

IBM Rational Software Development Conference 2008

(June 1 – 5, 2008)

Join the League of Extraordinary Software Developers at the Rational IBM Software Development Conference this year. Look to the skies as the R-Signal sweeps the nation and lands in Orlando! Are you ready to save the day?

Look inside for more information on the conference!

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Upcoming CORUG Activities

With the hopes of spring finally arriving and warmer temperatures on their way, 2nd quarter activities for CORUG are picking up.

On May 20th, June 12th and July 17th, Cardinal Solutions Group will be holding a series of Lunch and Learns from 11 AM to 1 PM on the RUP.

Bring your lunch and come join us for an overview of the RUP and find out what the Rational Unified Process is all about! For more information, visit http://www.cardinalsolutions.com/Training/PManagement/LNL_RUP.asp and

register for this upcoming event. Registration is free and open to the public.

In addition there will be two webinars in April. The first on April 9th will focus on ClearCase Scalability with NetApp Storage. Register online by following this link <https://events.webdialogs.com/Portal/WipEvents/register.php?id=44407ed6fbb462ac61d86aea0baa811&sourceID=>. The second on April 15th will be on IBM Rational Enterprise Modernization Strategy and Roadmap. Register online by following this link <https://events.webdialogs.com/Portal/WipEvents/register.php?id=53a88d049a9a39c3e1f144b9b195cf29&sourceID=>.

Our next quarterly meeting will be June 10th from 8 AM to 10 AM. The topic will be "Taking Use Cases to Test Cases". Mr. Nilesh Prabhu will be presenting and will also demonstrate how Traceability and The RUP fit into this process.



Managing the Gray Areas

RMC Project is sponsoring a one hour live webinar on May 15th by best-selling Project Management and Leadership author Jerry Manas.

Manas' webinar entitled "Managing the Gray Areas" is geared for leaders of people, projects or organizations that believe that true leadership is about the understanding of and management of complexities and realizing that there is not a black and white approach to problem solving.

Topics such as principles,

values, ethics, decision-making, incentives, staffing, critical thinking as well as communication will be explored. He will talk about the challenges most leaders struggle with in regards to these topics and provide guidelines, principles and tools that can bring successful outcomes.

The webinar is free but will be limited to the first 1,000 registrants. The event will also be registered with the Project Management Institute (PMI). Attendees who currently hold a project management certification

will receive on Professional Development Unit (PDU) for their attendees. To register use the following link:

<http://www.rmoproject.com/webinar/webinar-grayareas.aspx>.

An archived version of this webinar will also be made available if you miss the registration cut off or can't attend.

Cardinal Solutions Training Calendar

The following public classes and Lunch and Learns related to Rational topics have been scheduled at Cardinal Solutions.

Courses

Essentials of RUP-Based Software Development

05/21/2008 to 05/21/2008
06/13/2008 to 06/13/2008
07/18/2008 to 07/18/2008

Essentials of RequisitePro

05/13/2008 to 05/13/2008
06/03/2008 to 06/03/2008
07/08/2008 to 07/08/2008

Lunch and Learns

Overview of RUP

05/20/2008 to 05/20/2008
06/12/2008 to 06/12/2008
07/17/2008 to 07/17/2008

To register go to:
www.cardinalsolutions.com/Training/ClassRegistration.aspx

"Management is nothing more than motivating other people." – **Lee Iacocca**



Upcoming Rational Webcasts

The Global Rational User Group Community is sponsoring a number of webcasts for members in the coming weeks. Even if you miss the original webcast, you can watch replays at your convenience.

Build, Manage and Govern Large Scale Distributed Systems Development Projects

Building systems, no matter what the situation, presents challenges. Doing it within a distributed environment adds a whole other layer of complexity.

This session explores just how integrated change and release management can increase development time using ClearCase, ClearQuest and Build Forge. Learn how to govern and manage those large complex systems, increase your teams' productivity and increase the quality of your end product while maintaining the required security.

This webcast can be viewed through April of 2008 by accessing the following link:

<http://www-306.ibm.com/software/sw-events/webcast/A909702K71862X08.html>

Make Your Collaborative Environment Work Harder for You

Team members can spend up to 10 hours per week simply looking for information. Studies have even shown that over 50% of their search results are completely worthless.

