Stakeholders and Requirements of ABC

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Content

- **Stakeholders**
  - Identification and classification of relevant Stakeholders
  - Stakeholder Interaction
  - Management of Stakeholder
- **Requirements**
  - Requirements analysis process
  - Categories applied in the requirements analysis
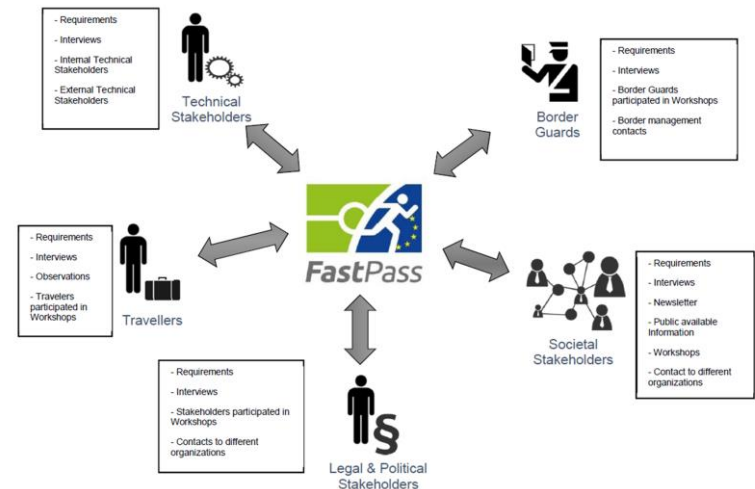 - Benefits and achievements

Establishment of Stakeholder Groups

- All persons, organizations, institutions etc. involved in ABC identified
- Potential members stored in a stakeholder management system
- Forming of Advisory Boards

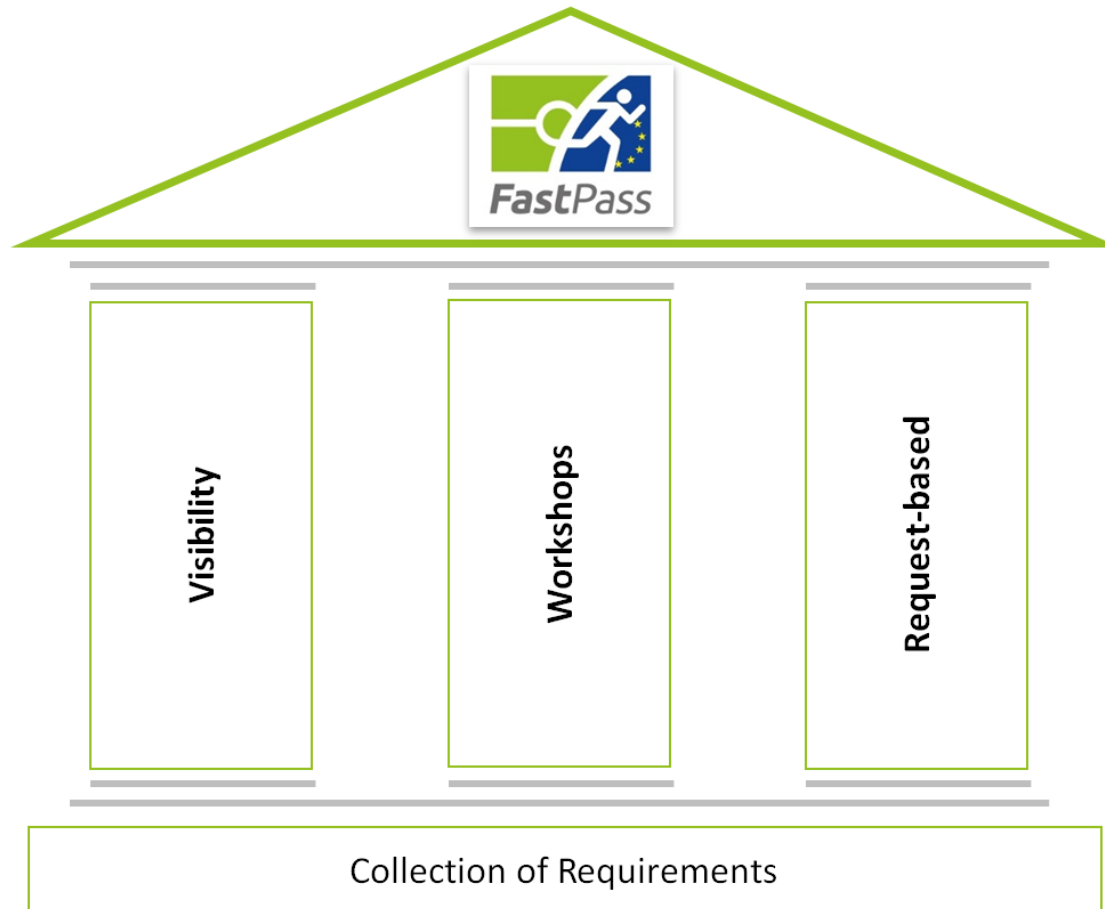| FastPass Stakeholders			
Operational Stakeholders	Technical Stakeholders	Societal Stakeholders	Legal and Political Stakeholders

