# Continuous Acceptance

Management using Continuous Acceptance.
*By Bart de Best*

Context:
This example is taken from practice. The organisation in question wants to prevent surprises in the new service provision to be contracted out by creating a powerful steering tool. This steering tool should make it possible to maintain strict control by guaranteeing the control option in the tender.

Challenge:
The requirements drawn up looked impressive, but it was not clear whether they were complete and whether they covered the load needed to manage them. There was uncertainty as to whether important aspects had been missed.

Solution:
The solution to this challenge is found in the concept of Continuous Acceptance. This blog discusses this approach through the following steps:

1. Value stream definition
2. Information building blocks definition
3. Classification
4. Risk session
5. Behavior Driven Development

## *1. Value stream definition*

For the programs of requirements (PVEs) in scope, it is first determined which parts of the organisation they concern. The value streams per PVE have been determined based on interviews. The value streams are defined in steps. Each step is a use case that includes business activities as shown in Figure 1.

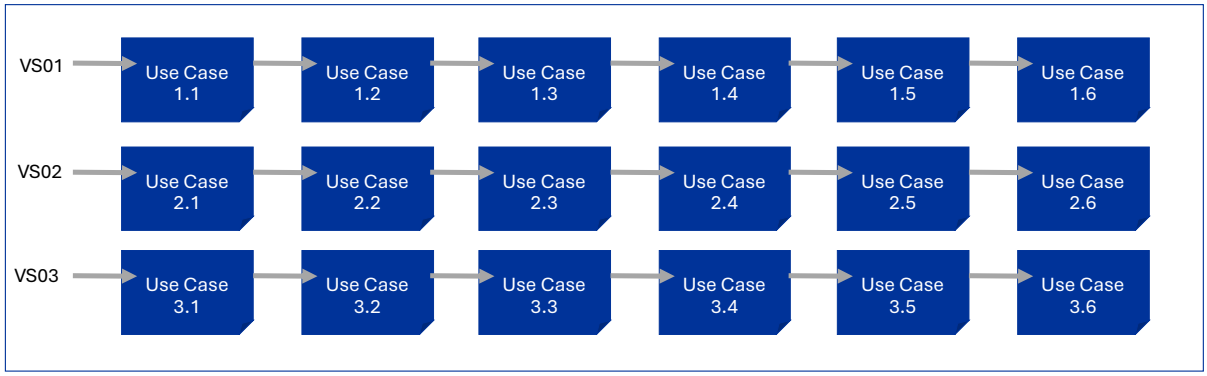



Figure 1. Value stream VS01, VS02, VS03.

## 2. *Information building block plates*

During the interviews to plot the value streams, the information systems mentioned were written down and mapped by an architect. To this end, the architect has created a building block sheet for each information system. A building block plate shows the decomposition of the information provision. The building blocks sheet is confronted with the business value streams by identifying per use case which building blocks are needed to carry out the work.

