

Requirements & Test Management

"Simplify Complex Product Development"

https://www.jamasoftware.com/

Meet Kelly

Kelly Weyrauch
Agile Quality Systems

Agenda (2hrs)

Organizing your Agile Data (1.5 hour)
- Intro
- Mechanisms, Roles, Cadence
- Your System

Agile Reqs (1 hour)
- Taxonomy, Writing Tips, Examples
- Group Exercise – Stories
- Team Review

Transitioning to Agile (1 hour)
- Group Exercise: Transform real examples to Agile
- Team Discussion: Challenges and Barriers

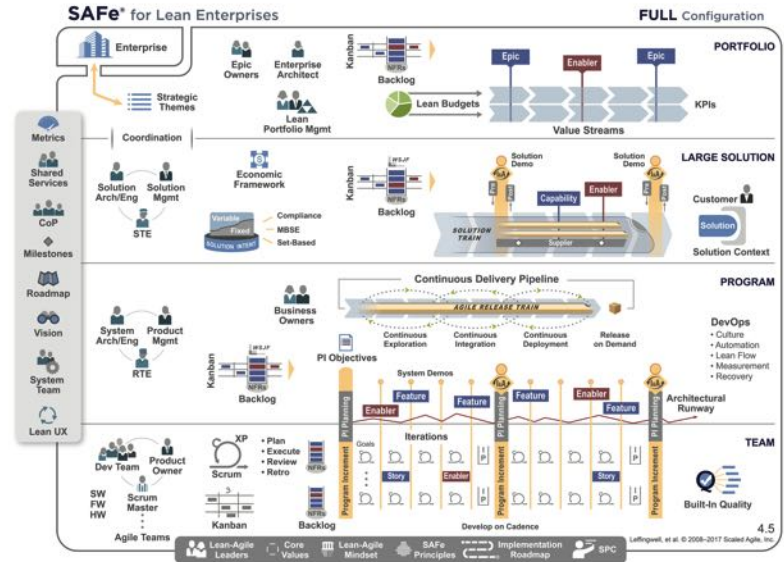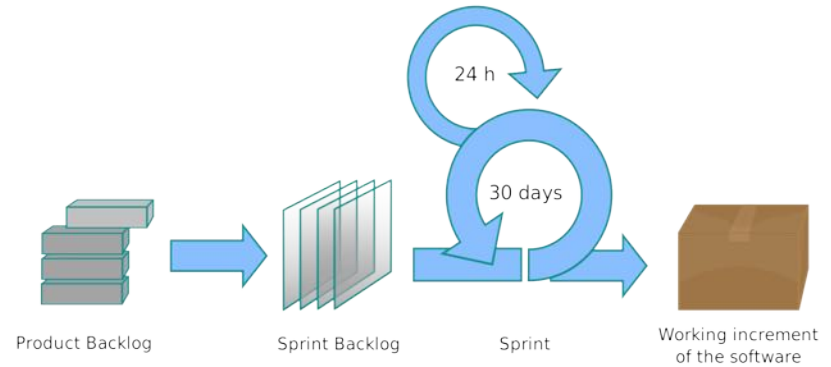**Close and Retrospective (½ hour)**

What is Agile?

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the art of maximizing the amount of work not done--is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Manifesto for Agile Software Development, www.agilemanifesto.org

AAMI TIR45:2012 Guidance on the Use of AGILE Practices in the Development of Medical Device Software

- Industry and FDA participation
- FDA Recognized Consensus Standard
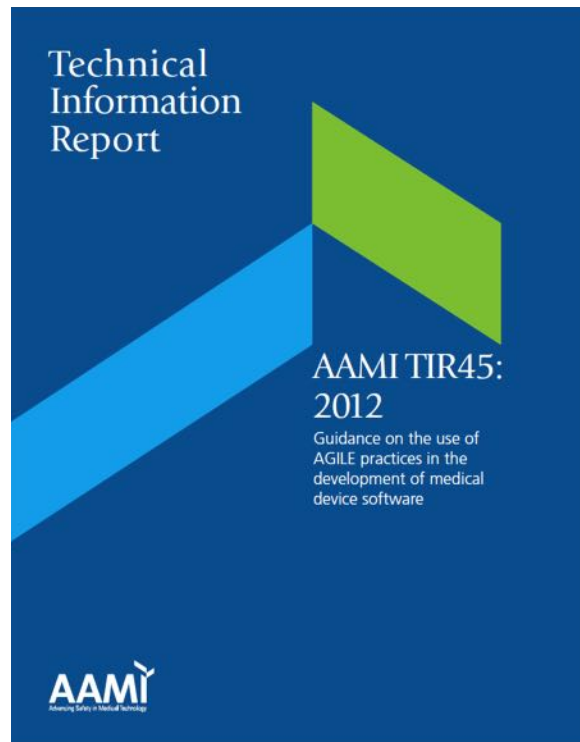
The Agile Manifesto

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Principles behind the Agile Manifesto

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Agile Mechanisms
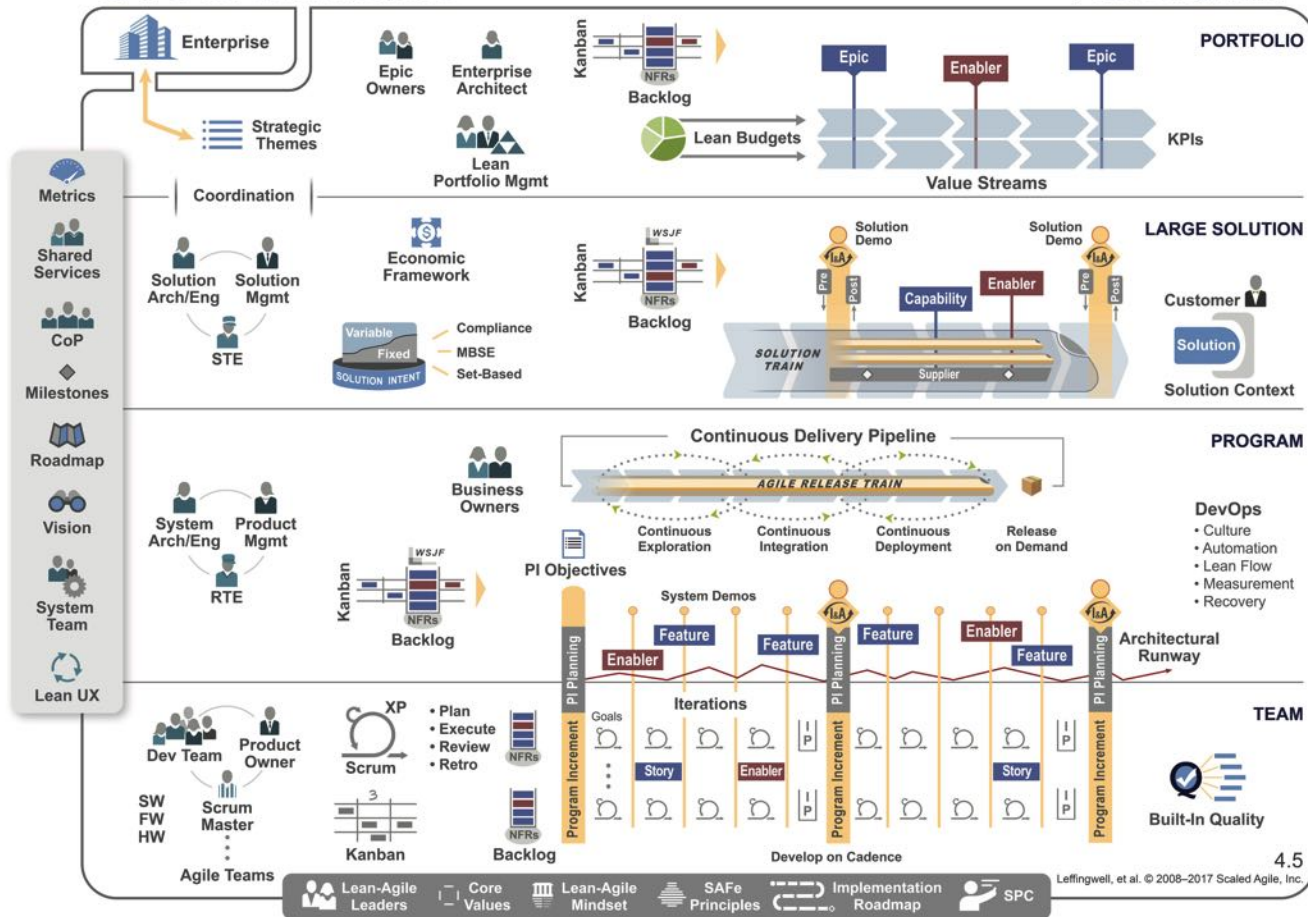
Layers / Kinds of Backlog Items
(as defined by the Scaled Agile Framework, SAFe®)

- Four Levels
  - Portfolio-Level Epics
  - Large-Solution-Level Capabilities
  - Program-Level Features
  - Team-Level Stories

- Two Perspectives
  - Customer-Facing, Business Value
  - Solution-Facing, Enablers

	Epics (Portfolio)	Capabilities (Large Solution)	Features (Program)	Stories (Team)
Responsible	Portfolio Management Enterprise Architect (+PM, +SE)	Solution Management, Solution Architect (+PM, +SE)	Product Management (+PO, +SE)	Product Owner (+Team)
Provides Value to	Customers, Business	"Who" of the Capability, Customers, Enterprise Architect, The Epic	"Who" of the Feature, Business Owners, Solution Architect, The Capability/Epic	"Who" of the Story, System Architect, The Feature
Delivered by	N/A, delivered through Capabilities & Features	Agile Teams, System Team, Specialty Team?	Agile Teams, System Team	Agile Teams
Delivered when	Depends - When all Capabilities/Features complete? Only some?	When all Features complete (1 or more Increments)	Each Program Increment	Each Sprint
Demoed	N/A, Demo done with lower layers	System Demo, Validation Studies	System Demo	Team's Sprint Demo
Content	Lightweight Business Case	Description & Benefit, Acceptance Criteria, Definition Of Done	Description & Benefit, Acceptance Criteria, Definition Of Done	Story Pattern, Acceptance Criteria, Definition Of Done

Solution-Facing Backlog Items

- SAFe® term: "Enablers"
  - Enabling the "Architectural Runway" upon which customer-facing value can be delivered.

- Infrastructure (Development, Product)
- Debt
- Spikes (Definition, Technical, Decision)
- System Integration
- Quality System Satisfaction
- …

SAFe® for Lean Enterprises — FULL Configuration

Leffingwell, et al. © 2008–2017 Scaled Agile, Inc.

4.5

Sprint / Increment

Definition: a fixed time box (e.g. 2 weeks) where team build an incremental business or product functionality.