• **Border Guards**
• **Travellers**
 	
• **Infrastructure Operators**
	• Suppliers
	   • Hardware
	   • Software
	• Communication Networks
	• System Integrators
	• Travel Document Providers
	• R&D agencies
		• The Public
		• Civil Society Organizations
		• Privacy Advocates
		• Media
		• Academia
		• Hackers
			• European Commission
			• EU Parliament
			• Member States
			• European Data Protection Supervisor
			• Article 29 Working Party
			• Border Management
			• Standardisation Bodies
			• Evaluation & Certification Bodies
			• Frontex

Stakeholder Interaction – Objectives

- **End User Involvement**
  - Travellers
  - Border Guards
  - Authorities

- **Continuous Dialogue**
  - To ensure that all key aspects are covered
  - From the requirement stage to the evaluation stage

- **Resulting in an ABC system that**
  - Fulfils legal requirements
  - Achieves public acceptance
  - Considers socio-ethical concerns
  - Achieves a maximum of privacy for the user
  - Considers political questions
  - Is following the demands of end users to be successful on the world market
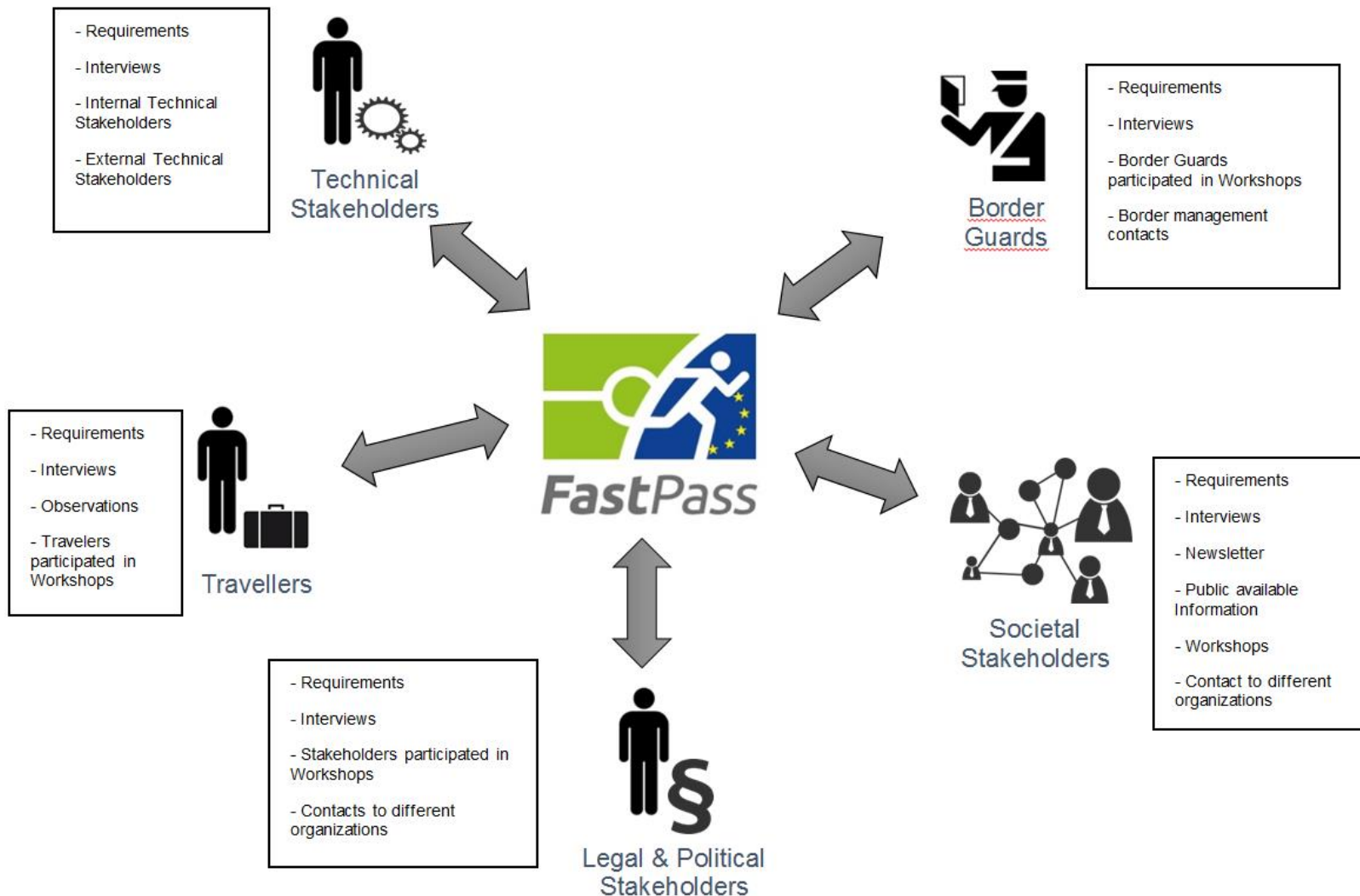 - Is a harmonization of existing systems in the European Union

