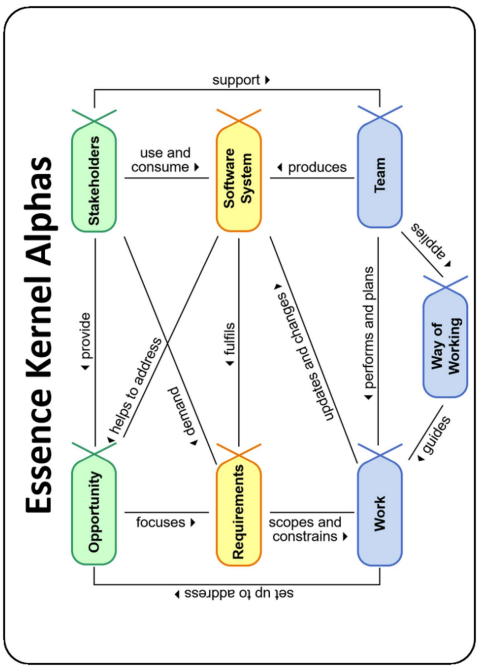

Stakeholders

The people, groups, or organizations who affect or are affected by a software system.

- Recognized
- Represented
- Involved
- In Agreement
- Satisfied for Deployment
- Satisfied in Use

Stakeholders

Recognized

- ☐ Stakeholder groups identified
- ☐ Key stakeholder groups represented
- ☐ Responsibilities defined

Stakeholders

Represented

- ☐ Responsibilities agreed
- ☐ Representatives authorized
- ☐ Collaboration approach agreed
- ☐ Way of working supported & respected

Stakeholders

Involved

- ☐ Representatives assist the team
- ☐ Timely feedback and decisions provided
- ☐ Changes promptly communicated

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Stakeholders

In Agreement

- ☐ Minimal expectations agreed
- ☐ Rep's happy with their involvement
- ☐ Rep's input valued
- ☐ Team's input valued
- ☐ Priorities clear & perspectives balanced

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Stakeholders

Satisfied for Deployment

- ☐ Stakeholder feedback provided
- ☐ System ready for deployment

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Stakeholders

Satisfied in Use

- ☐ Feedback on system use available
- ☐ System meets expectations

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Opportunity

The set of circumstances that makes it appropriate to develop or change a software system.

- Identified
- Solution Needed
- Value Established
- Viable
- Addressed
- Benefit Accrued

Opportunity

Identified

- ☐ Idea behind opportunity identified
- ☐ At least one investing stakeholder interested
- ☐ Other stakeholders identified

Opportunity

Solution Needed

- ☐ Solution identified
- ☐ Stakeholders' needs established
- ☐ Problems and root causes identified
- ☐ Need for a solution confirmed
- ☐ At least one solution proposed

Opportunity

Value Established

- ☐ Opportunity value quantified
- ☐ Solution impact understood
- ☐ System value understood
- ☐ Success criteria clear
- ☐ Outcomes clear and quantified

Opportunity

Viable

- ☐ Solution outlined
- ☐ Solution possible within constraints
- ☐ Risks acceptable & manageable
- ☐ Solution profitable
- ☐ Reasons to develop solution understood
- ☐ Pursuit viable

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Opportunity

Addressed

- ☐ Opportunity addressed
- ☐ Solution worth deploying
- ☐ Stakeholders satisfied

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Opportunity

Benefit Accrued

- ☐ Solution accrues benefits
- ☐ ROI acceptable

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Requirements

What the software system must do to address the opportunity and satisfy the stakeholders.

- Conceived
- Bounded
- Coherent
- Acceptable
- Addressed
- Fulfilled

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Requirements

Conceived

- ☐ Stakeholders agree system is to be produced
- ☐ Users identified
- ☐ Funding stakeholders identified
- ☐ Opportunity clear

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Requirements

Bounded

- ☐ Development stakeholders identified
- ☐ System purpose agreed
- ☐ System success clear
- ☐ Shared solution understanding exists
- ☐ Requirement's format agreed
- ☐ Requirements management in place
- ☐ Prioritization scheme clear
- ☐ Constraints identified & considered
- ☐ Assumptions clear

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Requirements

Coherent

- ☐ Requirements shared
- ☐ Requirements' origin clear
- ☐ Rationale clear
- ☐ Conflicts addressed
- ☐ Essential characteristics clear
- ☐ Key usage scenarios explained
- ☐ Priorities clear
- ☐ Impact understood
- ☐ Team knows & agrees on what to deliver

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Requirements

Acceptable

- ☐ Acceptable solution described
- ☐ Change under control
- ☐ Value to be realized clear
- ☐ Clear how opportunity addressed
- ☐ Testable

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Requirements

Addressed

- ☐ Enough addressed to be acceptable
- ☐ Requirements and system match
- ☐ Value realized clear
- ☐ System worth making operational

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Requirements

Fulfilled

- ☐ Stakeholders accept requirements
- ☐ No hindering requirements
- ☐ Requirements fully satisfied

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Software System

A system made up of software, hardware, and data that provides its primary value by the execution of the software.

