

DrupalCamp Atlanta 2022

Your Requirements Sherpa

Using Business Analysis To Formalize the Informal



A Common Tale

Project requirements that are:

- ambiguous
- misunderstood
- only partially thought through
- not amply documented
- not agreed upon by all stakeholders



What Is a Requirement?

“A requirement is a usable representation of a need.

Requirements focus on understanding what kind of value could be delivered if a requirement is fulfilled.”



What Is Business Analysis?

The formal definition:

“Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders”





What Is Business Analysis?

My personal definition:

“Business analysis is the act of translating from the informal to the formal.”



How Can We Elicit Requirements?

Research

- Market analysis
- Document analysis
- Surveys



How Can We Elicit Requirements?

Collaboration

- Interviews
- Requirements workshops
- Focus groups



How Can We Elicit Requirements?

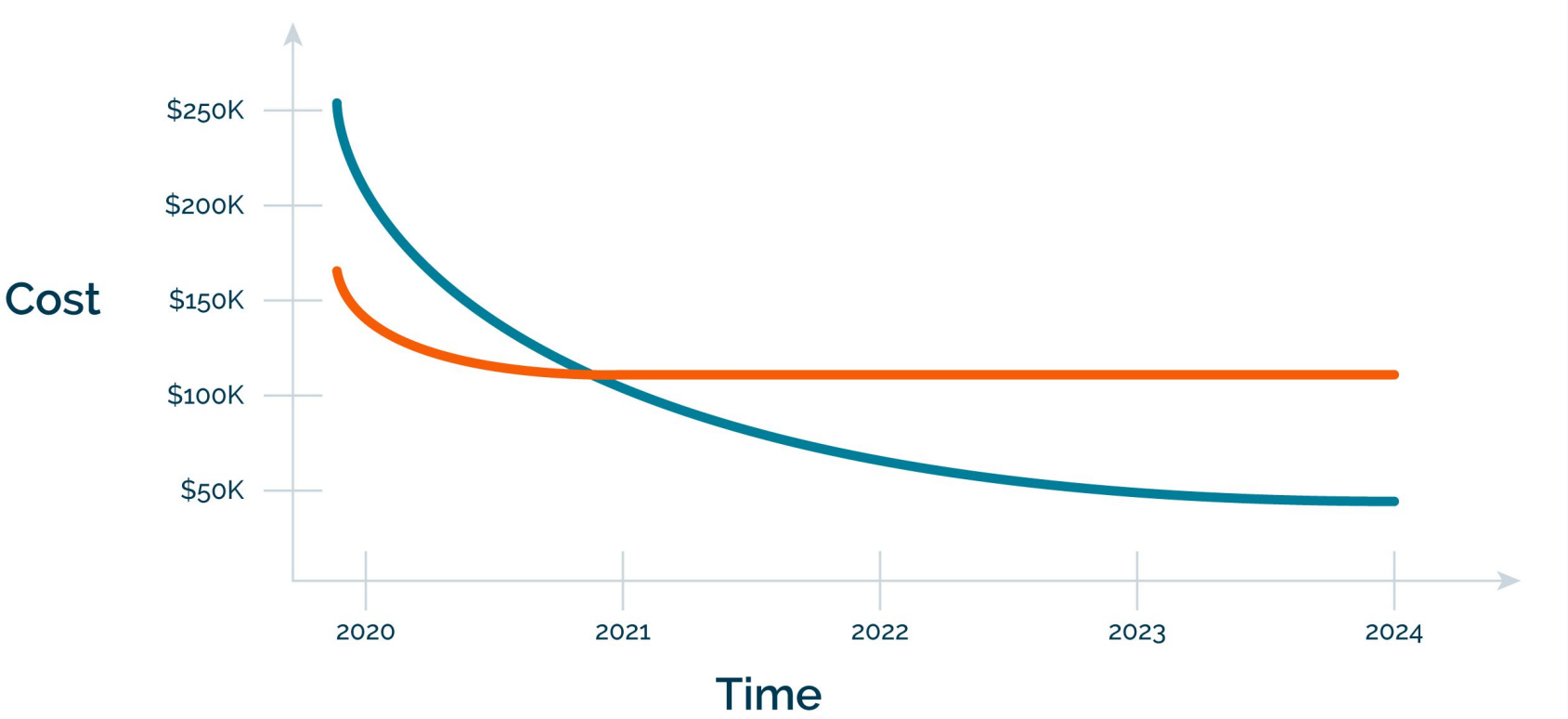
Visualization

- Data Modeling
- Process Modeling
- Prototyping





Business Case





Stakeholder Matrix

	A	B	E	F	G	H	I	J	K	L	M
1	1	Strategic and Business Analysis	MediaCurrent	Christine	Carla	Deborah	Kenya	Jon	John	Steve E	Wade D
8	5	Content Audit and Gap Analysis	R	I	A	C	C	C	I	I	I
9	6	Sitemap & Navigation	R	I	A	C	C	C	I	I	I
10	7	Navigation testing									
11		Create questions & test setup in software	R	I	R	C	C	C	R	C	I
12		Coordinate (not supply) test users	R	I	R	C	C	C	R	C	I
13		Analyze Results	R	I	R	C	C	C	R	C	I
14		Results Deck	R	I	AC	C	C	C	R	C	I
15		Comparison analysis of multiple test and recommendations for refinement	R	I	AC	C	C	C	R	C	I
16	8	Measurement Strategy (SEO Analysis (includes tagging and search))	R	C	A	C	C	C	C	I	I

RACI Matrix

- **R** = Responsible
- **A** = Accountable
- **C** = Consulted
- **I** = Informed



Risk Register

#	Risk Event or Condition	Consequence	Probability	Impact	Risk Modification Plan
3	Drupal 8 Core Components (appears to be) in various stages across campus	Rework, duplication of effort, inconsistent branding, lack of coding, maintenance and upgrade standards	High	High	Develop the OIT Drupal 8 site in a way that allows other organizations at Georgia Tech to utilize the OIT Drupal 8 build; The contract should allow for cross-pollination between organizations on campus and meetings with stakeholders outside of OIT.
4	When ServiceNow is live, it will not be all-inclusive of the content that supports the OIT services that it is going to replace	Poor user experience. Increased support inquiries, Unnecessary disruption in the Editorial Workflow.	High	High	The contract should be structured in a way that Digital Strategists can be engaged as the ServiceNow picture becomes clearer
5	ServiceNow may require data exchange with Drupal, e.g. API calls or data sync between Drupal to ServiceNow	Possible additional developer resources required, leading to running over on budget and schedule	Medium	High	The contract should be structured in a way that allows for additional Development resource specialists (e.g. LDAP) to be engaged at the right time in the project.
6	ServiceNow pages may require same theme as Drupal pages	Will require custom theme development for ServiceNow pages, which work under a different theming paradigm than Drupal	Low	Medium	The contract should allow for consultancy with ServiceNow and the core team at Georgia Tech who is charged with implementing it, along with any documentation that will be made available. The goal would be to ensure a seamless transition from page to page once each organization's Website is linking to ServiceNow content.