Purpose:
- Delivers value to customers more quickly
- Allows faster feedback from customers
- Allows teams to incorporate feedback and adjust priorities and improve process
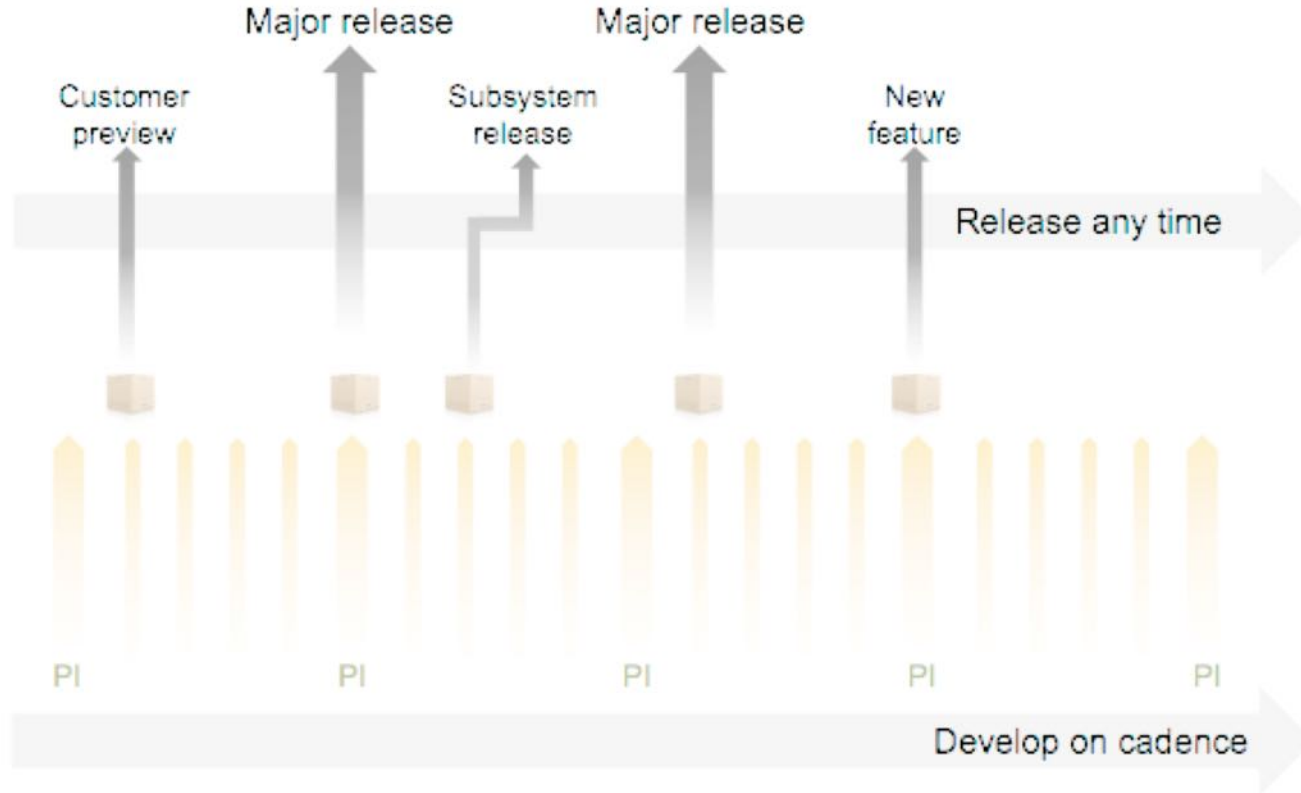
Release

Definition: Traditionally, when value is delivered to a customer. In Agile, **a release could be anytime.**

Examples
- After several sprints and demos to customers, functionality is packaged and delivered to production
- After each sprint, developed value is released to customers
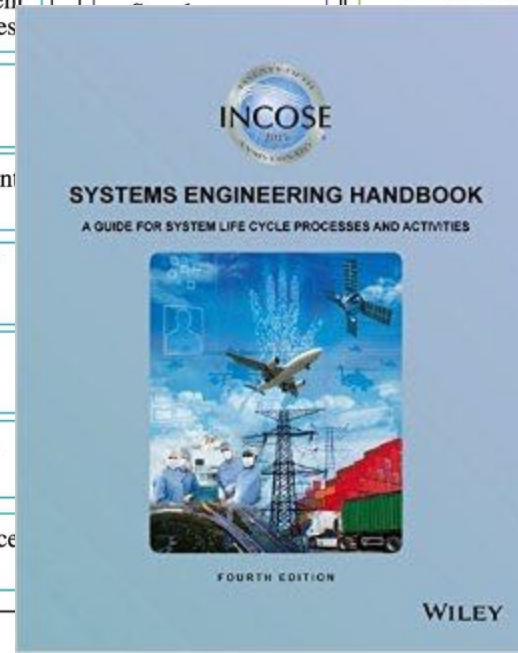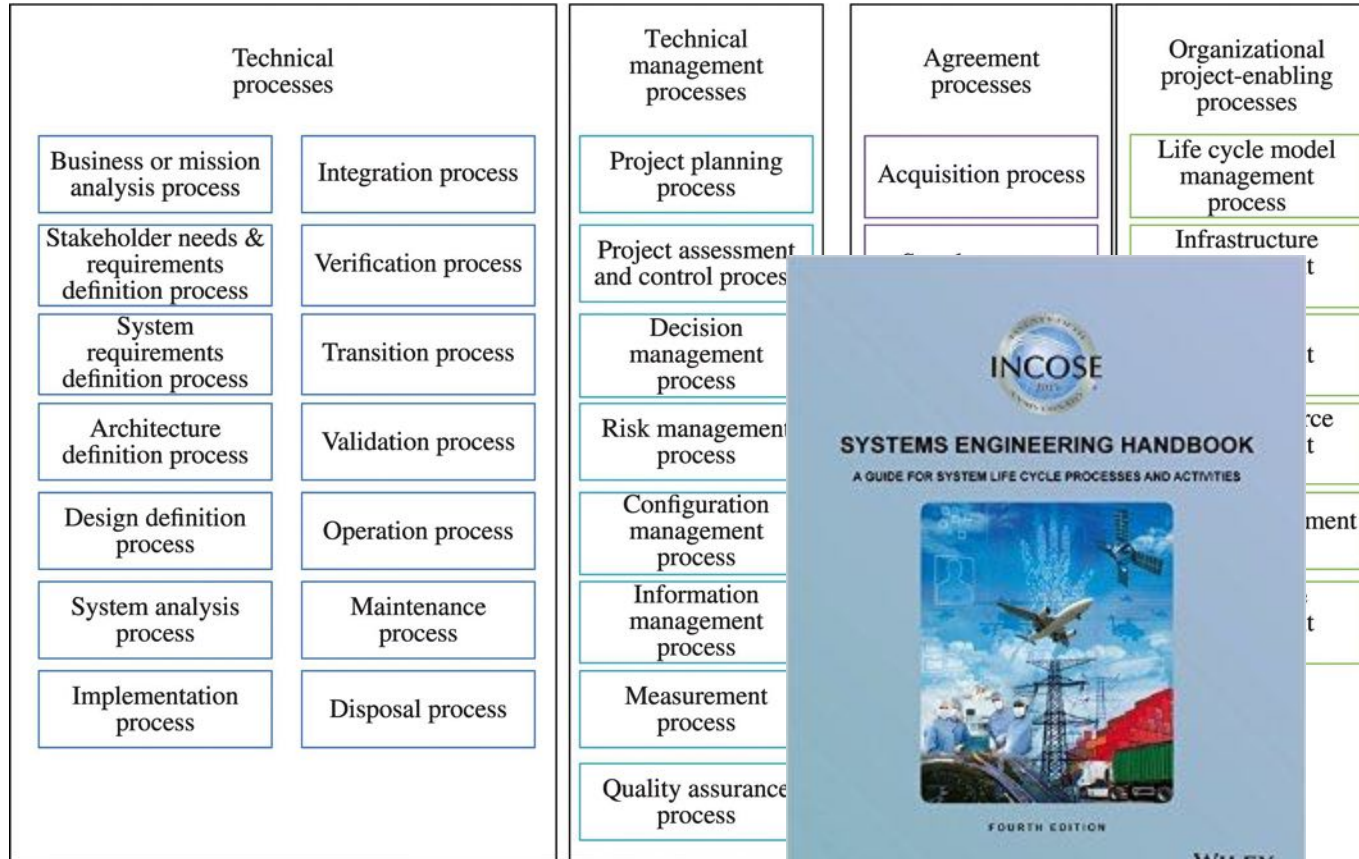- For mature, continuous integration organizations, release every time code is checked in!

Source: http://www.scaledagileframework.com/develop-on-cadence-release-any-time/

Your System?

ISO 15288 System Life Cycle Processes

Technical processes		Technical management processes	Agreement processes	Organizational project-enabling processes
Business or mission analysis process	Integration process	Project planning process	Acquisition process	Life cycle model management process
Stakeholder needs & requirements definition process	Verification process	Project assessment and control process		Infrastructure
System requirements definition process	Transition process	Decision management process		
Architecture definition process	Validation process	Risk management process		rce
Design definition process	Operation process	Configuration management process		ment
System analysis process	Maintenance process	Information management process		
Implementation process	Disposal process	Measurement process		
		Quality assurance process		

