



“Harmonic helped to develop and embed new and flexible ways of working”

Incremental URD/SRD Development

The adoption of a Continuous Assessment Phase on a major communications programme presented the Requirements Manager in a MoD IPT with a number of new challenges:

These challenges included:

- The need to maintain three URDs and three SRDs through life
- The need to establish clear baselines for each CR (Capability Release), and maintain coherence between them
- The impact of respecting the ‘as-built’ aspects of the system whilst continuing to adhere to best practise for URD/SRD development
- Supporting the surge of effort required to deliver each release of documentation without losing hard earned background experience

These issues had to be addressed whilst delivering documentation to meet the timescales for Initial and Main Gates, and in the face of continual last minute inputs from stakeholders.

The MoD selected Harmonic under competitive tender, based on our systems engineering expertise and domain specific knowledge, to help develop and embed new and flexible ways of working and to support gate review submissions.

Enabling Through Life Capability Delivery

The significant programme pressures meant that a pragmatic and focused approach was necessary if 'fit for purpose' documentation was to be available for gate review. A three stage approach was adopted:

- **Baseline Existing Document Set.** Existing URDs/SRDs were in need of review with more than 100 duplicated requirements being removed and URD to SRD linkage validated and repaired where necessary. Structural changes to the SRD agreed between the MoD and prime contractor were also embedded.
- **Developing Through Life Requirements Sets.** Requirements were then categorised into those relating to the current requirements baseline, and those relating to incremental improvements. A new approach was developed to enable 'delta' specifications to be produced for these improvements, and for future releases. The concept of a through life requirements set took shape to accommodate the management of continual changes whilst ensuring a clear set of requirements for each increment.
- **Specification of Detailed Improvements.** The final issue to be addressed was the need to specify detailed improvements that ordinarily would not form part of an SRD. This was achieved by introducing a special section within the SRD that would cover these aspects, and could be easily removed at the next increment. All the detailed changes were linked to high level SRD requirements and/or URD requirements to demonstrate that they were fully justified and did not represent 'gold plating'. Ultimately there were more than 100 requirements managed in this way.

Throughout the work, Harmonic provided strategic advice to the IPT, at the same time as delivering documentation to meet the programme deadlines. In addition Harmonic supported the Requirements Working Groups needed to endorse the URDs and SRDs. At the end of the contract Harmonic made available a service based approach for URD/SRD maintenance providing continued access to Harmonic expertise and the flexibility to cost effectively satisfy surge demand for support.

The Benefits

- New ways of working were developed enabling the IPT to more effectively provide through life capability delivery
- Removal of non value-adding activities leading to a more efficient and effective delivery of requirements, clearly focused on meeting customer/user needs
- Experienced and innovative staff delivered value from day one of the contract

For more information about how Harmonic can assist across the programme lifestyle contact: Harmonic Limited, The Hatchery, Eaglewood Park, Ilminster, Somerset TA19 9DQ Tel: 01460 256 500 Email: enquiries@harmonicltd.co.uk www.harmonic.co.uk