SIPOC: A Universal Building Block

Supplier

Input

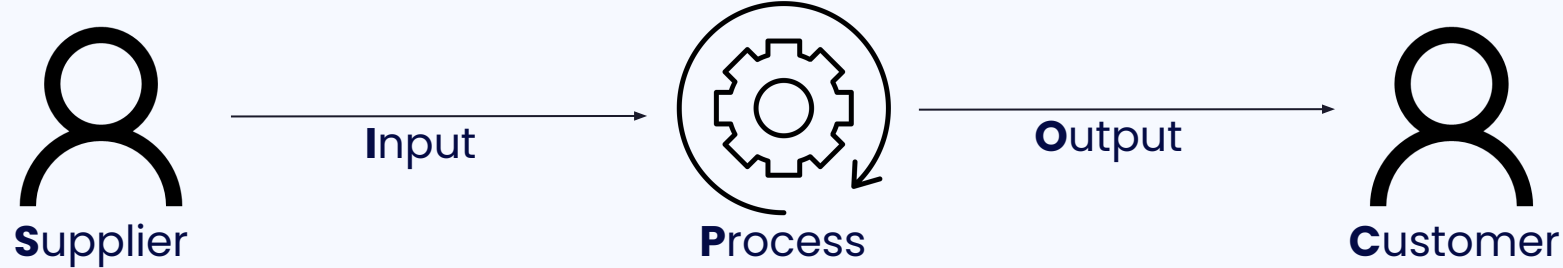
Process

Output

Customer

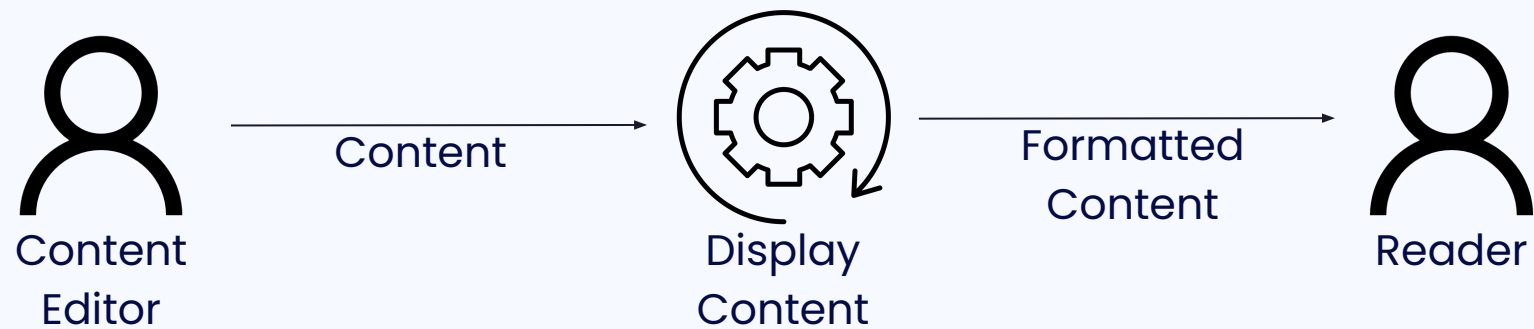


SIPOC: A Universal Building Block





SIPOC: Example



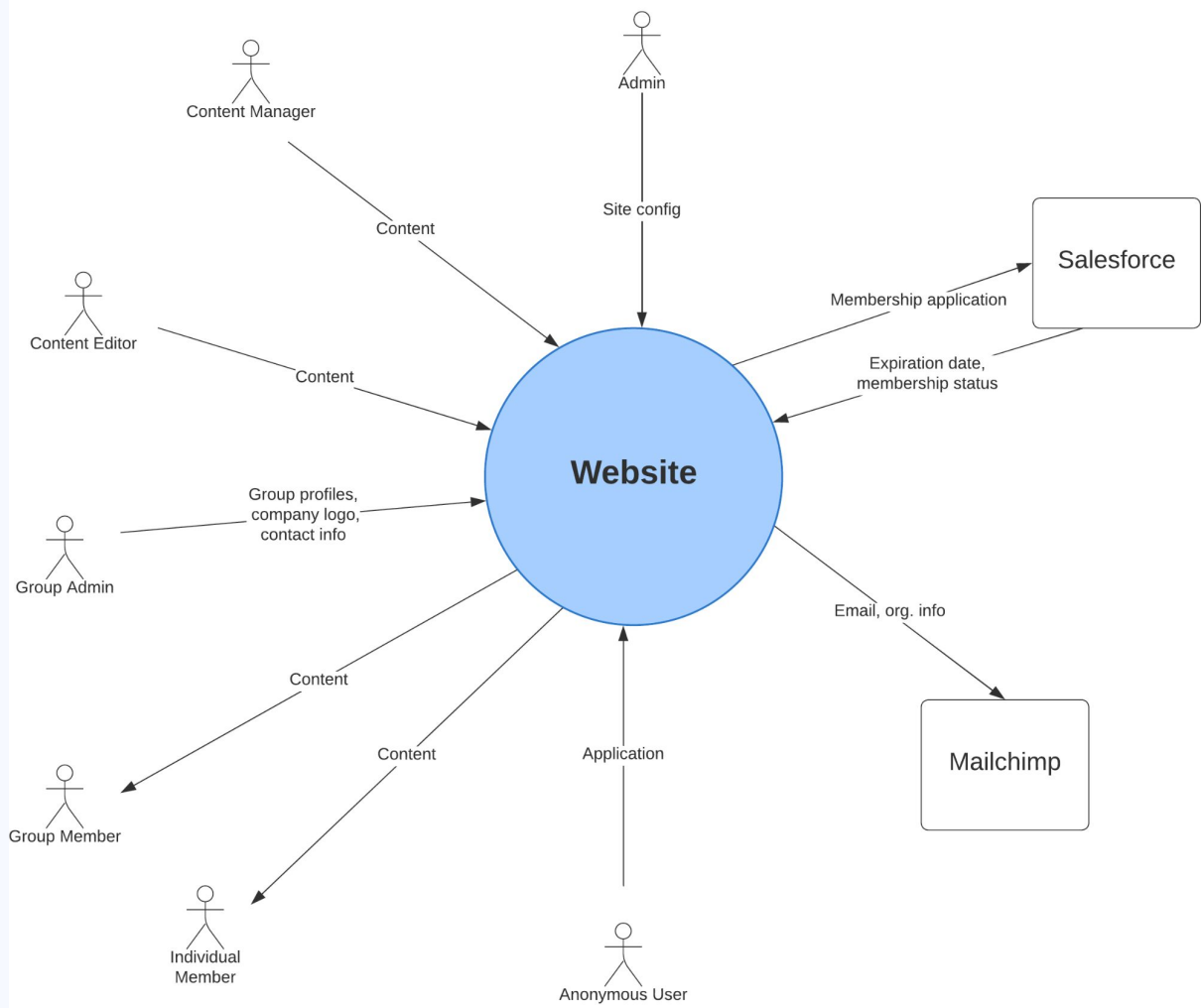


SIPOC: Example



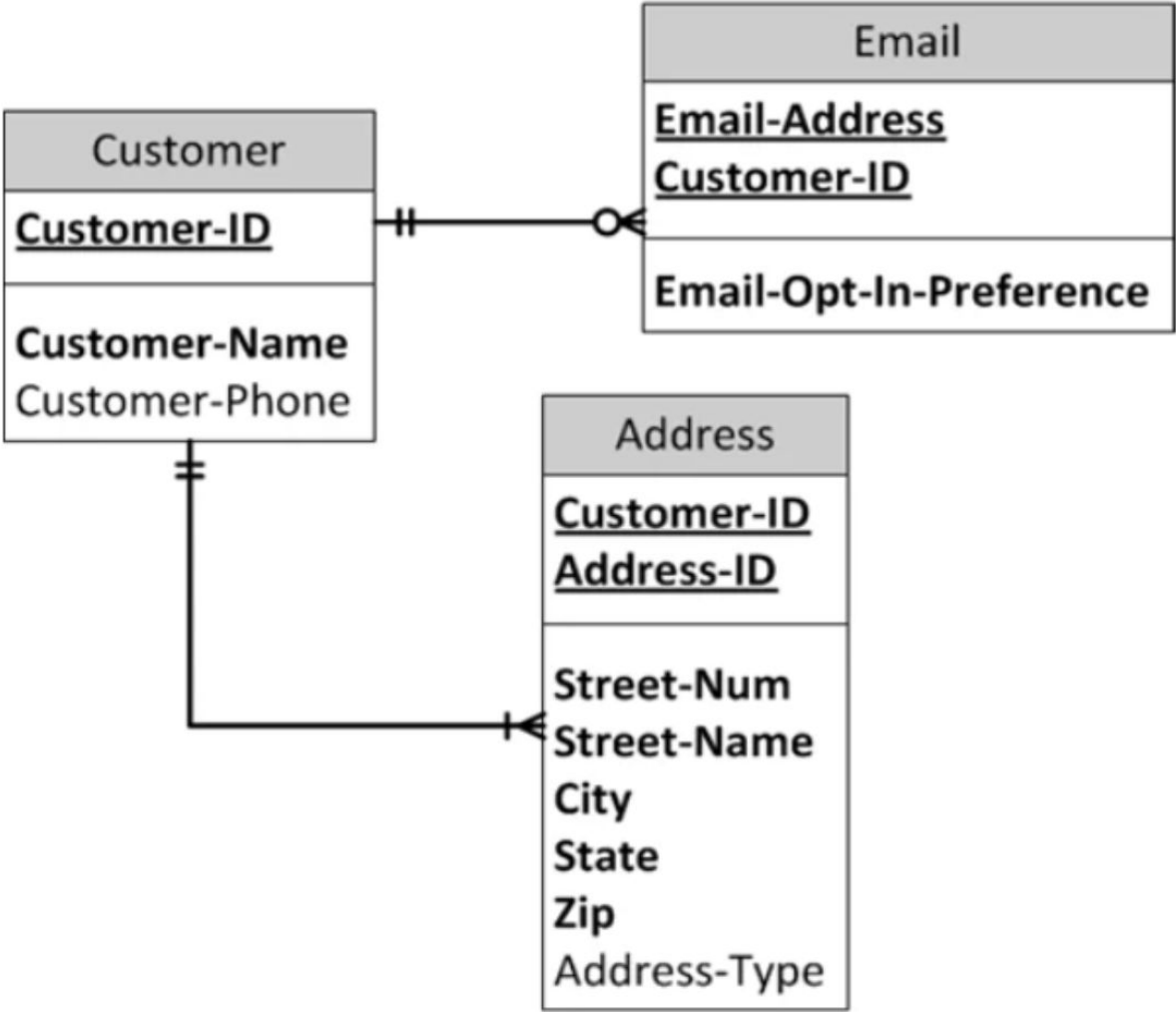


Context Dataflow

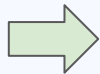