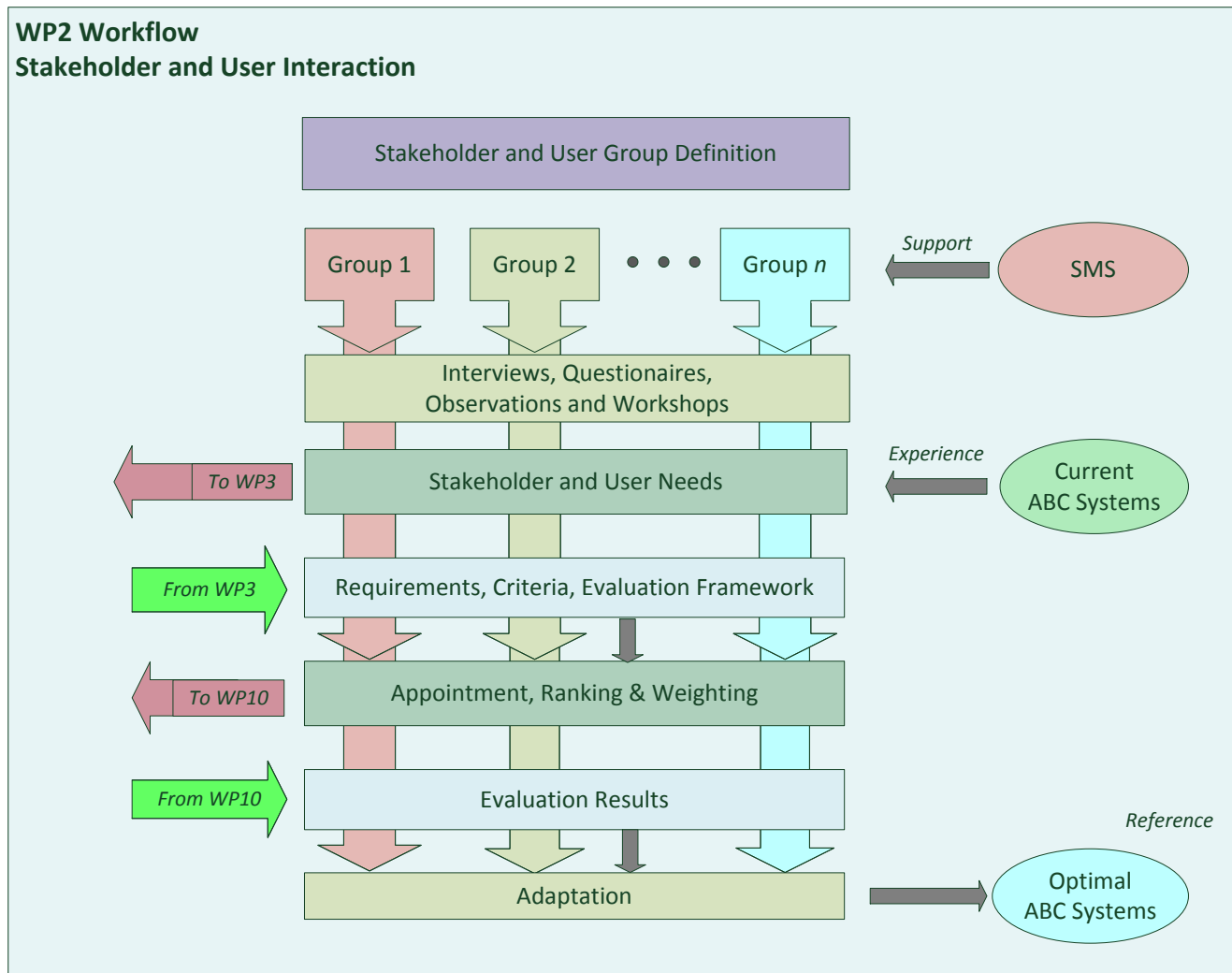| FastPass Stakeholders			
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Methods of Interaction

Visibility

Workshops

Request-based

Collection of Requirements

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Stakeholder Groups - Interaction

Technical Stakeholders
- Requirements
- Interviews
- Internal Technical Stakeholders
- External Technical Stakeholders

Border Guards
- Requirements
- Interviews
