



End to End Requirements for Veterans Affairs

Applying a rigorous and sustainable approach to End to End Requirements Methodology (E2ERM) provided the Agency with a long-term roadmap for systems modernization.

Tracing Lifecycle Requirements Across the Department of Veterans Affairs

The Department of Veterans Affairs (VA) determined that it needed a comprehensive framework for identifying, decomposing, and monitoring requirements from the point these are identified in the Department's strategic planning process to the successful delivery of products and services to the veteran, and in particular implementation of the Veterans Choice Act (VCA).

RG was chosen to implement the End-to-End Requirements Methodology (E2ERM), a concept unique to VA, which sets the policy, processes, and governance to ensure clear requirements traceability from strategy to implementation. The E2ERM comprised of doctrine, definitions, components, principles, and attributes designed to adapt to material and non-material initiatives across the entire organization.

RG applied the LINKProcess™ methodology to develop a requirements management processes for VA. These processes defined a repeatable and controlled requirement elicitation and management capability that the team tracked in a commercial-off-the-shelf (COTS) collaboration software tailored to the VA's specific needs.

Part of designing and implementing E2ERM required updating requirement progress monitoring across the VA portfolio, and specifically for the large systems modernization projects that were required to comply with the VCA. This was achieved by using six measurable outcomes: Visibility, Integration, Traceability, Control, Preservation, and Reuse. Each requirement had a scorecard that monitored the inclusion and satisfaction of each of these outcomes.

RG collaborated with stakeholders to storyboard and develop a standardized terminology set to normalize communications across the VA Offices and Administrations. This captured the VA's understanding of its "As-Is" environment, defined the blueprint for the optimal "To-Be" environment, and proposed a roadmap for achieving the it.

The business analysis and requirements gathering also resulted in the definition and creation of a set of core capability assets for the Department, including models, inventories, and processes. These were used to record information, discover linkages, and communicate both solutions and status to stakeholders across the organization.

To support adoption of the methodology, RG researched and proposed a comprehensive competency curriculum for VA and delivered quick guides to be used as primers and training refreshers.

The outcome was a structured, simplified methodology for managing requirements that was able to be readily adopted across the Department, improving visibility and consistency in requirements management on multiple implementation projects.

Outcomes Delivered

- Analyzed more than 200 documents during research and analysis to determine "As-Is" requirements
- Documented the "As-Is" requirements process
- Conducted 35 stakeholder interviews
- Baselined Department maturity and benchmarked against comparable government and industry implementations
- Fully standardized requirements progress monitoring and reporting across the VA
- Ensured involvement of 35 stakeholder groups
- Developed 90 quick guides to provide requirements analysts guidance on techniques
- Provided "line of sight" awareness to stakeholders at any point in the requirements life cycle
- Requirements became visible, integrated, traceable, controlled, preserved, and reusable through E2ERM

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About RG

RG partners with clients to test and refine every solution to meet their exact needs. We take pride in tackling complex management challenges with fresh and innovative insights and in transforming our clients' vision into reality.