INCOSE

SYSTEMS ENGINEERING HANDBOOK

A GUIDE FOR SYSTEM LIFE CYCLE PROCESSES AND ACTIVITIES

FOURTH EDITION

WILEY

The Systems Engineering Engine

System Development Processes

System Design   Product Realization

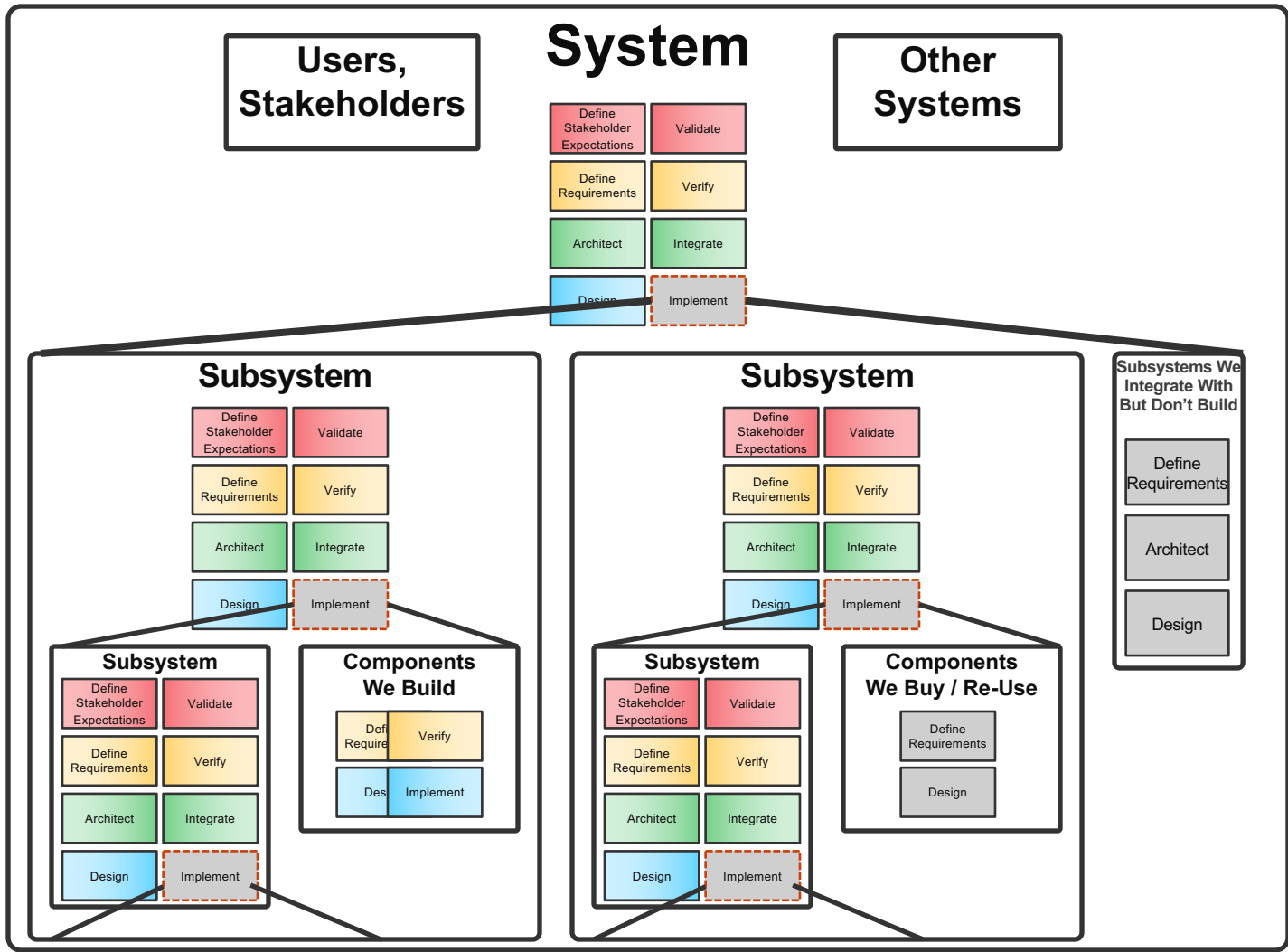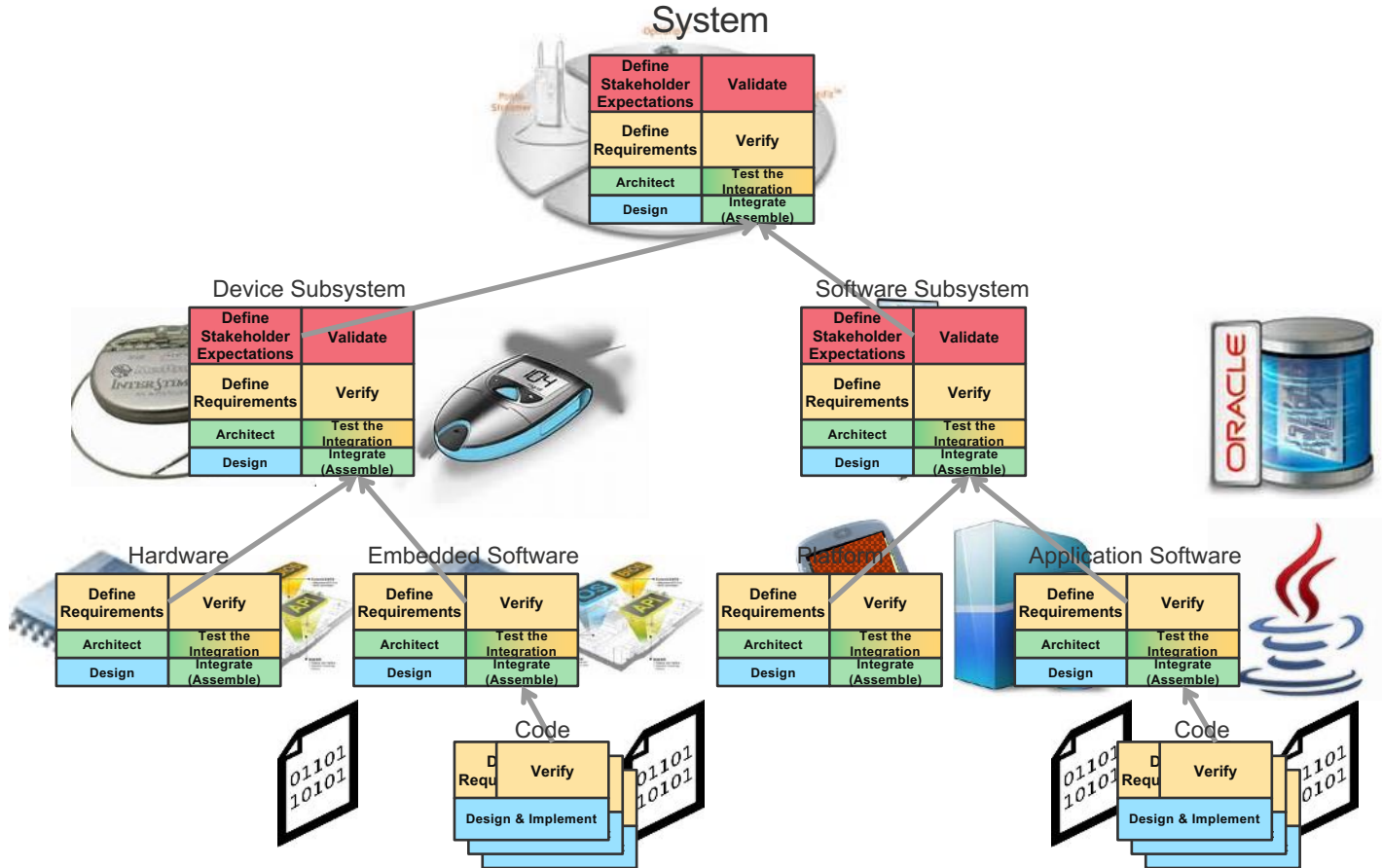| System Design	Product Realization
Define Stakeholder Expectations	Validate
Define Requirements	Verify
Architect	Integrate
Design	Implement
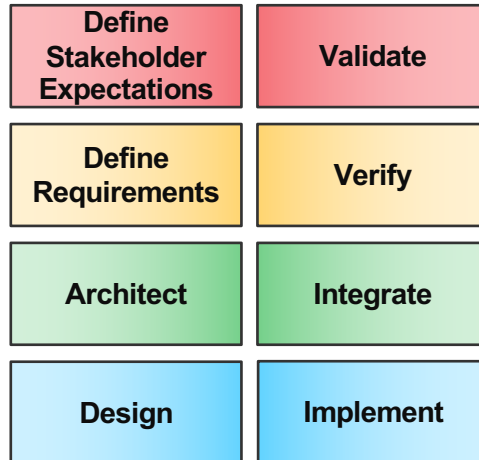
Technical Management Processes

Technical Planning

Requirements Management

Interface Management

Risk Management

Configuration Management

Data Management

Adapted from: NASA Systems Engineering Handbook, NASA/SP-2007-6105

What is the System?
And What are the Activities & Deliverables?

System

Define Stakeholder Expectations	Validate
Define Requirements	Verify
Architect	Test the Integration
Design	Integrate (Assemble)

Device Subsystem

Define Stakeholder Expectations	Validate
Define Requirements	Verify
Architect	Test the Integration
Design	Integrate (Assemble)

Software Subsystem

Define Stakeholder Expectations	Validate
Define Requirements	Verify
Architect	Test the Integration
Design	Integrate (Assemble)

Hardware

Define Requirements	Verify
Architect	Test the Integration
Design	Integrate (Assemble)

Embedded Software

Define Requirements	Verify
Architect	Test the Integration
Design	Integrate (Assemble)

Platform

Define Requirements	Verify
Architect	Test the Integration
Design	Integrate (Assemble)

Application Software

Define Requirements	Verify
Architect	Test the Integration
Design	Integrate (Assemble)

Code

| Define Requirements | Verify |
| Design & Implement |

Code

| Define Requirements | Verify |
| Design & Implement |

Exercise in Jama

1. Draw a block diagram of your System.

2. Identify levels of requirements

3. Identify levels and kinds of testing
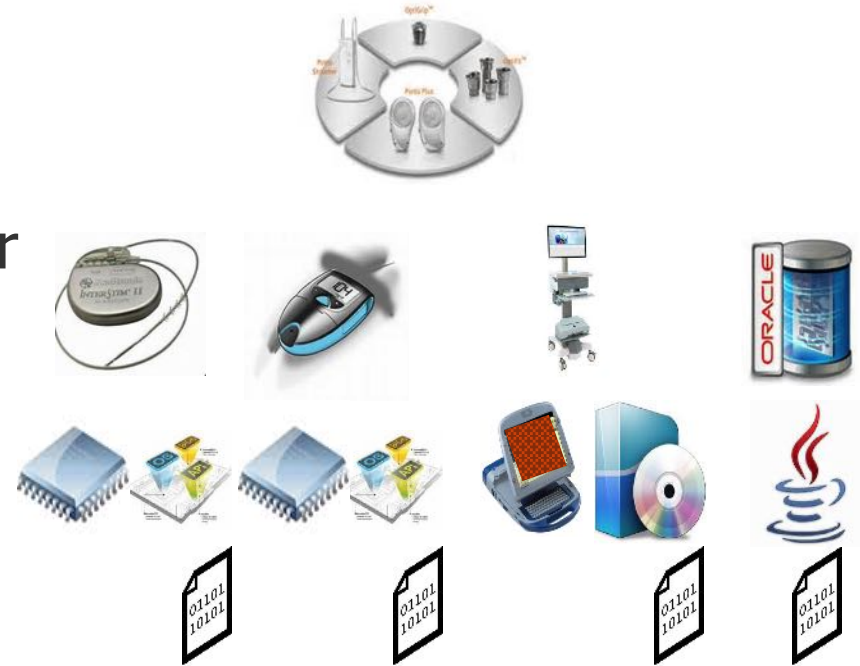
Organizing Information in Jama

Item Type:

- How the types of information that exist in a project are defined and categorized in Jama (functional requirements, user stories, test cases, etc.)
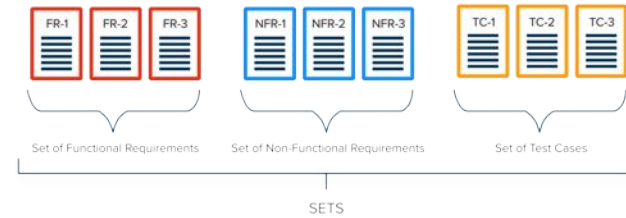- Created and/or customized by an Organization Admin

Item:

- A single unit of defined and organized information a single functional requirement, non-functional requirement, or test case)
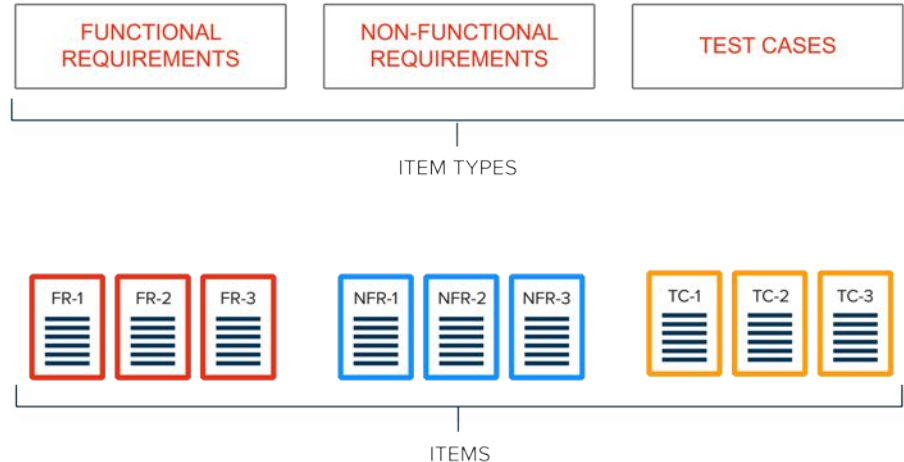
Set:

- A structural container of like items
- May contain folders, Text Items

Component:

- A structural container used to organize a project
- Each Component may contain multiple Sets of items

Project: The highest level of organization. A project, product, application, etc.

May contain: Components, Sets & Text Items

Component: Logical subset within a project

May contain: Components, Sets & Text Items

Set: A grouping of like items

May contain: Folders, Text Items & Items
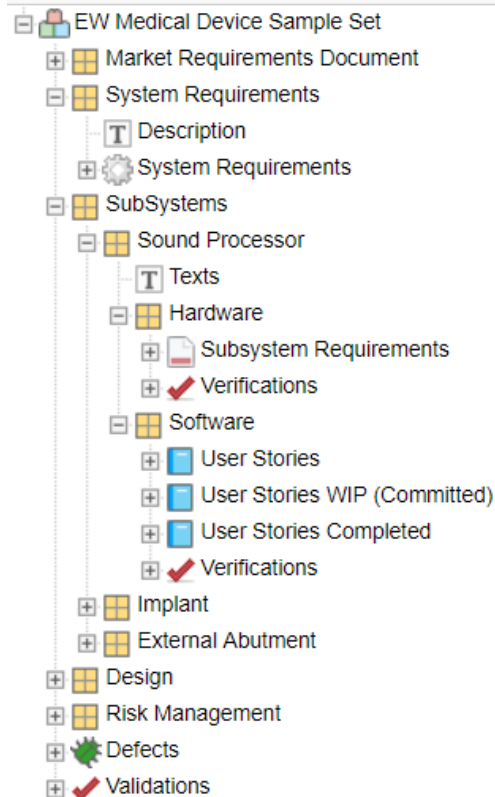
Folder: Logical subset within a set

May contain: Folders, Text Items & Items

Item: An individual artifact with fields

Text Item: Provides context

```
Med Device - DHF based
  Information
  Concept Documents
    CONCEPT DOCUMENTS VERSUS DESIGN INPUT
    Market Requirements
  Design History File
    Design and Development Planning
    Design Input Documents
      Procedure
      User Needs and Intended Use
        Intended Uses
        User Needs
      Design Requirements
        Functional Requirements
        Performance Requirements
        Interface Requirements
        Applicable Output(s) of Risk Management
        Other Requirements Essential for Design and Development of th
        Applicable Regulatory Requirements and Standards
    Design Output
    Design Validation
    Design Verification
    Design Review
    Design Transfer
    Design Changes
  Risk Management
    Risk Analysis and Evaluation
    Risk Control Measures
```

Project: The highest level of organization. A project, product, application, etc.
May contain: Components, Sets & Text Items

Component: Logical subset within a project
May contain: Components, Sets & Text Items

Set: A grouping of like items
May contain: Folders, Text Items & Items

Folder: Logical subset within a set
May contain: Folders, Text Items & Items

Item: An individual artifact with fields

Text Item: Provides context

EW Medical Device Sample Set
- Market Requirements Document
- System Requirements
  - Description
  - System Requirements
- SubSystems
  - Sound Processor
    - Texts
    - Hardware
      - Subsystem Requirements
      - Verifications
    - Software
      - User Stories
      - User Stories WIP (Committed)
      - User Stories Completed
      - Verifications
  - Implant
  - External Abutment
- Design
- Risk Management
- Defects
- Validations

Project: The highest level of organization. A project, product, application, etc.
May contain: Component