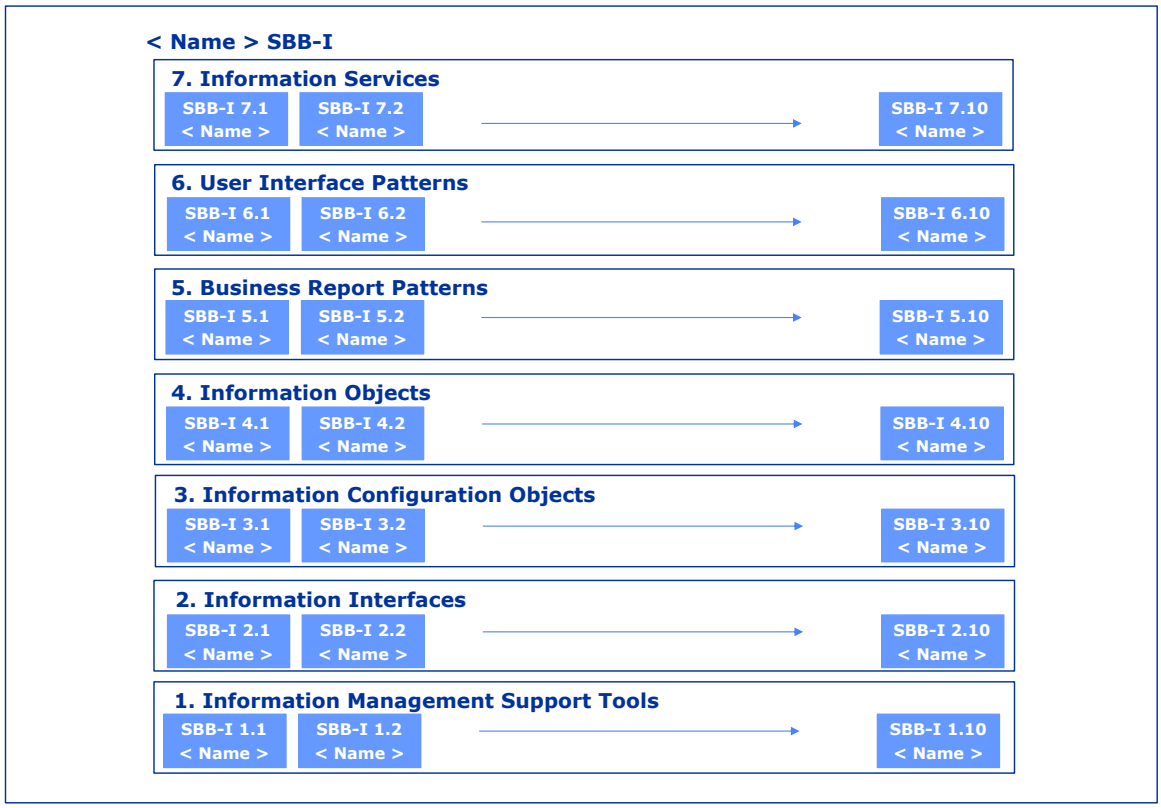
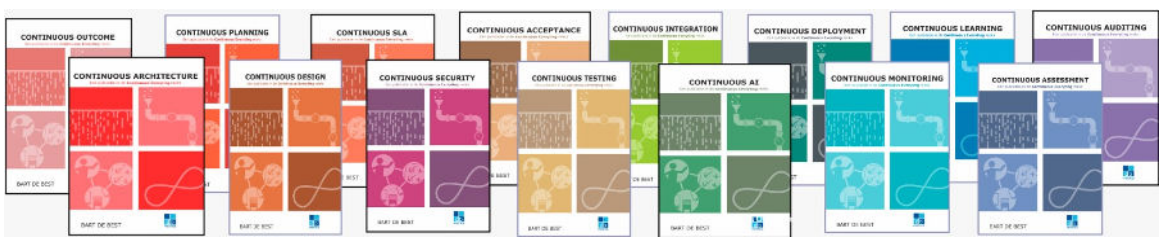



Figure 2. Information building block plate.

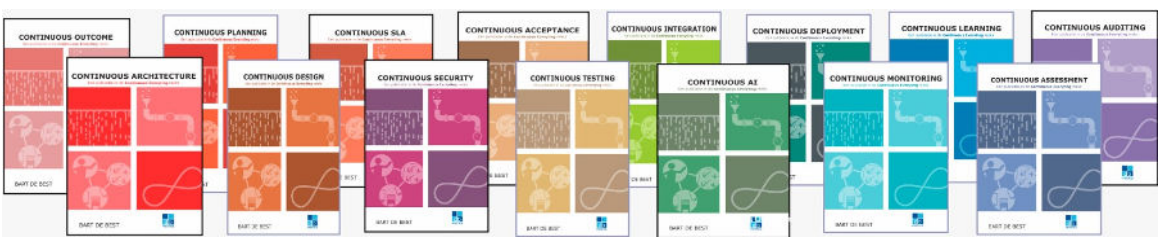
## 3. *Classification*

Each program of requirements was then translated into a new structure. This was done by creating an MS Workbook per program of requirements. In each MS workbook a spreadsheet has been created for each related value stream. The requirements are mapped to the value stream. Within each spreadsheet, the requirements are further classified according to the relevant use case and information building block.

By counting the requirements involved for each value stream and use case, a picture has emerged where there are gaps (no requirements on a use case) and where a



disproportionate number of requirements have been defined (high peaks and valleys in the number of requirements per use case).



This disproportionality can be fine for complex steps in the execution of the work, but it can also be a coincidence because a subject matter expert has drawn up unnecessary requirements in relation to the rest of the use cases. Also, a low number of 1 or 2 requirements can indicate a lack of detailing of requirements. The same has been done for the information building blocks. Similar conclusions can also be drawn here.

Finally, we looked at why requirements could not be mapped onto the value stream and building blocks. Most remaining requirements indicated a defect in the value stream or building block plate, which were subsequently adjusted. Finally, the last remaining requirements have been assigned to an entire value stream or entire building block layer or the entire building block plate.