- Architecture Selected
- Demonstrable
- Usable
- Ready
- Operational
- Retired

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Software System

Architecture Selected

- ☐ Architecture selection criteria agreed
- ☐ HW platforms identified
- ☐ Technologies selected
- ☐ System boundary known
- ☐ Decisions on system organization made
- ☐ Buy, build, reuse decisions made
- ☐ Key technical risks agreed to

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Software System

Demonstrable

- ☐ Key architectural characteristics demonstrated
- ☐ System exercised & performance measured
- ☐ Critical HW configurations demonstrated
- ☐ Critical interfaces demonstrated
- ☐ Integration with environment demonstrated
- ☐ Architecture accepted as fit-for-purpose

Software System

Usable

- ☐ System can be operated
- ☐ System functionality tested
- ☐ System performance acceptable
- ☐ Defect levels acceptable
- ☐ System fully documented
- ☐ Release content known
- ☐ Added value clear

Software System

Ready

- ☐ User documentation available
- ☐ System accepted as fit-for-purpose
- ☐ Stakeholders want the system
- ☐ Operational support in place

Software System

Operational

- ☐ System available for use
- ☐ System live
- ☐ Agreed service levels supported

Software System

Retired

- ☐ Replaced or discontinued
- ☐ No longer supported
- ☐ No authorized users
- ☐ Updates stopped

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Team

A group of people actively engaged in the development, maintenance, delivery or support of a specific software system.

- Seeded
- Formed
- Collaborating
- Performing
- Adjourned

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Team

Seeded

- ☐ Mission defined
- ☐ Constraints known and defined
- ☐ Growth mechanisms in place
- ☐ Composition defined
- ☐ Responsibilities outlined
- ☐ Required commitment level clear
- ☐ Required competencies identified
- ☐ Size determined
- ☐ Governance rules defined
- ☐ Leadership model selected

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Team

Formed

- ☐ Enough members recruited
- ☐ Roles understood
- ☐ How to work understood
- ☐ Members introduced
- ☐ Individual responsibilities accepted and aligned to competencies
- ☐ Members accepting work
- ☐ External collaborators identified
- ☐ Communication mechanisms defined
- ☐ Members commit to team

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Team

Collaborating

- ☐ Works as one unit
- ☐ Communication open and honest
- ☐ Focused on mission
- ☐ Members know each other

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Team

Performing

- ☐ Consistently meeting commitments
- ☐ Continuously adapting to change
- ☐ Addresses problems
- ☐ Rework and backtracking minimized
- ☐ Waste continuously eliminated

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Team

Adjourned

- ☐ Responsibilities fulfilled
- ☐ Members available to other teams
- ☐ Mission concluded

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Work

Activity involving mental or physical effort done in order to achieve a result.

- Initiated
- Prepared
- Started
- Under Control
- Concluded
- Closed

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Work

Initiated

- ☐ Required result clear
- ☐ Constraints clear
- ☐ Funding stakeholders known
- ☐ Initiator identified
- ☐ Accepting stakeholders known
- ☐ Source of funding clear
- ☐ Priority clear

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Work

Prepared

- ☐ Commitment made
- ☐ Cost and effort estimated
- ☐ Resource availability understood
- ☐ Risk exposure understood
- ☐ Acceptance criteria established
- ☐ Sufficiently broken down to start
- ☐ Tasks identified and prioritized
- ☐ Credible plan in place
- ☐ Funding in place
- ☐ At least one team member ready
- ☐ Integration points defined

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Work

Started

- ☐ Development started
- ☐ Progress monitored
- ☐ Definition of done in place
- ☐ Tasks being progressed

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Work

Under Control

- ☐ Tasks being completed
- ☐ Unplanned work under control
- ☐ Risks under control
- ☐ Estimates revised to reflect performance
- ☐ Progress measured
- ☐ Re-work under control
- ☐ Commitments consistently met

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Work

Concluded

- ☐ Only admin tasks left
- ☐ Results achieved
- ☐ Resulting system accepted

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Work

Closed

- ☐ Lessons learned
- ☐ Metrics available
- ☐ Everything archived
- ☐ Budget reconciled & closed
- ☐ Team released
- ☐ No outstanding, uncompleted tasks

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Way of Working

The tailored set of practices and tools used by a team to guide and support their work.

- Principles Established
- Foundation Established
- In Use
- In Place
- Working Well
- Retired

Way of Working

Principles Established

- ☐ Team actively support principles
- ☐ Stakeholders agree with principles
- ☐ Tool needs agreed
- ☐ Approach recommended
- ☐ Operational context understood
- ☐ Practice & tool constraints known

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Way of Working

Foundation Established

- ☐ Key practices & tools selected
- ☐ Practices needed to start work agreed
- ☐ Non-negotiable practices & tools identified
- ☐ Gaps between available and needed way of working understood
- ☐ Gaps in capability understood
- ☐ Integrated way of working available

Way of Working

In Use

- ☐ Practices & tools in use
- ☐ Regularly inspected
- ☐ Adapted to context
- ☐ Supported by team
- ☐ Feedback mechanisms in place
- ☐ Practices & tools support collaboration

Way of Working

In Place

- ☐ Used by whole team
- ☐ Accessible to whole team
- ☐ Inspected and adapted by whole team

Way of Working

Working Well

- ☐ Predictable progress being made
- ☐ Practices naturally applied
- ☐ Tools naturally support way-of-working
- ☐ Continually tuned

Way of Working

Retired

- ☐ No longer in use
- ☐ Lessons learned shared

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Resources

- Essence Standard (OMG), refer to http://www.omg.org/spec/Essence/1.1/
- The Essence of Software Engineering: Applying the SEMAT Kernel, by Ivar Jacobson, Pan-Wei Ng, Paul E. McMahon, Ian Spence and Svante Lidman, Addison-Wesley 2013.

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