This session will show participants how to make an investment in Lotus Domino work for them. Improve productivity and see how you can increase your competitive advantage.

This webcast can be viewed through December of 2008 by using the following link:

<http://www-306.ibm.com/software/sw-events/webcast/Q177259S59527V37.html>

Mythbusters: Strategies for nimble IBM Rational ClearCase Implementations

Get the truth about software implementations that use ClearCase and ClearQuest in this session. See how both can be lightweight while still being robust and how companies all over are using them to support agile development efforts.

This webcast is available through April 2008 by using the following link:

<http://www-306.ibm.com/software/sw-events/webcast/Y463559G69163E22.html>

Educating the Next Generation

On March 17th, IBM announced that it would be working in conjunction with leading universities to help educate future software developers in regards to how the industry is evolving due to globalization. Universities are often unable to keep learning material in sync with the changing market and to provide the hands on experience that

students need to grow. IBM will be helping to bridge this gap by providing research grants to educators working with the future of the software development industry....our students.

Every year IBM will provide grants and technology that will allow students to actively research software

development team collaboration on a global scale. Students will be working with IBM's Jazz Technology Platform and exploring the new world of global software development. Check out the future of education and read all about it:
<http://www-03.ibm.com/press/us/en/prssrelease/23702.wss>.

Why do Projects Fail? Part Deux

Last month we started talking about why projects fail. We discussed project goals that are unrealistic and poorly articulated. This month we want to look at another cause that that leads to project failure...poorly defined requirements.

First let's define what makes a requirement "good". There are three adjectives that are included in the definition of a good requirement.

Necessary, verifiable and attainable, each one of these describes a good requirement. Even if a requirement is something that can not only be attained and something that can be verified, it is not a good requirement if it is not needed. If the requirement can not be verified by analysis, testing etc. then it is not a good requirement. If the final outcome can not be measured, then it is not verifiable and therefore, not a good requirement. In addition, if the requirement is not technically possible or if it can not be reached in relation to the project's triple constraints, then it is not a good requirement. And finally, a good requirement should be written in such a manner that the developer finds it straightforward and easy to understand. The use of simple, clear statements is important. The old "kiss" adage is important here. Write enough to be understood in simple terms. There is no need for "War and Peace" in a requirements document.

Seems simple enough to understand right? Yet

somehow it is much harder to put into practice. Why? What causes us to make this discipline so much harder? There are several pitfalls that analysts continually fall into when writing requirements.

The first pitfall is that of the "assumption". Not all assumptions are bad but when one is made with little or no information your project is heading down a treacherous path. The key to avoiding this situation is by first clearly documenting the needs, objectives and the constraints that are critical to the project. These can all be made available to the project team members using an automated system such as RequisitePro. But in the event that these items are not known, the individual writing the requirement should document every assumption that was made as they created the assumption. As the requirement is reviewed, the team can quickly identify issues if they understand the assumptions that were made when the requirement was written.

The second issue that impedes the writing of a good requirement is trying to tell the developer how to do something as opposed to communicating what the client needs. Always remember when writing a requirement that you are writing what the client needs, not how the developers are to create and implement that need. Bringing how statements into a requirement could lead the development team down a path for design that might not be the best overall solution for

the project.

If you make it past the first two roadblocks to good requirements, the next thing that usually fouls analysts up when writing requirements are language and grammar. There are words that can and should be used and words that you should steer clear of when writing your requirements. For instance, in the last sentence, the word "should" is used. Should is used in reference to goal statements, not requirements. I have a very distinct memory from my early days as an analyst. I was working with a client in the financial industry and was in the process of finalizing a set of requirements for a new screen we were creating for them. As I walked through the documentation with my lead developer, he took me to task because one of my requirements stated that the system "should" display a warning if all of the required data was not entered. He quickly let me know that "should" ought not to be used when talking about requirements. Using should was akin to using the word maybe. It was almost like telling the developer to code the functionality if they felt like it.

The key word to use when writing a requirement is "shall" and to ensure that all requirements using that word are things that can be attained and verified.

Don't get bogged down in using "will" and thinking that it is interchangeable with "shall". It isn't, "will" is used when we are talking about facts. Not something that we WANT to happen, something that is currently a reality.