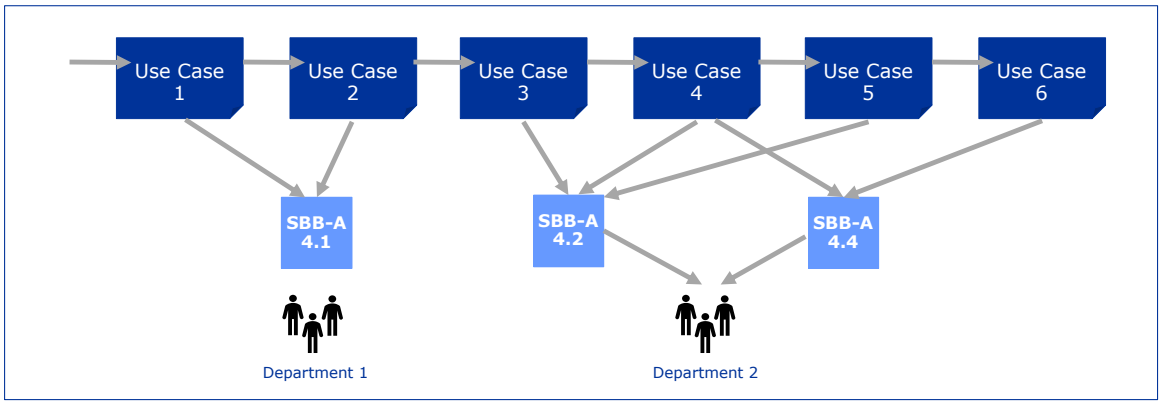



Figure 2, Value stream / information mapping.

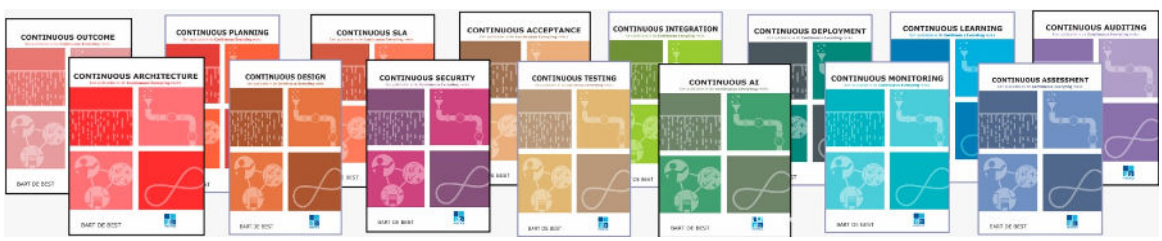
### 4. *Risico session*

Based on the value stream sheet and the building block sheet, a risk session was convened to predict where the risks of production problems lie after the tender. The high risks are indicated in the building block plate as red building blocks. The medium as yellow building blocks and the rest as green building blocks. The countermeasures for the risks are then included as requirements in the PVE MS Workbooks.

### 5. *Behavior Driven Development (BDD)*

Finally, all requirements have been rewritten in the BDD format to define behavior in addition to functionality.

The BDD format is defined as follows:
*GIVEN* a pre-condition
*WHEN* trigger
*THEN* action



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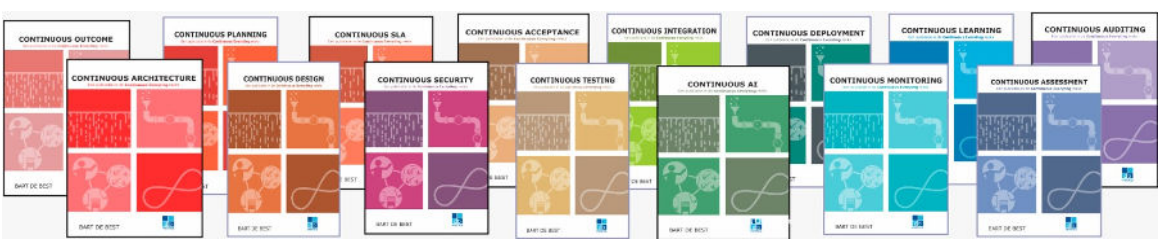


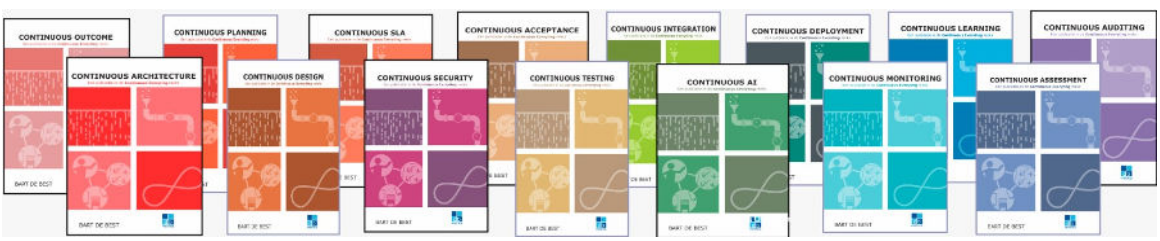
For example:
Old format requirement:
I want to be able to get a report on my turnover.