Component: Logical
May contain: Component

Set: A grouping of lik
May contain: Folders, Tex

Folder: Logical subse
May contain: Folders, Tex

Item: An individual a

T **Text Item**: Provides context

```
☐ 🏠 Scaled Agile (SAFe) Sample Set
   ⊞ 📒 Strategic Themes
   ⊞ 📑 Portfolio Epics
   ☐ ▦ Program 1 - Mobile
      ⊞ 📋 Program Epics
      ⊞ 🗔 Program Features
      ☐ ▦ Scrum Team 1 (Accessibility)
         ⊞ ▣ Story Backlog (Not Committed)
         ⊞ ▣ Stories ready for development
         ⊞ ▣ Completed Stories
         ⊞ 🗐 Test Cases
      ⊞ ▦ Scrum Team 2 (Subscription Services)
      ⊞ ▦ Scrum Team 3 (User Experience)
   ⊞ ▦ Program 2 - Home
   ⊞ ▦ Program 3 - User Experience
      🗐 System E2E Test Cases
   ⊞ 🌟 Defects
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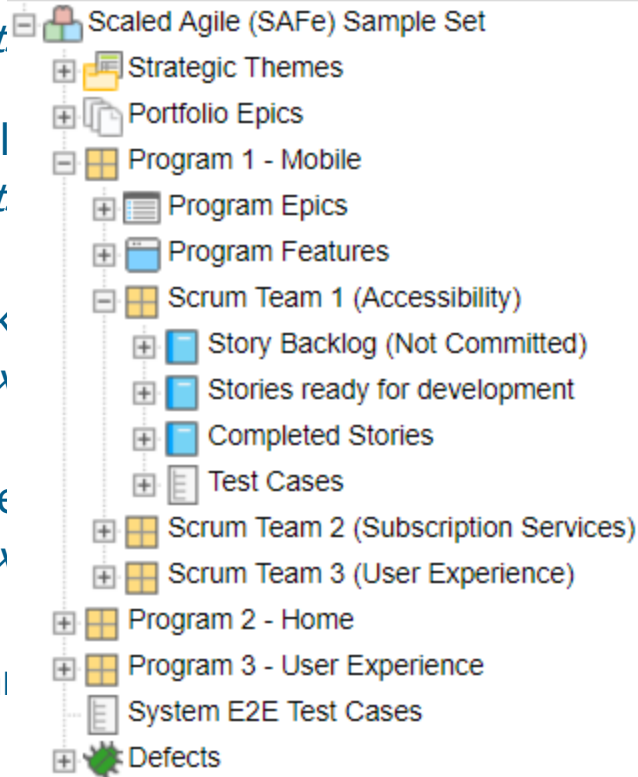
Cadence of Writing Requirements?

Large System Reqs Doc — Req, Design, Dev, Test

Multiple Sub-System Spec — Req, Design, Dev, Test

Long Dev Lifecyle — Req, Design, Dev, Test
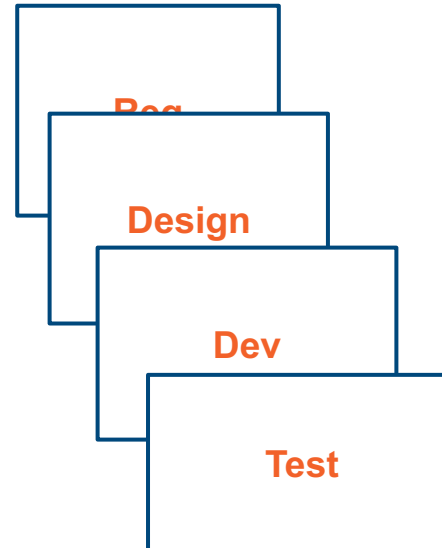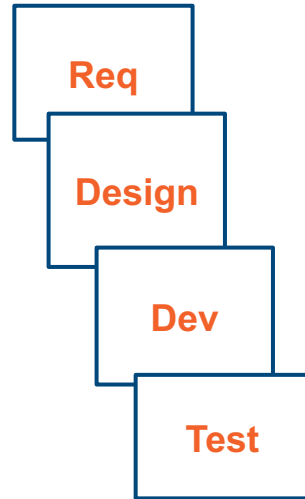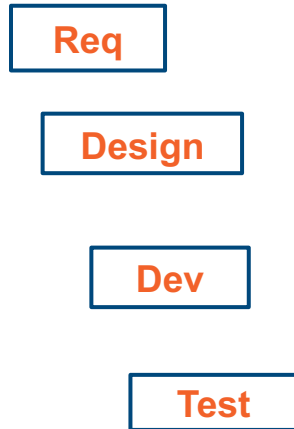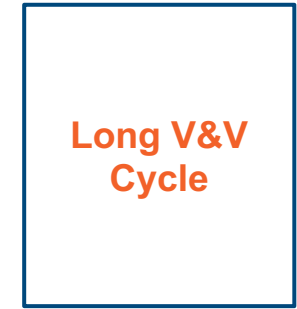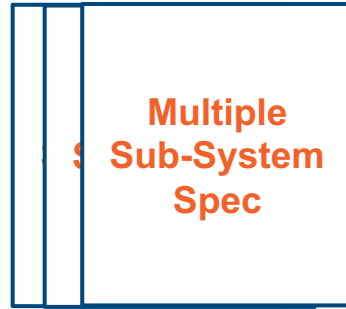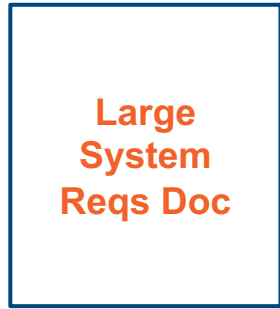
Long V&V Cycle — Comprehensive documentation (if needed) grows over time and complete after several iterations

Methods of Eliciting Requirements

Customer Feedback
- Qualitative: regularly scheduled customer interviews and feedback sessions
- Quantitative: "In Product" feedback and NPS surveys

Innovation
- Market Research
- Customer Obsession

Tips
Think in terms of the "problem" rather than the "solution"
Include team members in customer interviews

Anti-Patterns to watch for

- The entire project is spec'd out in great detail before engineering work begins

- Thorough review and iron-clad sign-off from all teams before work even starts

- Designers and developers don't know when requirements have changed

- The product owner writes requirements without the participation of the team

Atlassian: https://www.atlassian.com/agile/requirements

So when you say "requirements"…

Requirements vs Design

Requirements	Design

Describes the **NEED** for something

A **RESPONSE** to the requirements that describes something that meets the requirements

Feature

Product Architecture

User Story

Code
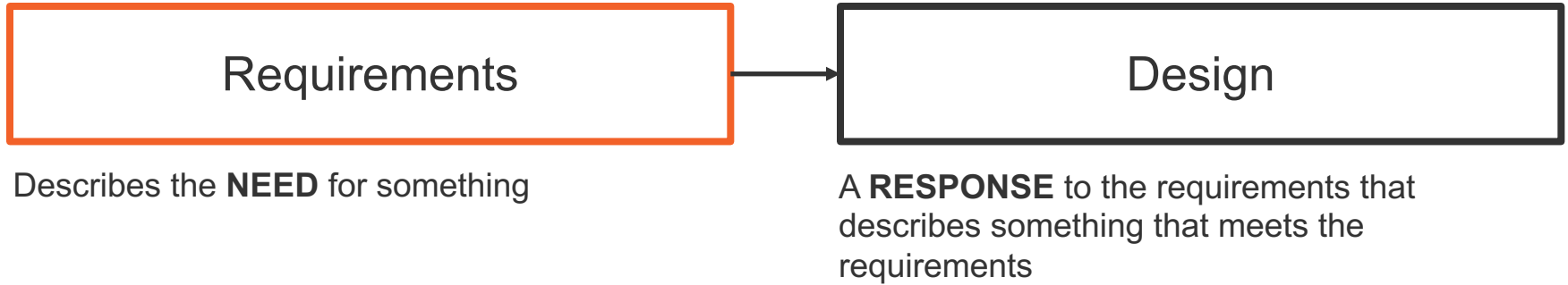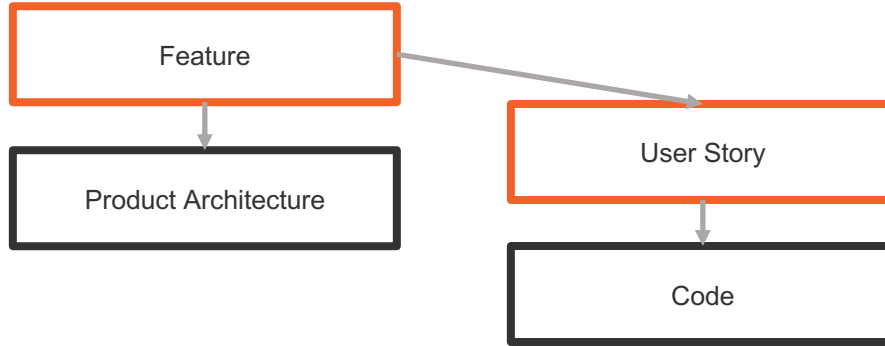
Kelly's layer

Sys
Sub
Comp

Establish a clear hierarchy.
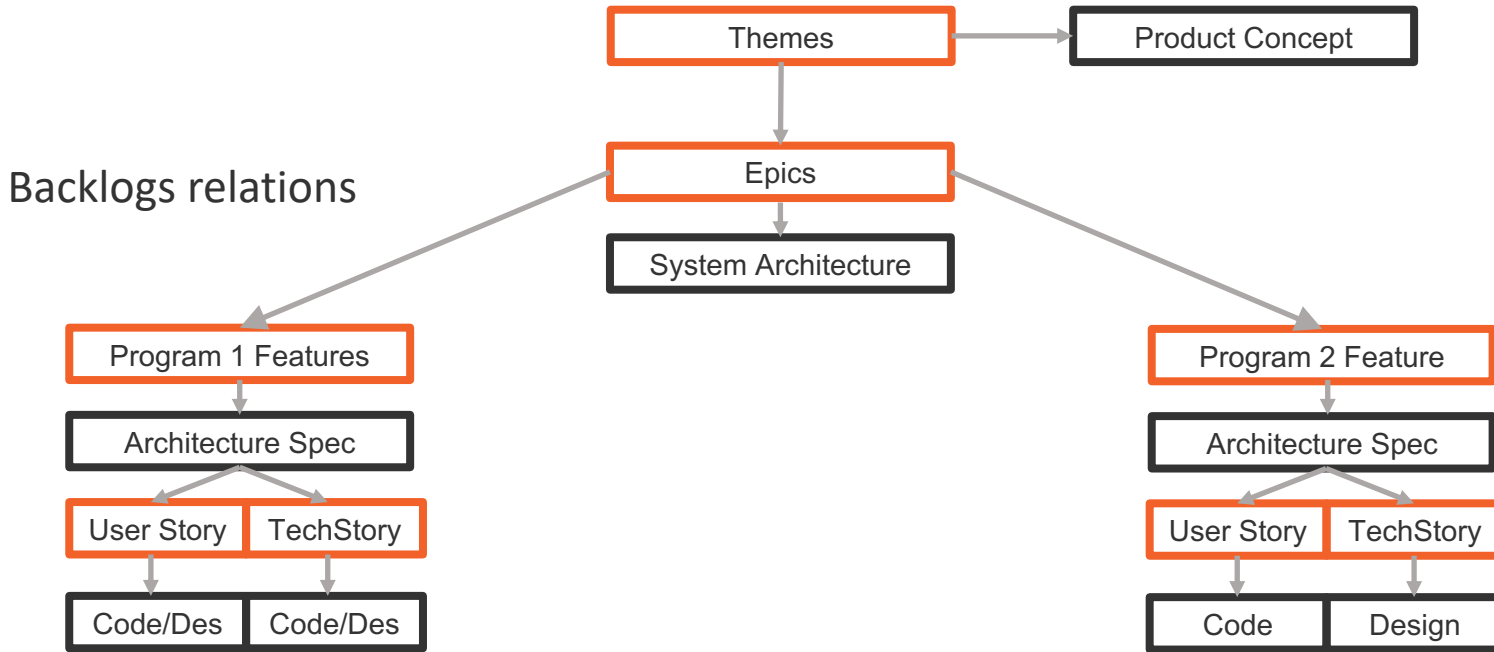
Building Something Complex?

Common Agile
Requirements Taxonomy

Theme

Definition
- High-Level Goal
- Strategic Objective
- Innovation or Differentiator
- May span multiple releases and teams

Examples:
- Lower distribution center costs
- Implement new billing system
- Deliver new upgrades on a more frequent basis

Related to:
- Epics

Epic

Forward-Looking Position Statement	
For	\<customers\>
who	\<do something\>
the	\<solution\>
is a	\<something – the "how"\>
that	\<provides this value\>
Unlike	\<competitor, current solution, or non-existing solution\>
our solution	\<does something better – the "why"\>

Scope	
Success criteria:	• •
In scope:	• •
Out of scope:	• •
NFRs:	• •

SAFe template for an Epic

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Feature

Definition
- Short description of a system feature and benefit
- Easy for business stakeholders to understand
- Higher-level than a User Story – it may span multiple user roles/user stories
- Used in some methodologies to bridge Epics to Stories

Example:
- In service software update
  - Benefit: Reduces software downtime