Other words to stay away from: "support", "but not limited to", "etc". Support should never be used to indicate the functionality that a system will support. But not limited to and etc are used to cover the unknown. This covers nothing as the developer doesn't know what to cover. This also allows him/her to include unnecessary work which the client might not want to pay for and deters from our statement of requirements being necessary in order to be good requirements.

When we get to grammar we need to remember sentence structure.

"To err is human, but to really foul things up requires a computer." –

Anonymous

"The only way to know how customers see your business is to look at it through their eyes"-

Daniel R. Scroggin



"The quality of a leader is reflected in the standards they set for themselves."-

Ray Kroc

"The only way to find the limits of the possible is by going beyond them to the impossible." –

Arthur C. Clarke



Requirements should be easy to read and understand. If the system a requirement is being written for has a complex name use the full name once and then use the acronym. This will save on reading time and it will save trees. Each requirement should answer the "what" of what a system will do and each should be followed by a single item, not a list. Use lists sparingly and when they are appropriate.

Keep in mind that non-requirement info that relates to explanation of operations, design or other items should not be included in the requirement. These are better left in the rationale or intro for your requirements document.

Bad grammar leads to misinterpretation and quite frankly is just not acceptable in a professional document.

Once you get to this point, ensure that your

requirements are verifiable. If they aren't make sure that your statements don't contain ambiguous or vague statements. This leaves interpretation up to the reader and often creates issues. Words such as minimize, maximize, user-friendly, quick or adequate are not good adjectives to use when documenting requirements. They can't be verified and may mean something completely different to the developer.

And finally let's discuss missing requirements. The little items we leave out that lead to big headaches later on in the process. One of the easiest ways to avoid this is to utilize a standard outline for your documentation. Keeping a standard format or checklist will keep the team from focusing on one specific system or business process. Yes, this is a detailed process but it eliminates much more costly and time

consuming issues on the back end.

Any and all of these techniques can help improve your requirement writing capability. Utilizing automated tools such as RequisitePro can also provide the structure and guidance that is required to ensure that the documentation meets the best practices necessary in the Requirements discipline. They can also provide a high level of traceability from testing back to requirements. So happy eliciting and good luck!

Are You Ready to Go Boldly Beyond?

Are you a Star Trek fan? Then you will be thrilled to see that William Shatner will be the keynote speaker at the Rational Development Software Conference on Wednesday June 4th.

Known worldwide as Captain Kirk, William Shatner has built a reputation as legend in his own time and exemplifies the best of both individual and team achievement.

So who better to talk to development teams and show them how they too can go boldly beyond in the world of software development!

Shatner is one of several keynote speakers who will be participating in this year's conference. So get out your Romulan ears and get ready to meet Captain James T. Kirk!



Book News

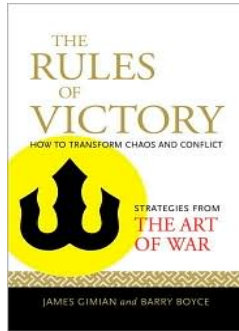
The Art of War by Sun Tzu has been a best seller as well as one of the most profound treatises on strategy and leadership worldwide for years. Known for the dictum of “win without fighting”, it has been read by millions who wish to understand the dynamics of conflict and victory. But for all its popularity, it has remained one of the most difficult books to not only understand but to apply in our day to day life.

In “The Rules of Victory” by Gimian and Boyce seek to show that though the Art of War was written

from an ancient line of Chinese military commanders, the dictums are just as valuable when it comes to business leadership. They show that The Art of War is not really about war itself but how to work effectively with chaos and thorny situations.

They show that conflict is inevitable but one can still achieve their objective without resorting to aggression. In addition, readers learn that dealing effectively with conflict means that you are comfortable with uncertainty, ambiguity and

imperfection. By translating the rules of ancient Chinese leaders, the authors show today’s business leaders how they can take these suggestions to deal with the everyday chaos of the business world and lead and succeed.



Rational Tutorials

The Rational website offers a selection of tutorials that you can take to help improve your knowledge of various Rational tools.