- Border Guards participated in Workshops
- Border management contacts

Travellers
- Requirements
- Interviews
- Observations
- Travelers participated in Workshops

Societal Stakeholders
- Requirements
- Interviews
- Newsletter
- Public available Information
- Workshops
- Contact to different organizations

Legal & Political Stakeholders
- Requirements
- Interviews
- Stakeholders participated in Workshops
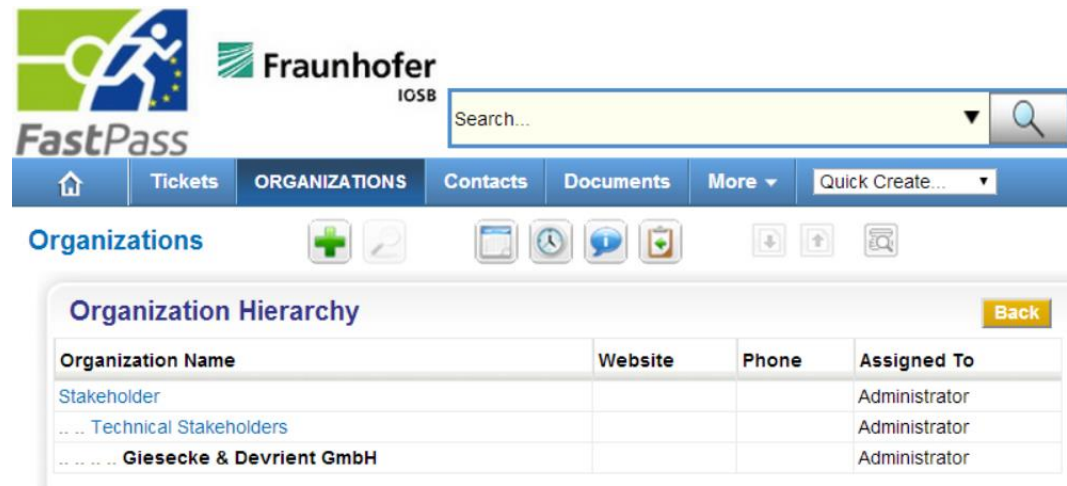- Contacts to different organizations