  - Acceptance Criteria: 1) Choice of Automated or Manual 2) Rollback option after update 3) support configuration through GUI

Related to:
- Higher-Level Epics
- Lower-Level Stories

User Story

Definition
- Derived from Epics and Features
- Fits within 1 sprint
- As a <role> I can <activity> so that <business value>
- Role can be human or system

Example:
- As an administrator I can configure automated or manual software updates so that I can deliver new features to my users
  - Acceptance Criteria: 1) Pick-List option of Automated or Manual 2) If Automated, choice of day/time to pull updates

Related to:
- Higher-Level Features/Epics

Sample Agile Models in Jama - Replace with Customer trace model?
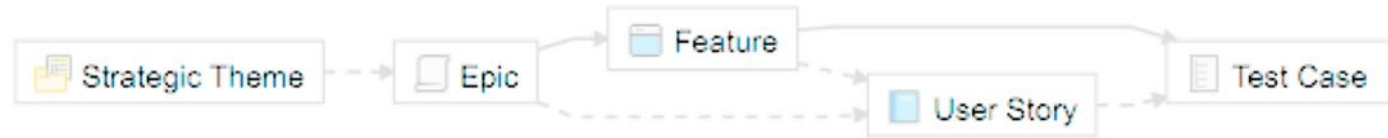
Tips for Writing "Good" Agile Requirements

Requirement Rules?

Examples:

1. An Agile requirement may not contain the word "and." An "and" indicates the presence of two requirements, which must be separated.

2. Requirements must be written in the form of a scrum user story

3. A requirement may not contain more than 22 words.

Strict rules are not realistic. The "golden rule" of requirements is:

Clear and effective communication among your stakeholders.

Stories to Choose

Is backlog planning?
Or is backlog the artifacts/req themselves

The output of Stories are requirements (support baselines and version management) "snapshot that represents the state of the final product"

Authoring Requirements ACC

Recommendation – Use a Template

User type:

As a [user class or actor name]...

Result type:

... I need to [do something]...

Object:

... [to something].

Qualifier:

...so that I can do [response time goal or quality objective]

Forward-Looking Position Statement	
For	<customers>
who	<do something>
the	<solution>
is a	<something – the "how">
that	<provides this value>
Unlike	<competitor, current solution, or non-existing solution>
our solution	<does something better – the "why">
Scope	
Success criteria:	• •
In scope:	• •
Out of scope:	• •
NFRs:	• •

SAFe template for an Epic

Recommendation – Use Active Voice

Passive: "As a user, I need to change the state of a requirement, so that **it** is logg**ed** in the event history."

Whenever possible, recast such requirements in the much clearer active voice

Active: "As a user, I need to change the state of a requirement, so that I can see the new state and the time of the state change in the event history log."

Recommendation – Be Positive!

Negative

- Feature: The migration tool will not migrate users with more than three accounts

- As a Project Admin, I should not have ability to change the web user accounts.

Positive

- Feature: The migration tool will migrate only users with one or two accounts

- As a System Administrator, I need to change web user accounts so that I can change user's desired email address and display name

Recommendation – Avoid "ly" words

Adverbs provide ambiguity:

- …so that I can provide a reasonab**ly** predictable end-user experience.

- …so that I can offer significant**ly** better download times.

- …so that I can optimize upload and download to perform quick**ly**.

It's hard to test "quickly" or "reasonably."

When possible - include a qualifying objective (acceptance criteria) that is measurable and testable.

Exercise in Jama

1. Write some User Stories in Jama and use different templates
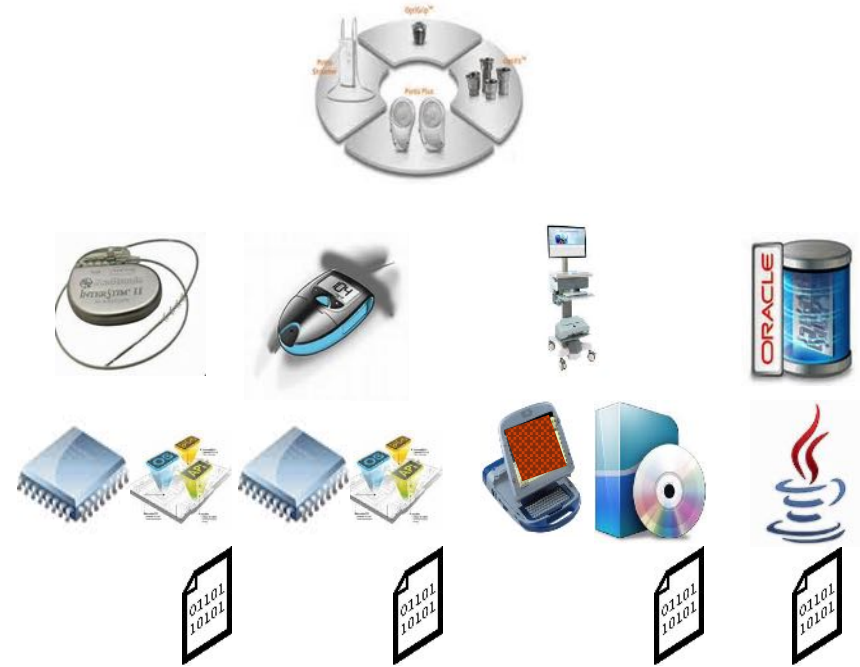
Refining the Requirements

Recommendation - Review and Discuss

The point is a shared understanding of the need.

Taking time up-front to review requirements:
- Gives you feedback and makes you a better auth