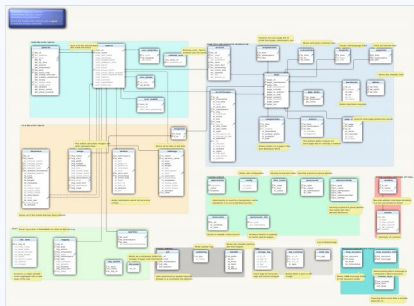




Entity Relationship Diagram

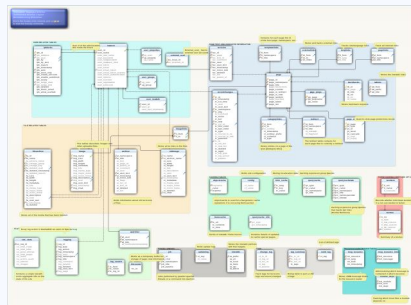


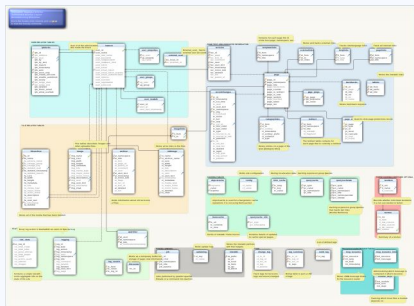
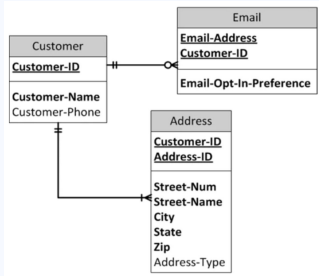




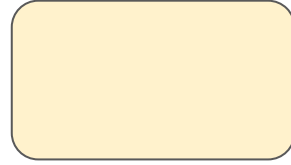
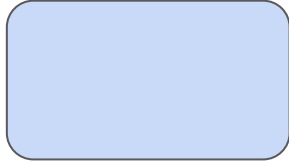


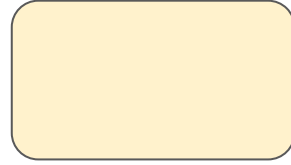
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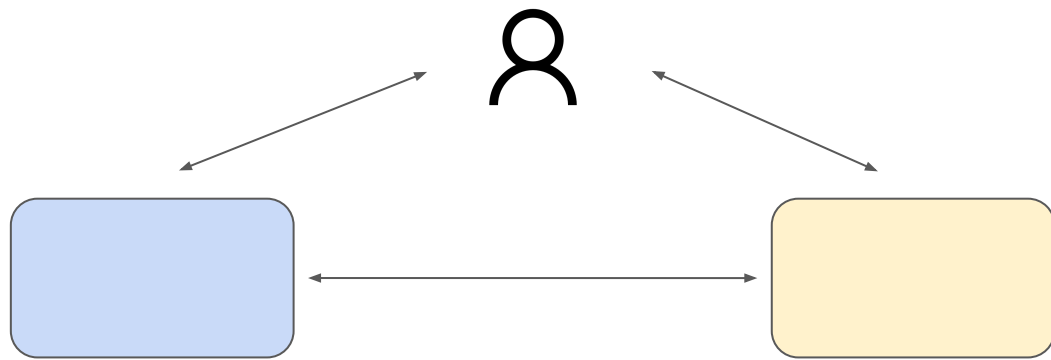