Get an overview of **Rational Functional Tester** in a basic tutorial, which includes demos and hello world exercises. You'll need to download the free trial version of [Rational Functional Tester](http://www.ibm.com/developerworks/edu/i-dw-r-hellorft.html?S_TACT=105AGX15&S_CMP=EDU). Step through a few practical exercises to get a feel for how IBM® Rational® Functional Tester lets you create robust, automated functional tests. Learn how to record automated functional tests, enhance the tests through Java™ scripting, and playback those tests as part of a functional regression test suite. Click on the

following link to take the tutorial:

http://www.ibm.com/developerworks/edu/i-dw-r-hellorft.html?S_TACT=105AGX15&S_CMP=EDU

Or get an overview of **Rational Performance Tester** in this basic tutorial, which includes both demos and hello world exercises. You'll need to download a free trial version of [Rational Performance Tester](http://www.ibm.com/developerworks/edu/r-dw-r-hellorptdl.html?S_TACT=105AGX15&S_CMP=EDU). This tutorial highlights basic features of Rational Performance Tester. Practical, hands-on exercises teach you how to record automated performance tests, use data-driven techniques to ensure randomization, playback tests, and evaluate real-time performance reports. Upon completing the tutorial you will be

able to use [Rational Performance Tester](http://www.ibm.com/developerworks/edu/r-dw-r-hellorptdl.html?S_TACT=105AGX15&S_CMP=EDU) to determine the cause of performance problems in your applications. Click on the following link to take the tutorial:

http://www.ibm.com/developerworks/edu/r-dw-r-hellorptdl.html?S_TACT=105AGX15&S_CMP=EDU

Enterprise Modernization for System i using Rational Tools and X-Analysis webcast

April 30th at 12pm EDT

Today many companies have large, complex RPG and COBOL System i applications running critical business functions. Innovation to add new services, improve user interaction, etc may appear difficult because of outdated documentation, skill gaps and inefficiency of tools. Databorough, X-Analysis –a world leader in System i design recovery and modernization tools adds value to the Rational Software Delivery Platform to bring an integrated solution to this problem.

Click here to register for this webcast:
<https://events.webdialogs.com/Portal/WipEvents/register.php?id=e32a6375c61e15ed9919f8529f51e588&sourceID=>

“Rational Tester Bootcamp”

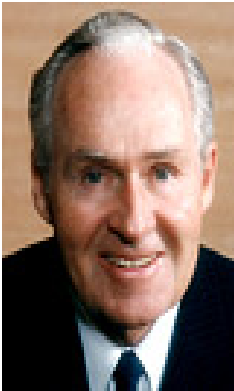
Fast-paced boot camp for testers who create and execute manual tests, automated functional tests, and automated performance tests. Click here:

http://www-304.ibm.com/jct03001c/services/learning/ites.wss/us/en?pageType=course_description&courseCode=RTB01

Rational Development Software Conference 2008

CORUG

*"Do not fear mistakes.
You will know failure.
Continue to reach out."* -
Robert Galvin



We're on the Web!

See us at:

<http://www.cardinalsolutions.com/CORUG/index.htm>

Don't forget to make your reservations for the Rational Development Software Conference! The conference will be held June 1st – June 5th in Orlando, Florida. As I sit here typing this, thinking about my cold walk to the car this evening....what better place to hold the conference!

This year's agenda will feature over 300 technical sessions on everything from Requirements and Analysis to Open Computing. An overview of several of the sessions will be included in the March newsletter.

CORUG members will

receive a discount for attending. Just log in and complete the following steps:

1. Access the RSDC Registration page at this link:

<http://www-306.ibm.com/software/rational/events/rsdc2008/register.html>

2. Promo code input UG08 (\$1595)

DON'T FORGET--select YES for the User Group Reception Tuesday evening!



Daily Dilbert

HEED MY ADVICE, YOUNG ASOK. ONLY AN IDIOT FINISHES A PROJECT BEFORE THE DEADLINE.



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THE LESS TIME YOU GIVE PEOPLE TO NITPICK, THE MORE TIME YOU HAVE TO PRETEND YOU ARE OVERWORKED.



FREEDOM IS JUST ANOTHER WORD FOR PEOPLE FINDING OUT YOU'RE USELESS.