- Increases shared understanding amongst team
- Helps define acceptance criteria and ensure testability
- Reduces surprises and missed requirements

Methods: Face-to-face conversations, Jama comments, Jama reviews (collection of requirements).

I'm so glad we all agree

Recommendation – Build Detail Iteratively

We need details but it can be "negotiated" throughout 3 major phases:

- Initial draft
- Backlog Grooming & Iteration Planning (more detailed)
- Test Development (e.g. for Stories, all acceptance criteria defined)

Too Detailed	Just Right
As a team member, I can click a red button to expand the table to include detail, which lists all the tasks, with rank, name, estimate, owner, status so that I understand development progress	As a team member, I can view the iteration's stories and their status with main fields so I understand development progress *<acceptance criteria of specific fields defined later>*

Anti-Patterns to watch for

- The entire project is spec'd out in great detail before engineering work begins

- Thorough review and iron-clad sign-off from all teams before work even starts

- Designers and developers don't know when requirements have changed

- The product owner writes requirements without the participation of the team

Atlassian: https://www.atlassian.com/agile/requirements

Exercise in Jama

1. Create some comments on items
2. Create a Review
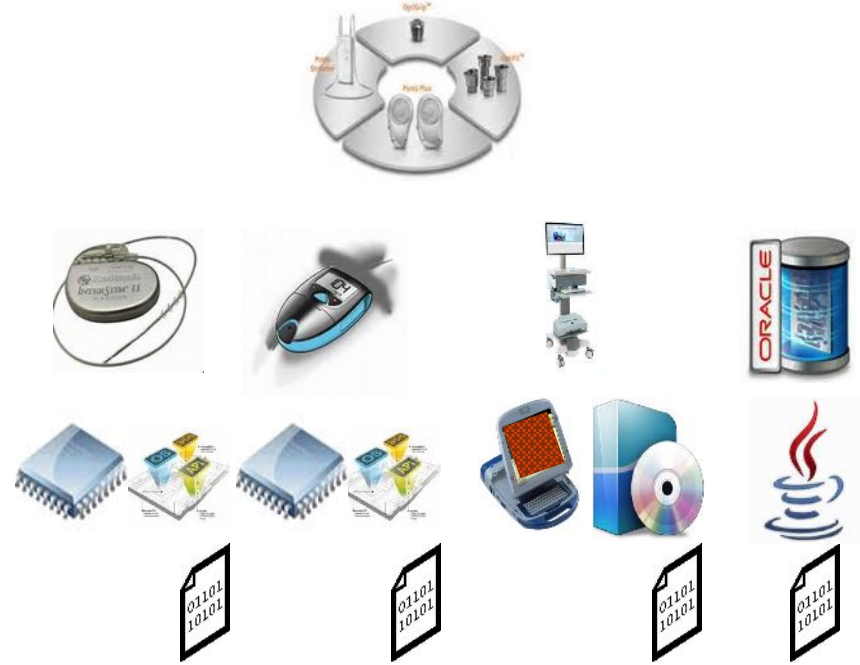
Summary: Agile Requirements

- Any hierarchy that describes the "**need**" - not the "how"

- Gathered, prioritized, improved on a regular cadence

- May be owned by a specific role (e.g. Product Owner) but is a team effort to author and refine

- Constructive feedback, co-authoring with colleagues, and conversations can help anyone become a better reqs writer.

BREAK: 10 min

Traceability and V&V

"Traceability" Sounds waterfall but when done right,
enables agility and fast response to change

Solution Traceability

Large and Complex Systems often need to track much more than User Stories

User Stories

Validation

Epics

System Requirements

Standards

Sub-System Reqs

Verification

Test Results

User Needs

Failure Modes

Designs

Defects

Risks

Solution Traceability
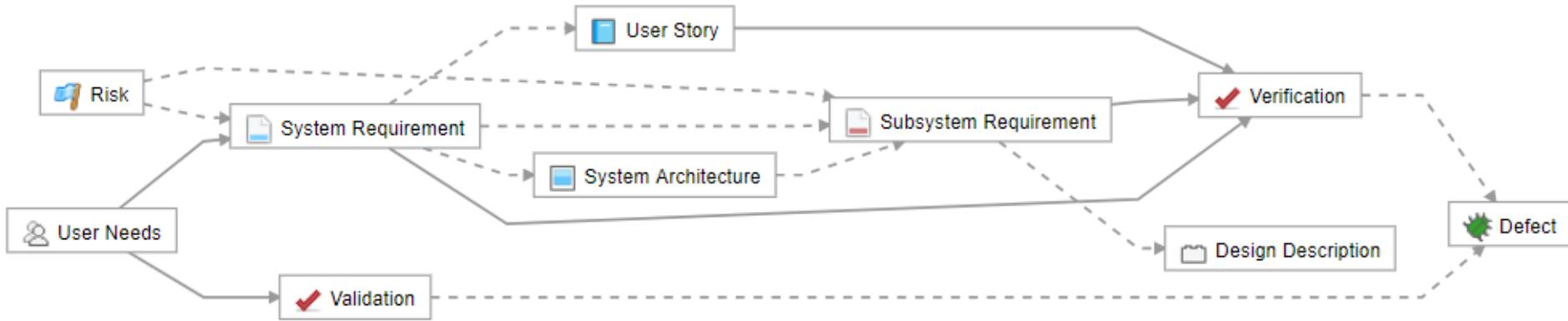
Exercise in Jama

1. Establish Requirements Traces
2. Establish Testing Traces
3. Identify gaps in Traces
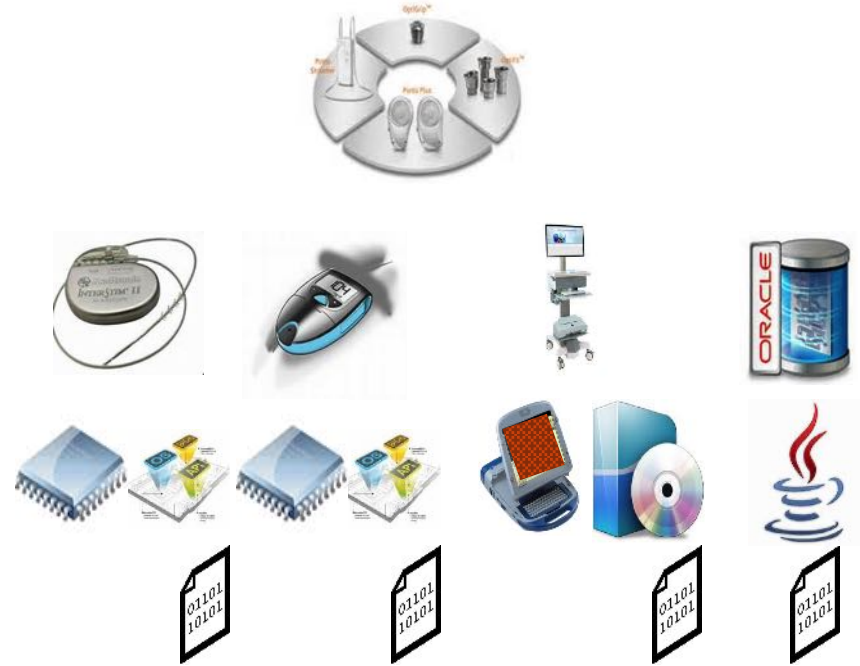
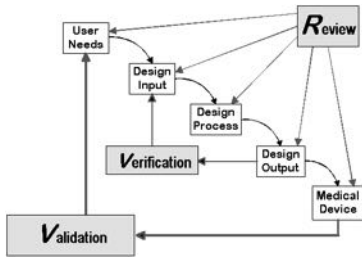# System Activities and Deliverables

System Activities (and deliverables)
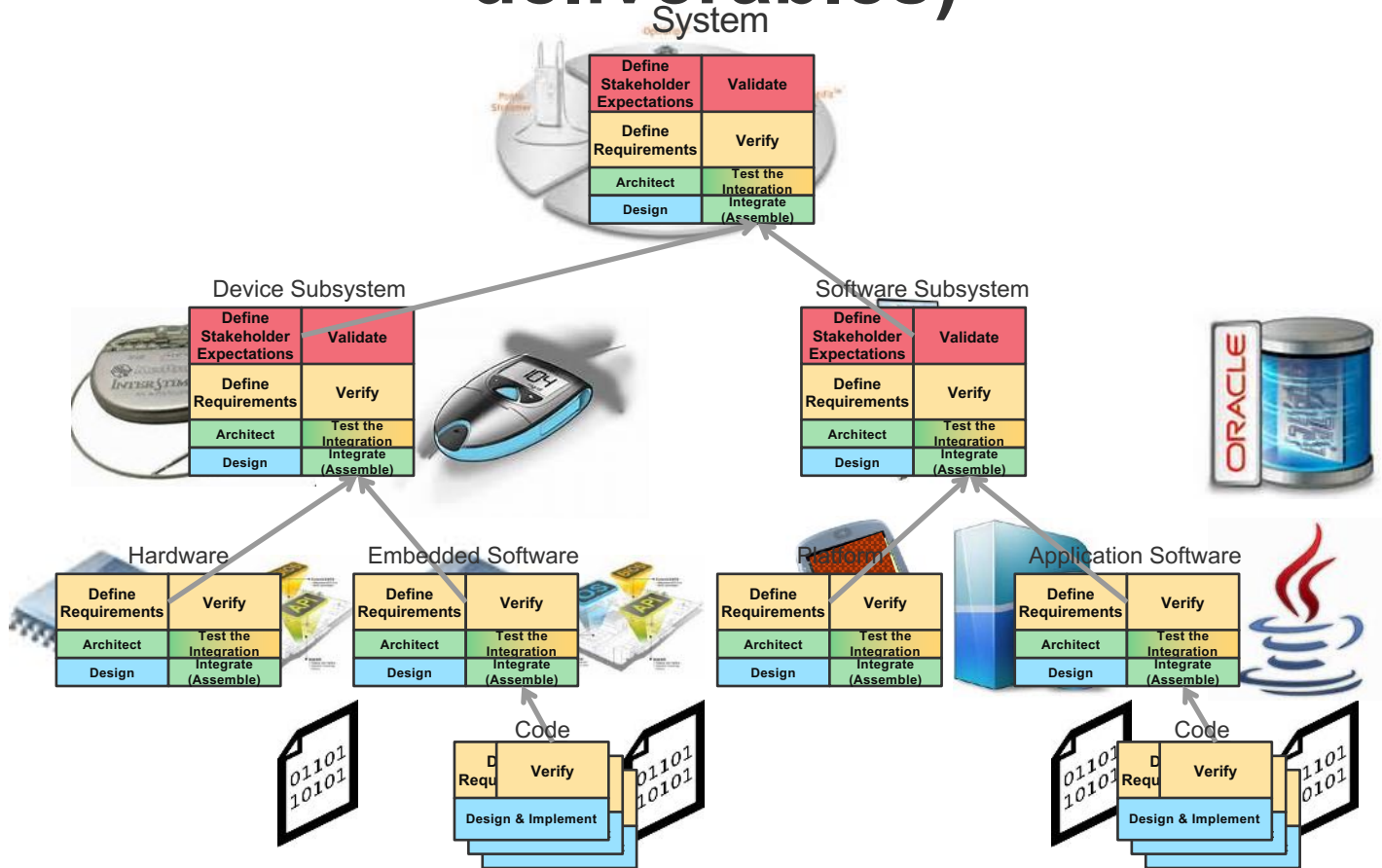
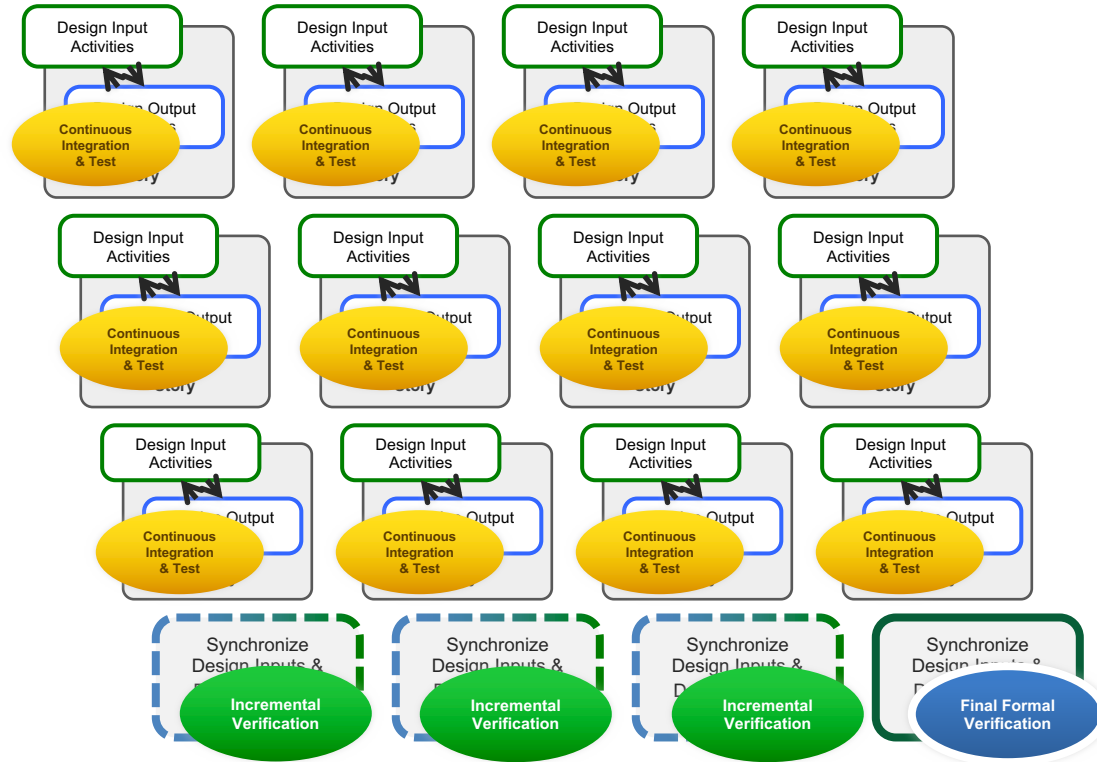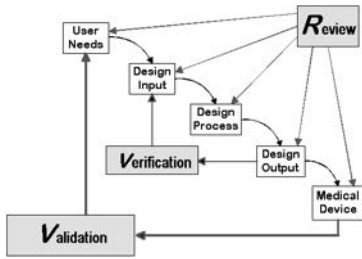# Synchronization Activities from TIR45:2012 Design Inputs & Design Outputs
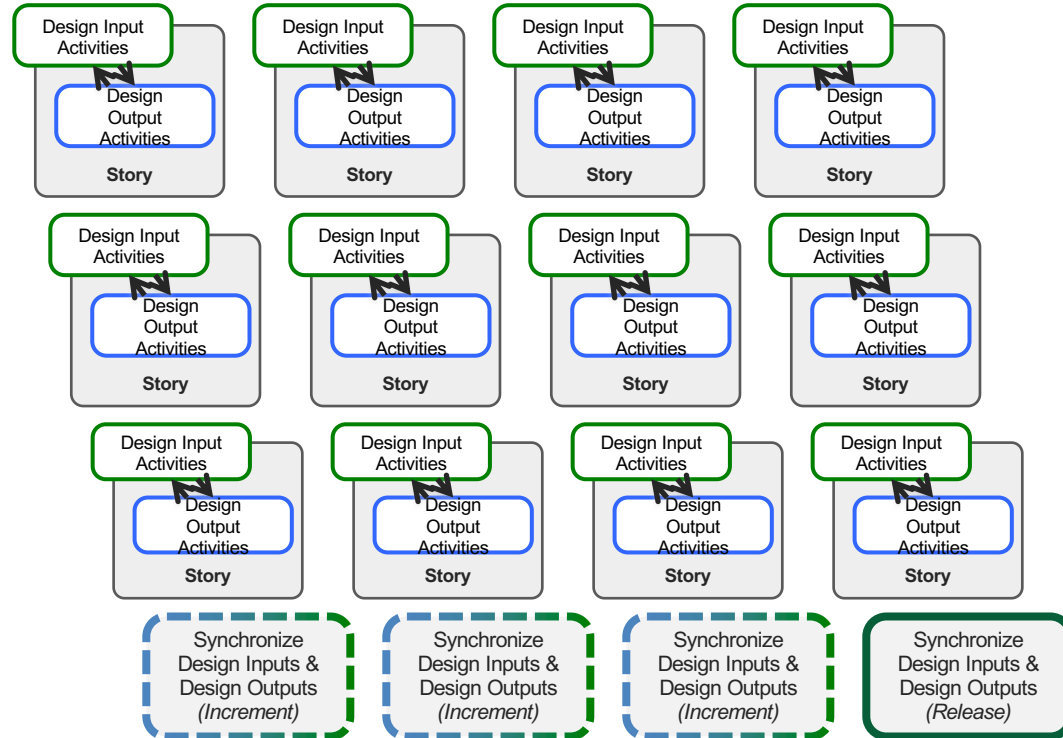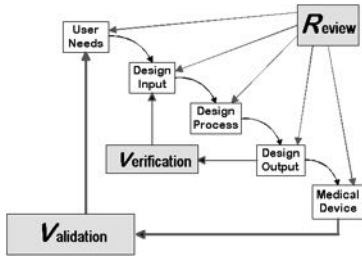
Synchronization Activities from TIR45:2012
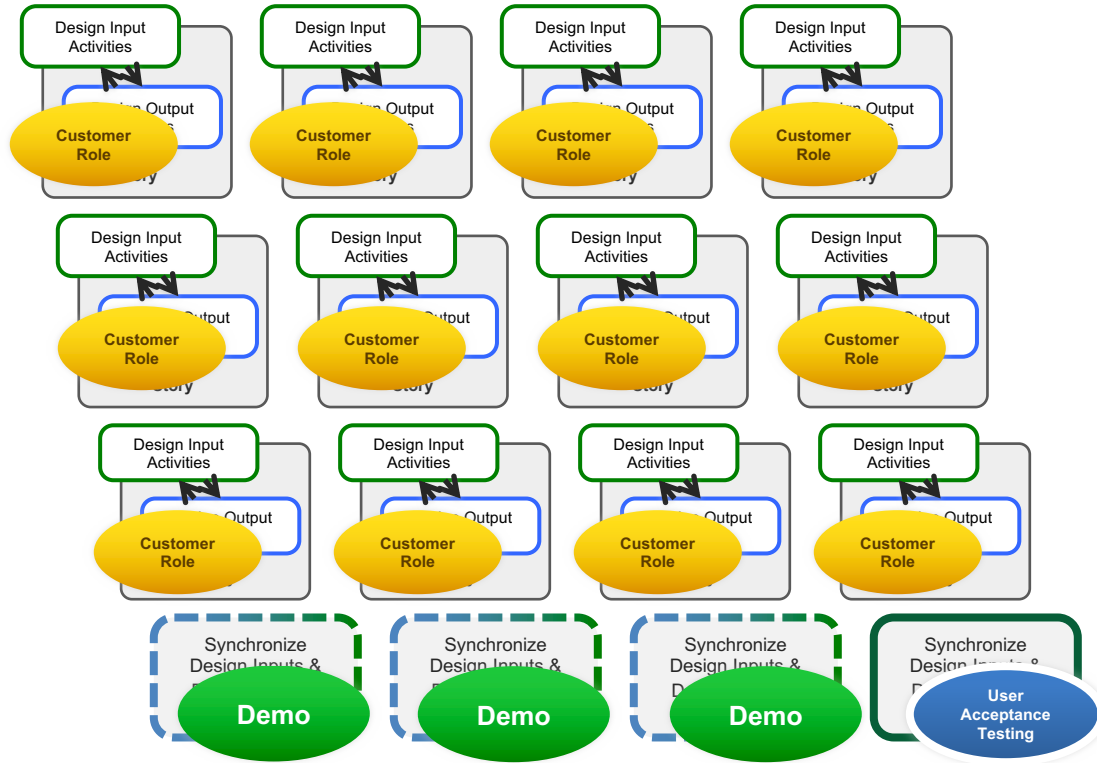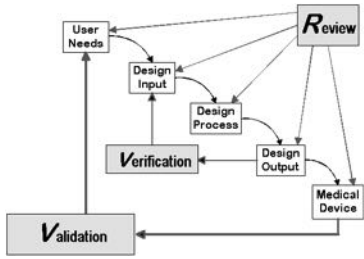# Verification Reviews & Design Reviews
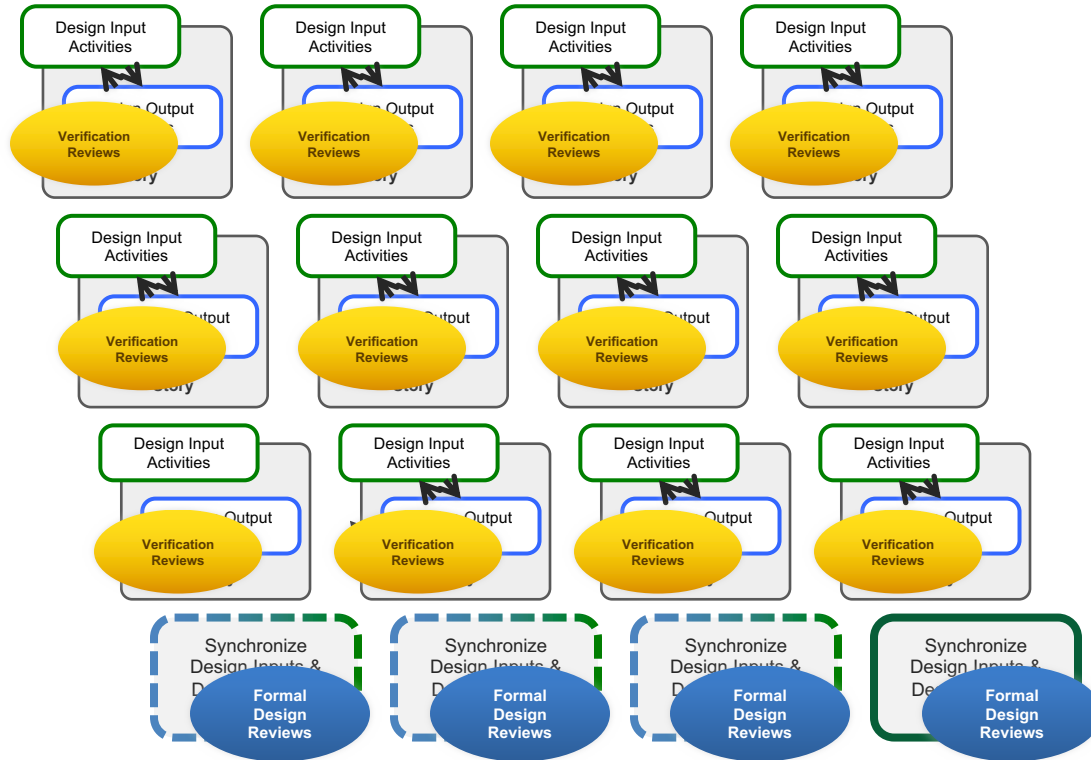
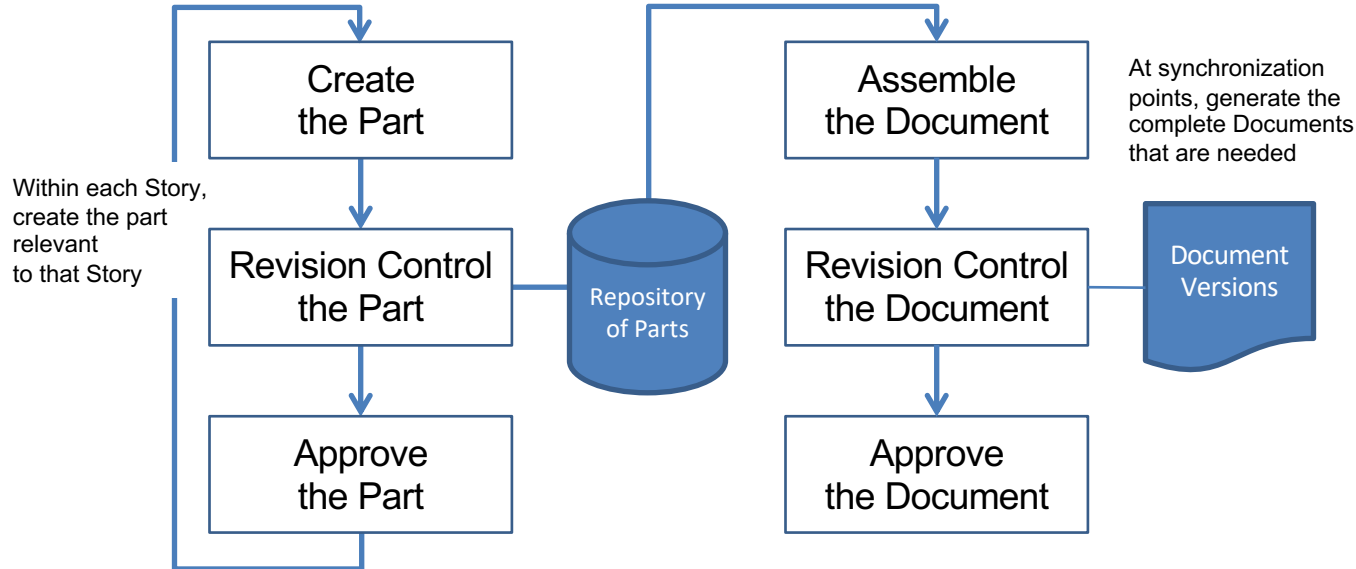# Synchronization Activities from TIR45:2012 Verification Testing

Synchronization Activities from TIR45:2012 Design Validation

Documentation in the Agile Model

- TIR45:2012 describes how documentation is produced in an Agile model, using a "Sum Of The Parts" concept

For Each Product

Development Execution Planning – Product Lifecycle

Risk Management – Product (Entire System, including Software)

Requirement Analysis – Backlog Management

Architectural Design – Infrastructure Decisions, Trade Studies

For Each Release

SW Development Planning - Release

For Each Increment