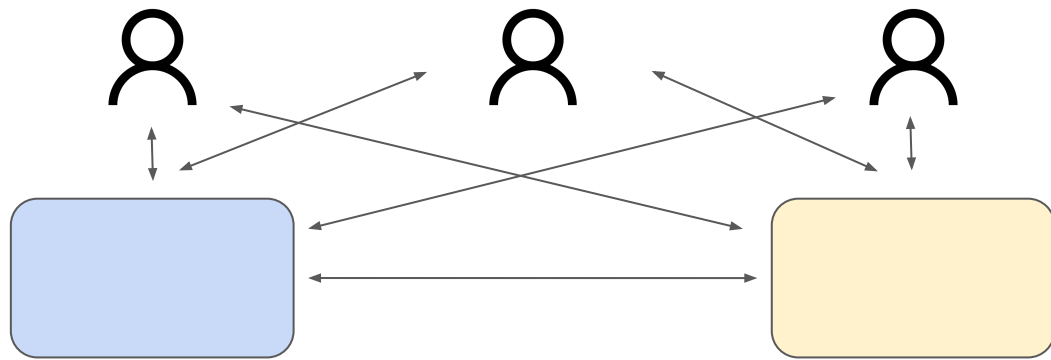


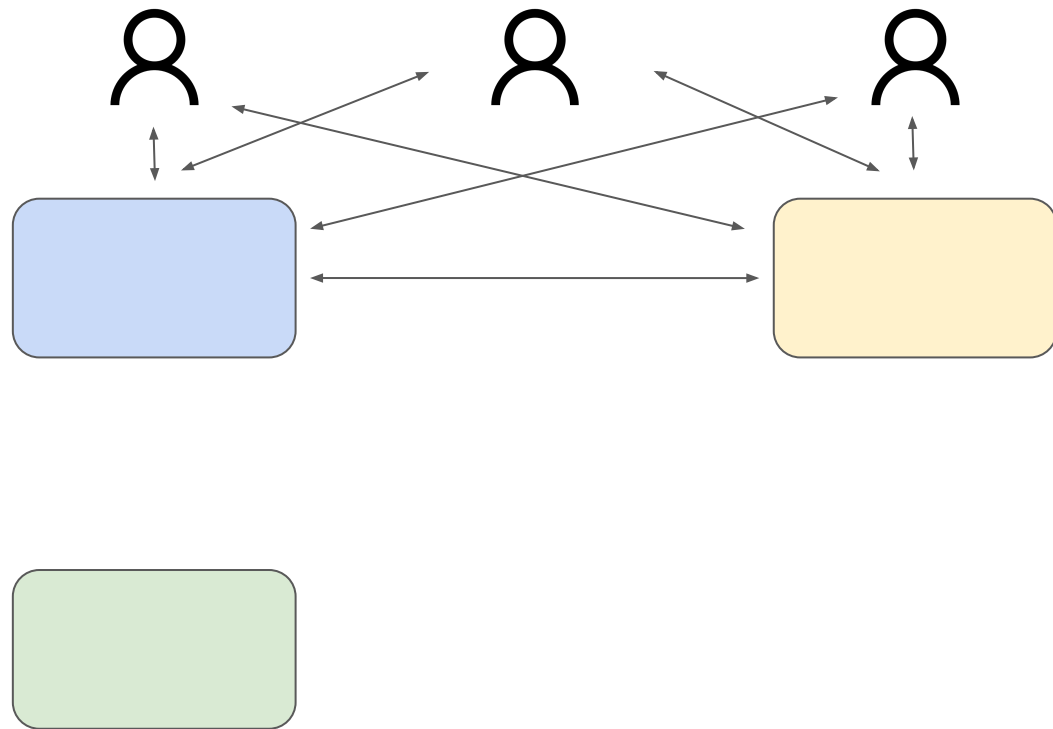


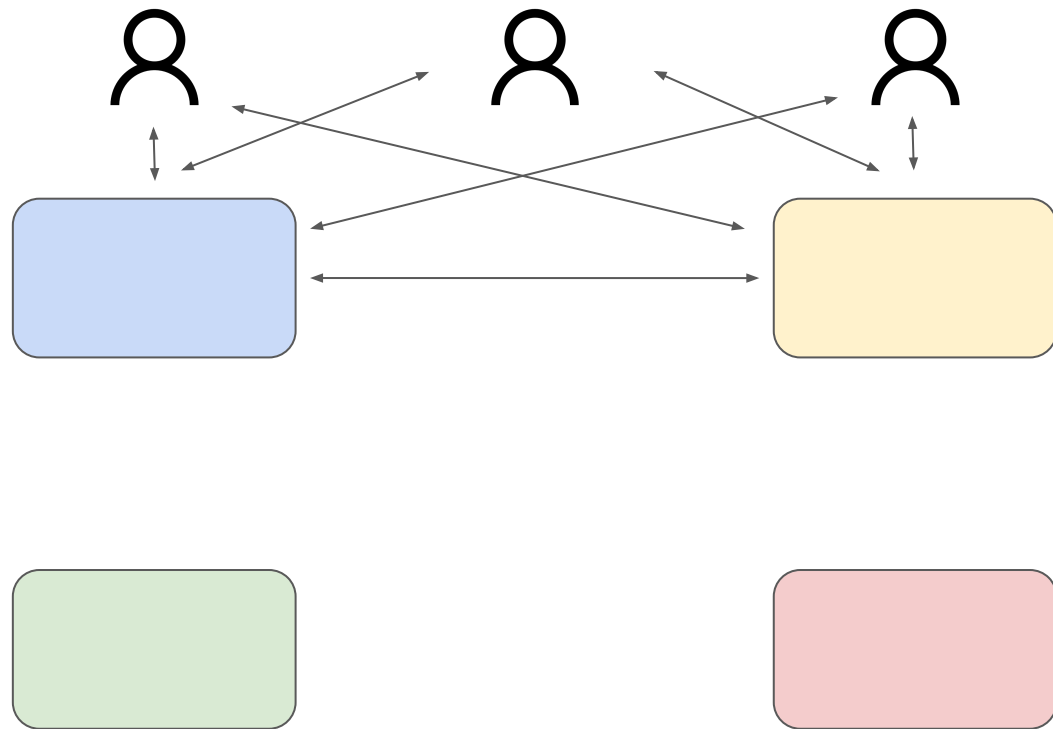


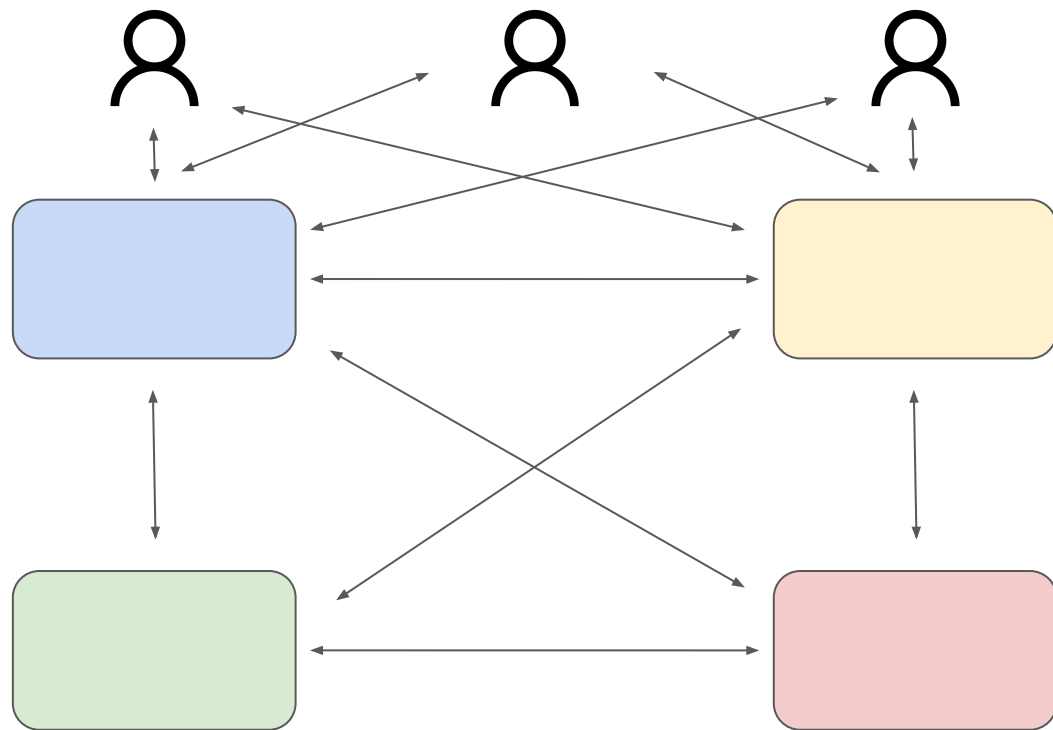


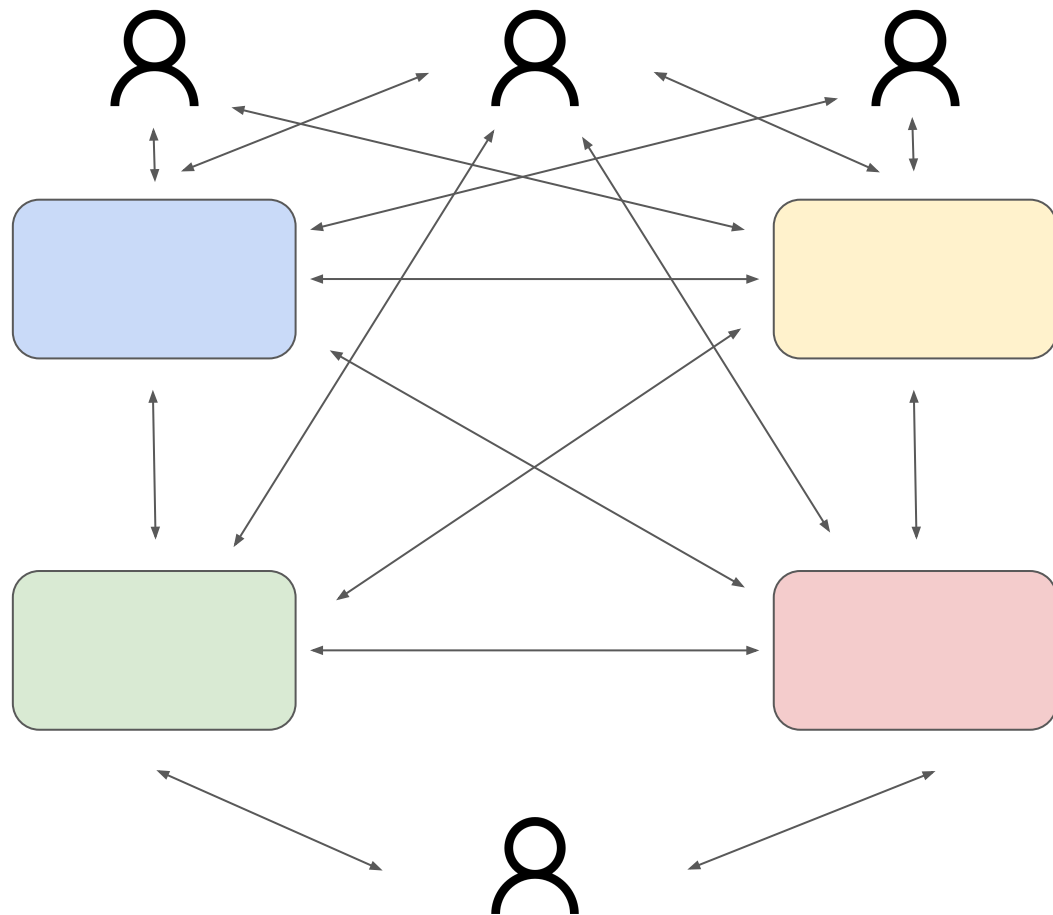


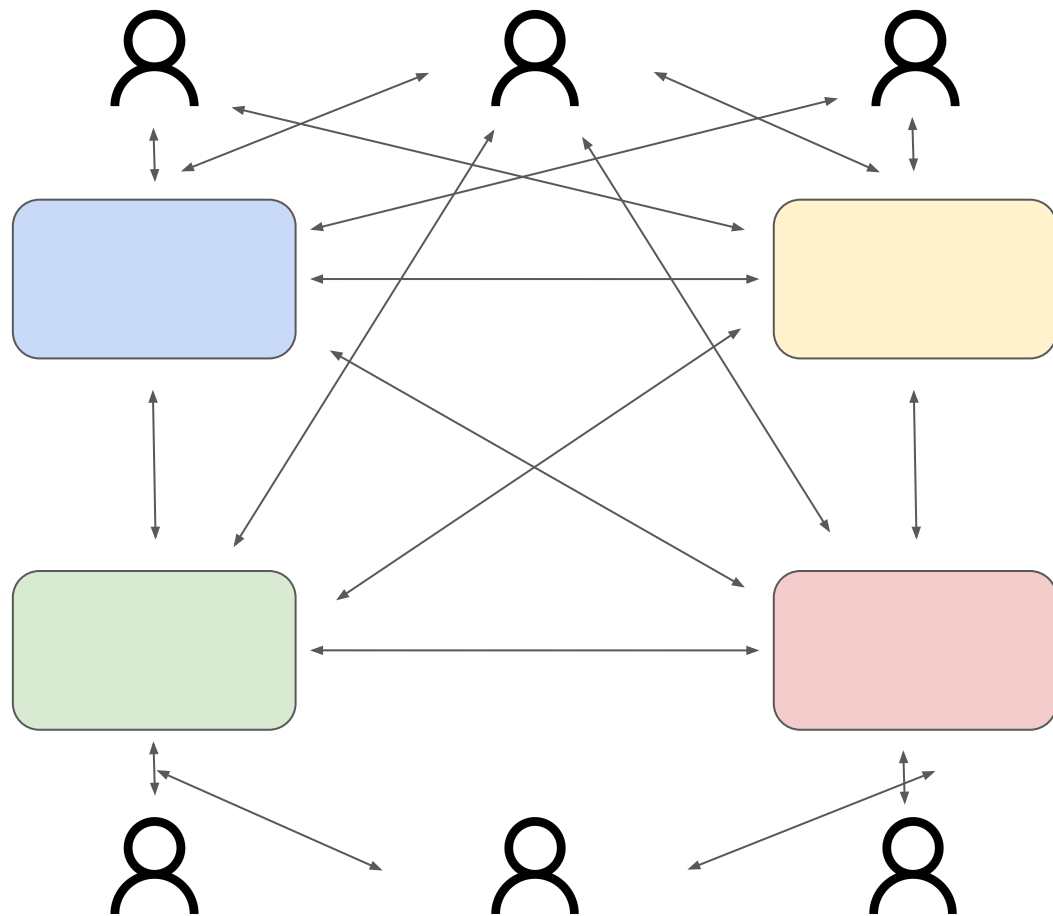












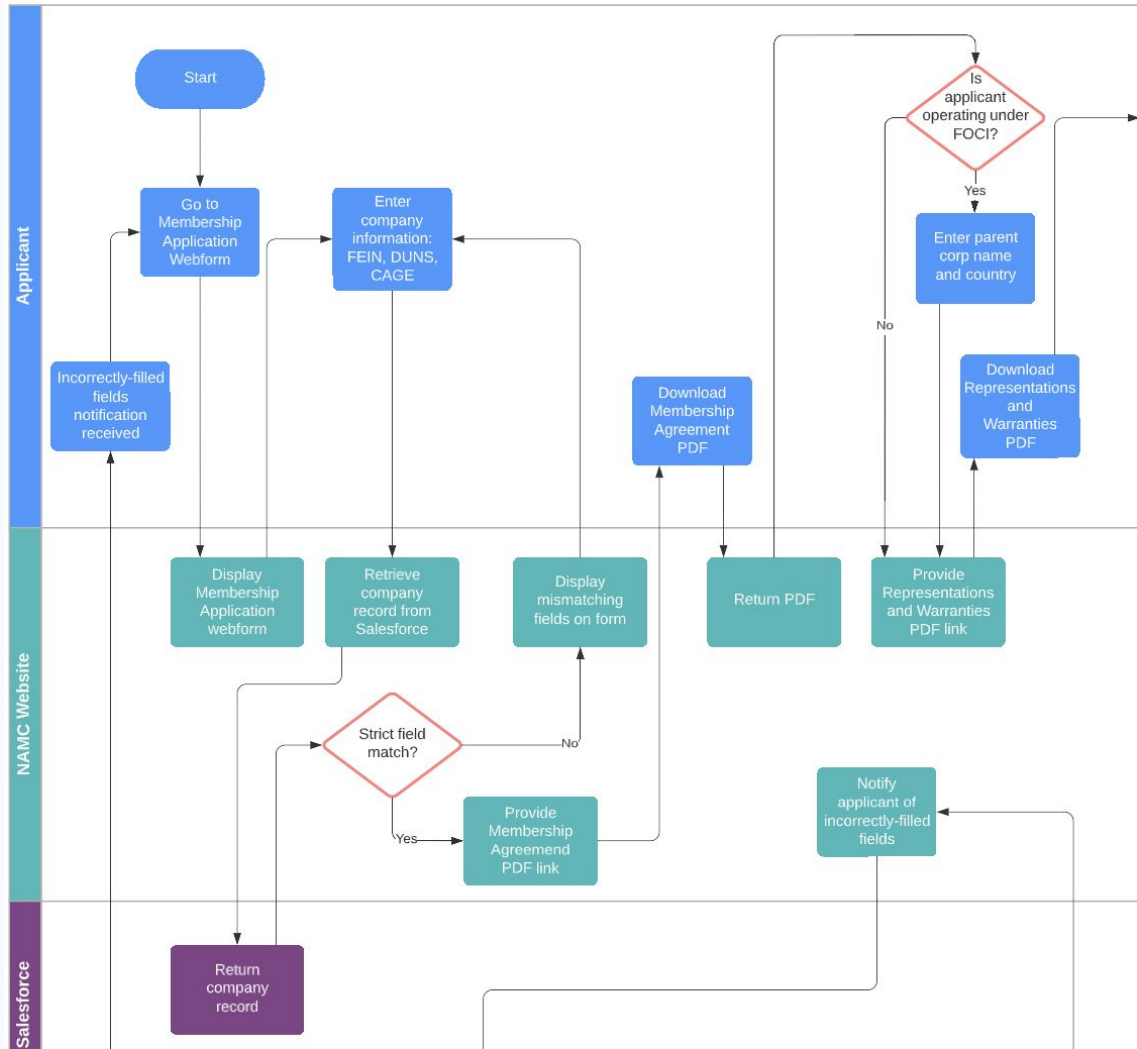








Process Flow





Functional Decomposition

- Manage content (Create, Read, Update, Display, Group on all sub-bullets here)
 - Site page (any interior or static page is an instance of a site page)
 - Site pages also include Miscellaneous content:
 - Manage content: Privacy policy
 - Manage content: Accessibility policy
 - Manage content: Contact us
 - Manage content: Letter from commissioner
 - Manage content: Leadership council
 - Manage content: Records management statement
 - Manage content: Additional State Policies links
 - Manage content: Careers at DOAS statement
 - Manage content: Who-to-call directory
 - Landing page (the home page or any division/persona page)
 - Events
 - News



Functional Decomposition

- How-To guides
 - Risk Management
 - State Purchasing
 - Fleet Management
 - Surplus Property
 - Human Resources Administration
 - DOAS Main Office
- FAQ
 - Import FAQ content from the Oracle Service Cloud Knowledge Base
- Change site language display (language translation will be handled in-browser using Google Translate)
- Media
 - Embed video
 - Images
 - Documents



Functional Decomposition

- Search
 - Search all content
 - Filter
 - Filter by division
 - Filter by type
 - Filter by how-to guides
