

How2guide: Requirements

Introduction	When do you use this guide?
Establishing the requirements for a programme or project is fundamental when developing an understanding of the expectations of the customers or users of the products that will be delivered. It is at the heart of the communications process too, as it engages key groups and enables them to collaborate with the solutions that will be delivered. This is an area which is often underestimated and failure to have clarity about what is required can create very blurred criteria for success. It is often a major contributory factor in setting the scene for failure later. A word of warning - there is a danger that requirements are driven by the features of a supplier's products - care needs to be taken to differentiate when such requirements arise as these will affect the options for delivering the solution. Requirements are mainly linked to the Benefits Management theme however they also contribute to the Management Controls as well. Within a programme, project requirements will originate from the programme Blueprint or target operating model.	Requirements are formalised during the Define stage of both programmes and projects. Prior to this stage the requirements may still be abstract. They may take a variety of forms but they should link to the objectives. As the programme or project is developing in the early stages the key thing is to record emerging requirements. Once the requirements have been baselined during Define then the Change Control procedures should be applied to any changes to requirements so that the impact is understood and an audit trail exists. This guide covers: • Recording requirements • Setting priorities • Technique - Requirements categorisation.
Recording Requirements Requirements may well manifest themselves in both different ways and different places. There will be some that are inherently understood (or are thought to be understood) by the team - to ensure clarity, these should all be recorded. Requirements form the basis for the planning process as they are the early stages of developing the detailed understanding that will lead to the product descriptions and then the detailed technical specifications. Recording requirements is also closely linked to the benefits, as the requirements are the foundation for delivering the capability that will be exploited later. <pre>graph LR; A[Objectives] --> B[Requirements]; B --> C[Product descriptions]; C --> D[Outputs]; D --> E[Outcomes]; E --> F[Benefits]</pre>	

How2guide: Requirements

The table on the left displays the minimum information that should be collected for each requirement. It is a simple template that enables the requirements to be collated at the earliest opportunity. Keeping the information simple in the early days would enable it to be developed into the register that can be monitored by the programme or project board.

In the programme environment the requirements will be developed into the Blueprint/target operating model. In this simple example below, the initial requirements for a project management training course have been set out.

Reference	Unique ID for the requirement.
Requirement	Description of the requirement.
Business Impact	The effect of having this requirement or facility. The relationship with benefits should be specifically defined.
Originator	The person or group who requested the requirement.
Objectives Served	There should be a link between the requirement and the objectives. This should be captured in the information as it develops.

Ref	Requirement	Business Impact	Originator	Objectives served
001	The project management training must be limited to one day	By restricting the training to 1 day the impact on cost of training and lost productivity will be kept to a minimum	Project Executive	Raise PPM capability
002	The course must include sessions on requirements management and project planning	The quality of planning was identified as low in the recent performance review and this will enable a more structured and consistent approach to planning	Project Executive	Deliver the knowledge as per the organisation's PPM capability framework
003	Course materials should be developed in a way that will enable them to be used as reference materials	Attendees will need to have useful reference material that will enable sustainability of the knowledge	Project Executive	Raise PPM capability

Setting Priorities

Once the requirements have been captured they should be agreed with the stakeholders. This will require a second round of communications to ensure that the requirements have been understood and captured. The Requirement Register should be distributed and confirmed by the stakeholders. As part of this process it is important to establish the various groups' priority requirements. You are looking to find the common priorities which can be summarised by urgency, importance and complexity (*see the Requirements Register below for guidance*).

There is a technique for prioritising requirements called MoSCoW (**M**ust have, **S**hould have, **C**ould have, **W**on't have) which allows for 4 categories. In this example we actually use a 1 to 5 scale of rating for urgency and complexity and use the MoSCoW scale for importance. Once this has been established, then the requirements can be analysed in a number of different ways by using comparison matrices and different criteria on the axis, however, as a minimum we

How2guide: Requirements

need to capture the following in some sort of prioritised order. All ratings (except 'Importance' where MoSCoW scale is used) could be on a scale of 1 to 5 as follows:

High	1	Medium High	2	Medium	3	Medium Low	4	Low	5
------	---	-------------	---	--------	---	------------	---	-----	---

How important are they in terms of **urgency** which can help with scheduling? Stakeholders rate the importance on a scale. Filtering by 'originator', will show which stakeholder group proposed the requirement.

How **important** is this requirement in meeting the project's objectives? The more objectives it directly contributes to, the higher it is rated.

How **easy** it is for the project to deliver may also have an impact on whether it will be included. If the requirement can be met by a relatively simple change then it may represent a quick win.

Ref.	Requirement	Urgency	Importance	Complexity	Score
001	The project management training must be limited to one day	2	MUST = 1	2	Total = 5
002	The course must include sessions on requirements management and project planning	2	SHOULD = 2	3	Total = 6
003	Course materials should be developed in a way that will enable them to be used as reference materials after the event	3	MUST = 1	3	Total = 7

By recording the scores you can quickly see how the requirement has scored; the requirement with the lowest score is the priority. In a complex project, it will require some weighting to ensure that the requirements with the highest business importance reflect this. In many instances you may need to give a weighting to urgency, importance and complexity to enable the right mix for decision making.

Ref	Requirement	Business Impact	Originator	Objective	Category
001	The project management training must be limited to one day	By restricting the training to 1 day the impact on cost of training and lost productivity will be kept to a minimum	Project Executive	Raise PPM capability	LD
002	The course must include sessions on requirements management and project planning	The quality of planning was identified as low in the recent performance review and this will enable a more structured and consistent approach to planning	Project Executive	Deliver the knowledge defined in the PPM capability framework	LD
003	Course materials should be developed for use as reference materials after course	Attendees will need to have useful reference material that will enable sustainability of the knowledge	Project Executive	Raise PPM capability	MI, BP

How2guide: Requirements

Technique – Requirements Categorisation					
Technique Overview			Concept		
As part of the information gathering it is highly likely that you will come across conflicting requirements or those that are the same yet described differently. It is also distinctly possible that requirements being fed into your project may also have been given to other projects. As part of requirements gathering it will be necessary to categorise the information to enable analysis and comparison. Different projects will have different levels of sophistication required. It is important that requirements are coded consistently to clarify duplication and overlaps.			It is important at this time to establish some criteria for cataloguing, sorting and filtering requirements to enable us to have different views on the requirements through a common syntax. There are many criteria that could be used. Below we show some standard categories for requirements and how they would be added to the emerging Requirements Register. In this example the common categories that will be required within large organisations have been listed.		
Category	Summary	Abbr.	Category	Summary	Abbr.
Accommodation	Changes or provision of accommodation or other related Facilities Management ('FM') services	AC	Policy	Change that is needed to the policy	PO
Business Process	Development or change to a business process or performance	BP	Learning and development	Training, skills and capability development	LD
Human Resources	Changes to structures, numbers and service conditions	HR	Management information	Development of reporting or changes to the way information is presented	MI
IT software	Changes or provision to the way IT software works	ITS	Supply chain	Establishing or delivering changes to the way services are procured	SC
IT hardware	Changes or provision of IT hardware	ITH	Construction	Change that requires building of new facilities	CO
Statutory	Change that is needed to meet a legal requirement	ST	Environment	Contributes to environmental objectives and obligations	EV
Web	Provision or changes to internal or external information provision via the internet	WB	Safety	Contributes to safety improvement targets	SF