SW Development Planning - Increment

For Each Backlog Item (Change)

SW Development Planning – Change-Specific

SW Risk Management – Impact of Change

SW Requirement Analysis – Change-Specific

SW Architectural Design – Emergent

SW Detailed Design

SW Unit Implementation and Verification

SW Subsystem Integration – Developer Builds

SW Subsystem Integration Testing - Create & Execute

SW Subsystem Testing – Create & Execute

System Testing – Create

SW Product Validation – Product Owner Acceptance

More Backlog Items…

SW Risk Management – Aggregate Review (Part of System Risk Review)

SW Requirement Analysis – Aggregate Review

SW Unit Test Execution – Initial execution and as Regression Tests

SW Subsystem Integration – Formal Build for Test Execution

SW Subsystem Integration Testing – Aggregate Review & Exec (Initial & Regression), Inc. Report

SW Subsystem Testing– Aggregate Review & Execution (Initial & Regression), Increment Report

System Integration

System Testing – Test Creation & Execution, Increment Report

SW Product Validation – Increment Demo

More increments…

SW Risk Management – System Risk Management Report Approval

SW Requirement Analysis – Complete Doc Approval

SW Architectural Design – Complete Document Approval

SW Detailed Design – Complete Document Approval

SW Unit Test Execution – Regression Tests

SW Integration – Formal Build for Release

SW Integration Testing – Formal Run & Final Report

SW Subsystem Testing – Regression Formal Run & Final Report

System Integration

System Testing – Formal Run & Final Report

SW Product Validation – Formal Exec & Final Report

SW Release

More releases…

Recap

Discussion

What are the challenges or barriers to using Agile Requirements?

What challenges to you see in satisfying regulatory expectations?

What changes would be necessary to overcome the challenges?

Contact Information

- Cary Bryczek
- cbryczek@jamasoftware.com
- 202-236-2227

- www.jamasoftware.com

- Connect with me on LinkedIn

- Kelly Weyrauch
- Kelly@AgileQualitySystems.com
- 763-688-0980

- www.AgileQualitySystems.com

- Connect with me on LinkedIn

Appendix (if needed)

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3 Challenges at Scale

- Documentation – for some, documentation will still exist. How do we make it "just enough?"

- Prioritization & Alignment – what should we work on next, how do we align multiple teams?

- Traceability – being agile in a more complex/regulated environment still requires complex traceability

Documentation

Large systems may still require documentation (e.g. traceability matrices, documented specifications, regulatory compliance).

Traditionally, documentation done "up-front" before beginning design & development.

Lean and Agile principles recommend keeping design options open – and finalizing documentation at the end.

Economic Prioritization

Business Value	Job Size
High (5)	High (1)
Med (3)	Med (3)
Low (1)	Low (5)

Light-weight, relative ranking that considers both business value and LOE

Feature / Req 1

Biz Value: High (5)
LOE: Med (3)
Priority Score   15

Feature / Req 2

Biz Value: High (5)
LOE: Low (5)
Priority Score   25

Weighted Shortest Job First (WSJF)

The jobs (Features, Epics, Reqs) get weighted with the cost of delay so that the most costly jobs get done sooner.

$$WSJF = \frac{User|Business\ Value + Time\ Criticality\ + RR|OE\ Value}{Job\ Size}$$

Reinertsen, Donald (2008). *Principles of Product Development Flow: Second Generation Lean Product Development*.

Economic Prioritization:

At Scale, consider economics when prioritizing.
Understand the cost of delay.