 - Filter by documents
 - Filter by forms
 - Filter by events
 - Filter by FAQs
 - Filter by page
- Social media sharing
 - Share to Facebook
 - Share to Twitter
 - Share to LinkedIn
- Taxonomy
 - Manage vocabularies
 - Division
 - Audience
 - Tags
 - Icons
 - Resource Link
 - Manage related content
- Social media sharing
- Link out to external sites
 - Team Georgia Marketplace
 - Software tools
 - Business resources
 - Open records request
 - Oracle Service Cloud for user support
- Process online chat
 - Send and receive from Oracle Service Cloud



User Stories

"As a *<actor>* I want *<goal>* so *<business value>*"



User Stories

User Story	Priority
As an administrator, I want the option to batch upload documents so I can save time with my document uploads.	High
As a member, I want the option to batch download documents so I can save time with my document downloads.	Medium
As a government user, I want the ability to view and download department content in order to provide me with the information I need for my job function.	Low
As an administrator, I need to be able to distinguish between government users and non-government users, to maintain the confidentiality of government content.	Medium



User Stories

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	Category	As a/an																	I need
2		Anonymous User	Admin	Site Mgr	Content Mgr	Content Mgr: Risk Mgt	Content Mgr: State Purchasing	Content Mgr: Fleet Mgt	Content Mgr: Surplus Property	Content Mgr: HR Admin	Content Mgr: Team GA Resources	Content Contributor	Content Contributor: Risk Mgt	Content Contributor: State Purchasing	Content Contributor: Fleet Mgt	Content Contributor: Surplus Property	Content Contributor: HR Admin	Content Contributor: Team GA Resources	
3	Roles & Permissions		x																To be able to configure and maintain roles and permissions for all non-ad
23	Manage Content: Landing Pages	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	To view a How-To Listing page as mocked up here: https://www.figma.com/proto/n3vMZIPLVikm27Jv4udnF/DOAS-Mockups?min-zoom&page-id=0%3A1&starting-point-node-id=818%3A5285&show-
24	Manage Content: Landing Pages	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	To view a How-To Division page as mocked up here: https://www.figma.com/proto/n3vMZIPLVikm27Jv4udnF/DOAS-Mockups?min-zoom&page-id=0%3A1&starting-point-node-id=903%3A5590&show-
25	Manage Content: Events	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	To view events as in the following figma design: https://www.figma.com/proto/n3vMZIPLVikm27Jv4udnF/DOAS-Mockups?min-zoom&page-id=0%3A1&starting-point-node-id=1189%3A9076&show-



User Stories

Create a report for duplicate people



Description

As a site admin, I want to see a new report that will show me when site users have multiple profiles so that make user management more efficient by consolidating profiles.

Create a report for duplicate people. This will provide visibility when users have multiple profiles.

This can happen when someone changes their last name.

The report should contain the following fields:

- User ID
- URL link to the person's profile
- Employee ID

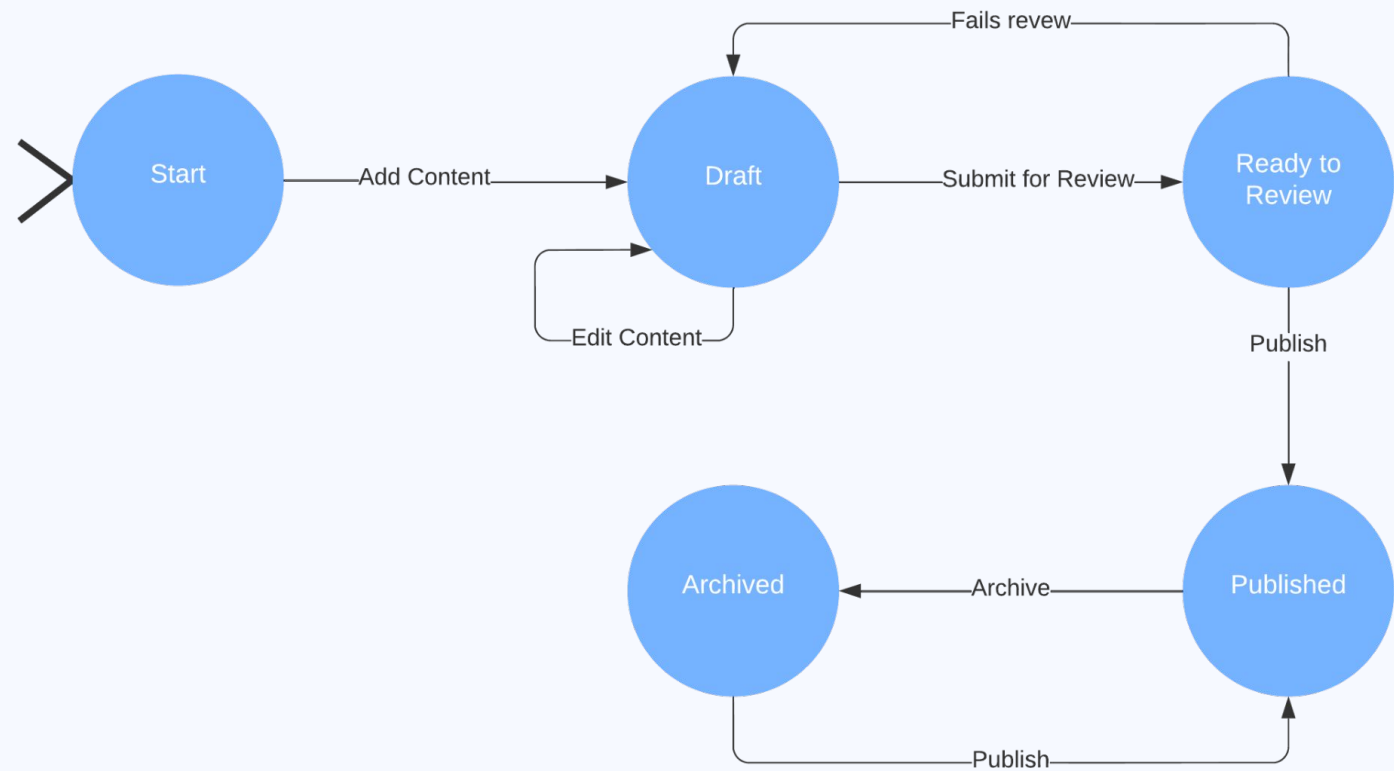


Permissions Grid

	Company Group Member	Company Group Admin	Community Group Member	Community Group Admin	Admin
View pages that belong to the company Group the logged-in user is a member of.	x	x			x
Invite new users into the company Group		x			x
Manually add a user to the company Group					x
View the list of group members in the company Group	x	x			x
View pages that belong to the community Groups the logged-in user is a member of.			x	x	x
Apply for membership to a community group	x	x			x
Manually add a user to a community					x



Editorial Workflow





	Division Staff	Comm Team Staff	Content Administrator
Add content for my own division	X	X	X
Add content for any division		X	X
Edit content for my own division	X	X	X
Edit content for any division		X	X
Submit for Review for my own division	X	X	X
Submit for Review for any division		X	X
Fails Review for my own division	X	X	X
Fails Review for any division		X	X
Publish for my own division		X	X
Publish for any division		X	X
Archive for my division		X	X
Archive for any division		X	X

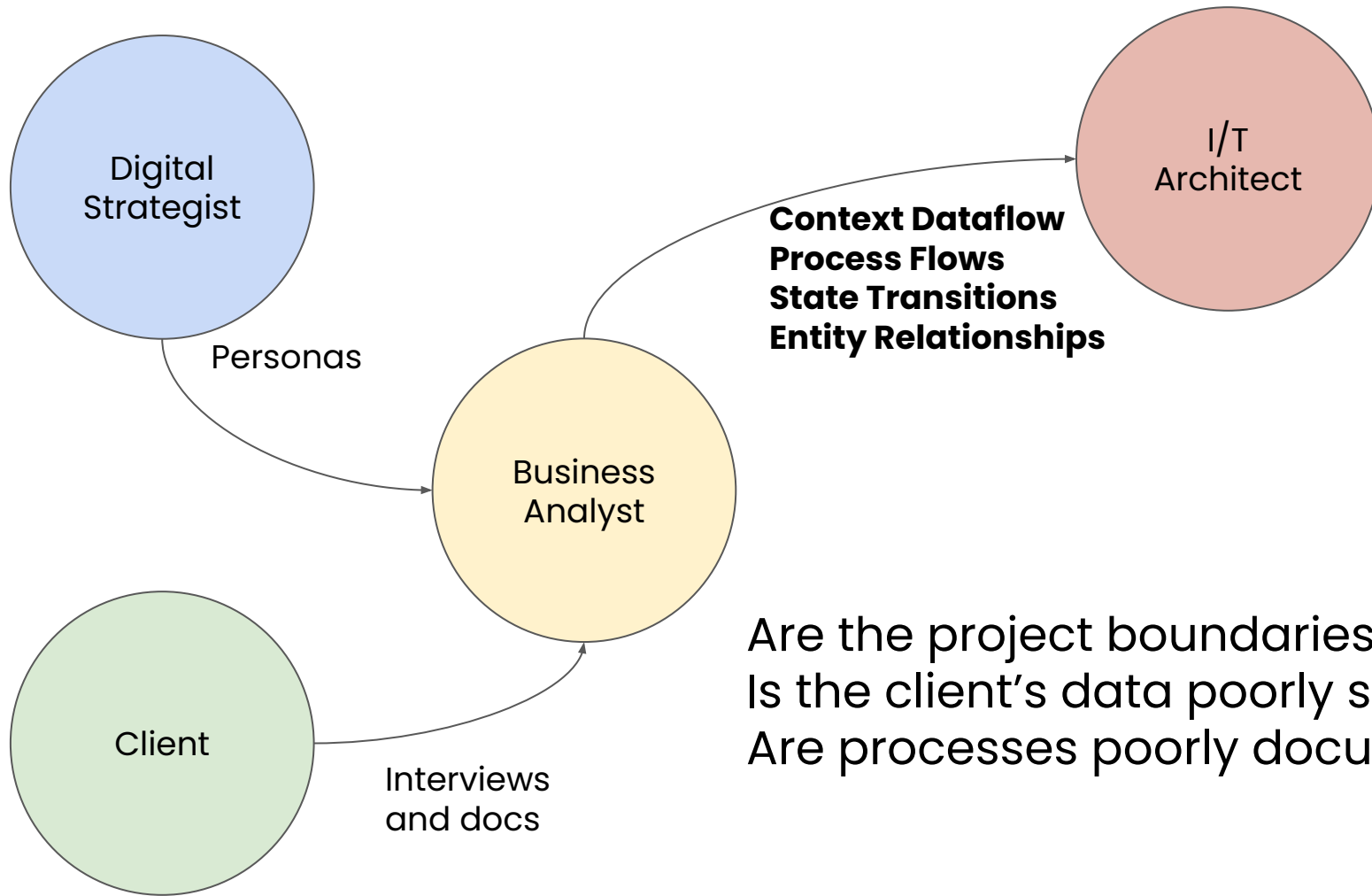


Business Rules

Conditions		Conclusion
Length of Membership	# of Video Rentals	Promotion
< 12 months	< 10	Thank-you email
< 12 months	>= 10	Thank-you email and 3 free rentals
>= 12 months	< 10	Thank-you email and 5 free rentals
>= 12 months	>= 10	Thank-you email and 10 free rentals