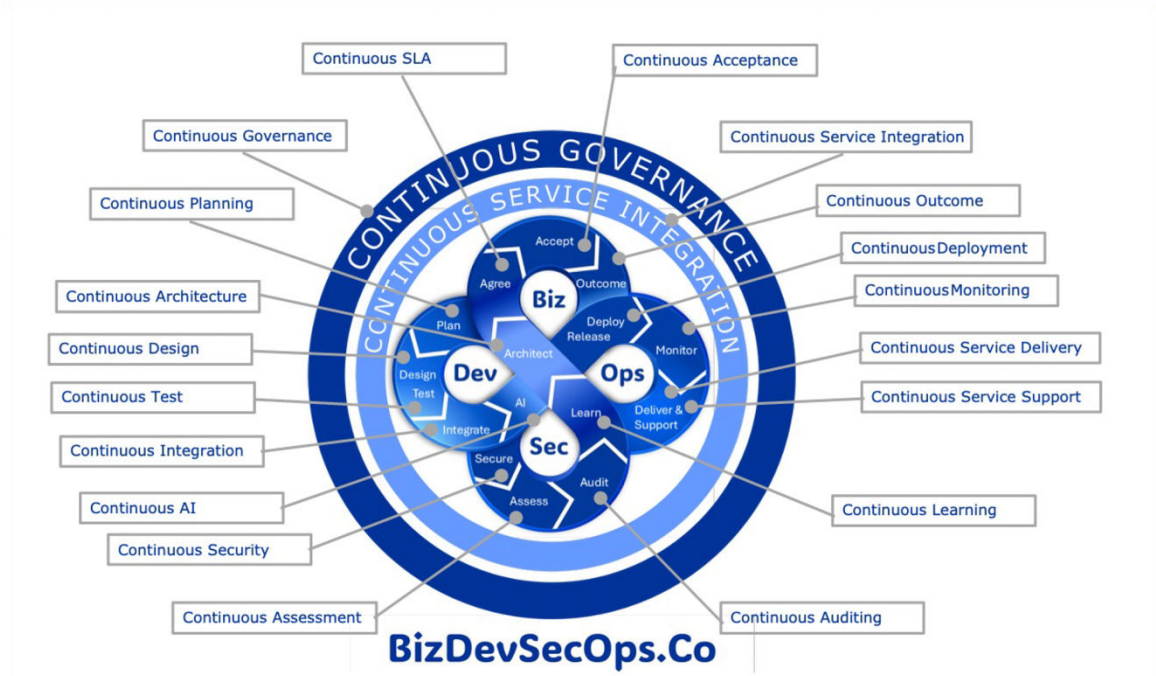
New format requirement:
GIVEN the fact that all transactions have been posted
AND a report is available on turnover
WHEN I select the reporting month
AND choose the product category
THEN I get an online report
AND I get the option to export this in a PDF format

This interpretation showed that the user had to think much more carefully about what the question actually is. The example shows that it concerns a period that can be chosen. There also appear to be more turnover reporting needs, namely per product category. The need to be able to export this as a PDF has also been added.

This application offers the possibility of Continuous Acceptance because the requirements in the PVE can be used in both the award and acceptance of changes in the production phase. To this end, new requirements can be added or tightened based on change requests. Changes in the value stream can also be assessed for consequences on the PVE.

The tenderers involved provided feedback that they had never seen such a concrete request and were pleased to be able to participate in the tender, which was a nice compliment for the tender team.



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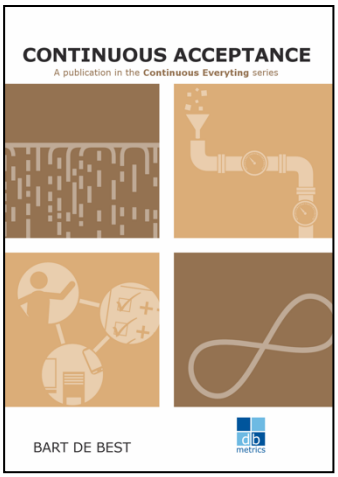


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