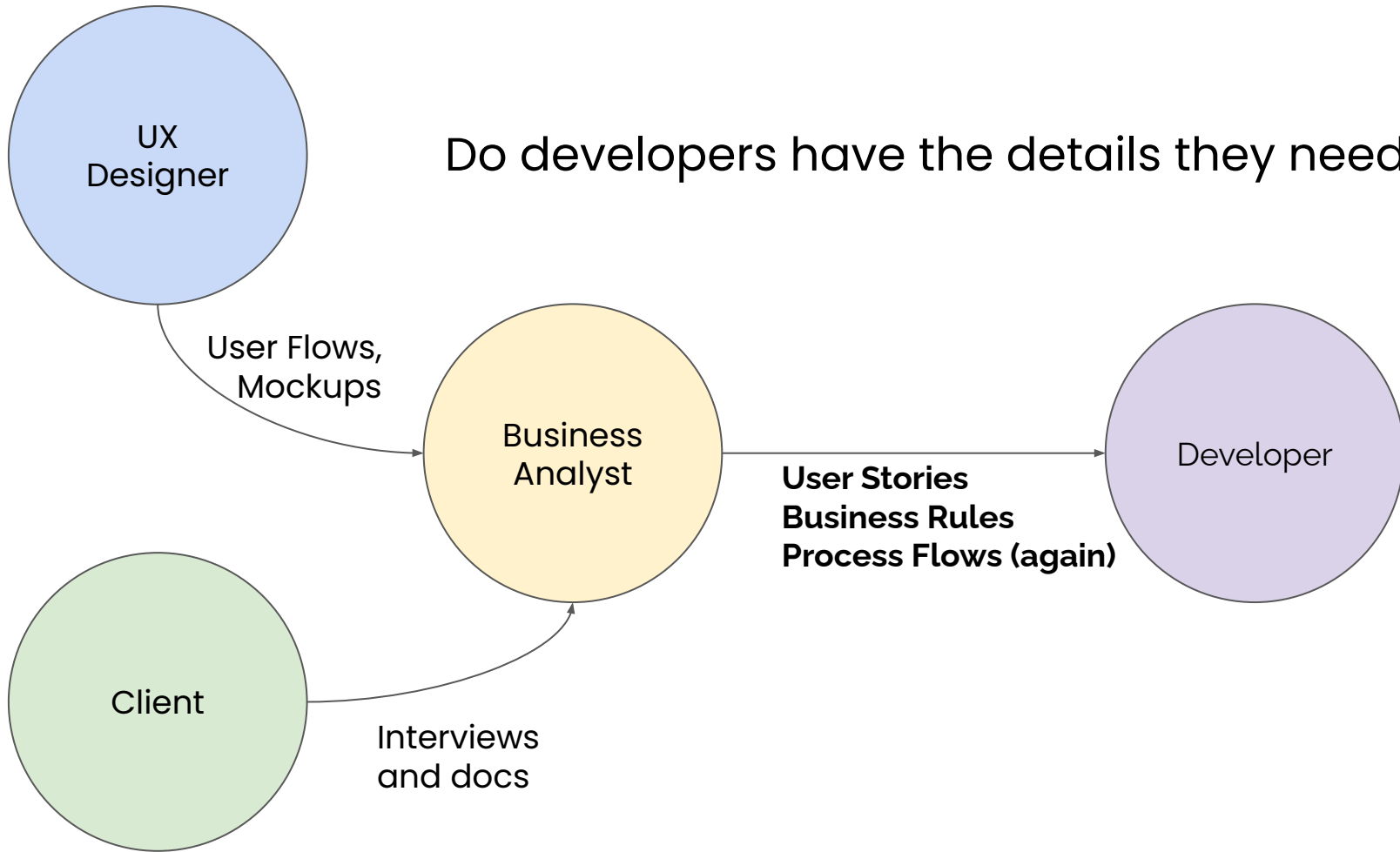
Are the project boundaries unclear?
Is the client's data poorly specified?
Are processes poorly documented?



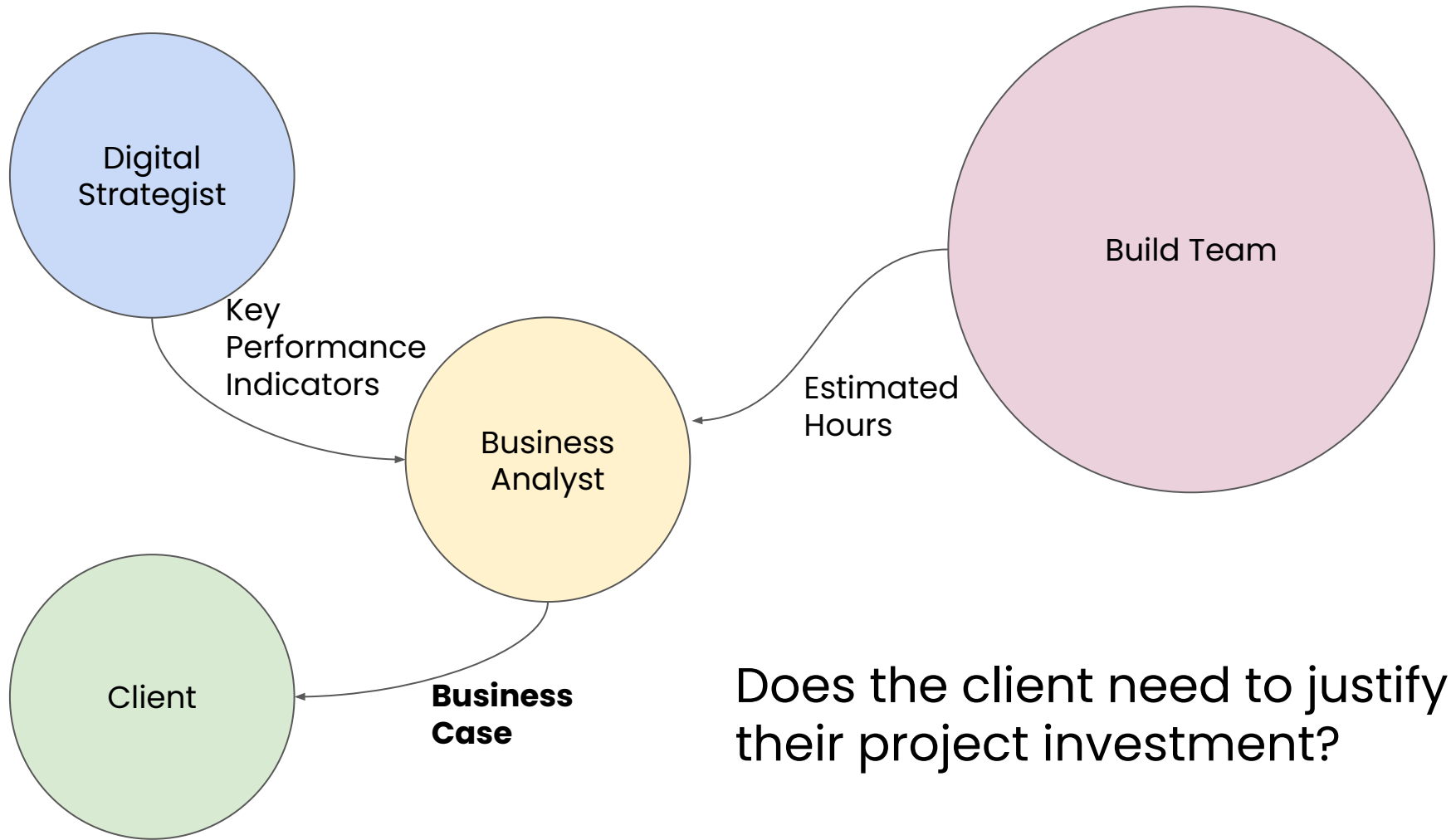
Are the project boundaries unclear?
Is the client's data poorly specified?
Are processes poorly documented?

Do developers have the details they need?

Do developers have the details they need?



Does the client need to justify
their project investment?





Thank You

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