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Stakeholder Interaction – Workflow

Stakeholder Management System

- Customized Customer Relationship Management System (CRM)
  - Stakeholders are treated like customers
- Contains more than 200 distinct ABC contacts
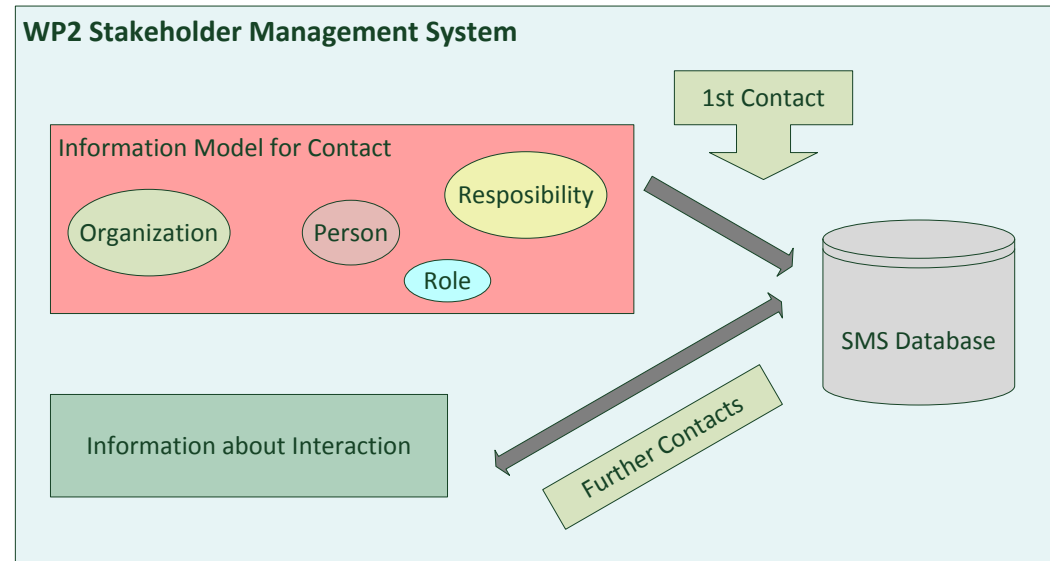- Used for the storage and display stakeholder interaction results

Stakeholder Interaction – Stakeholder Management System

- **Purpose:**
  Coordination of Stakeholder Interactions

- **Solution 2:**
  - Information Model Definition
  - Workflow Definition

- **Benefits:**
  - Interaction Processed Coordinated Between Partners
  - Interaction Results Distributed to all Partners
  - Minimized Effort for Project and Stakeholders

WP2 Stakeholder Management System

Information Model for Contact
- Organization
- Person
- Resposibility
- Role

1st Contact

SMS Database

Information about Interaction

Further Contacts

WP 2 - User And Stakeholder Interaction – Stakeholder Workshop

- Workshop with relevant Stakeholders
- Objectives:
  1. Appointment between requirements and stakeholder groups
  2. Selection of the most important requirements (high level) for each group
  3. A ranking of the high-level requirement for each group
  4. Definition of "basic" requirements

Stakeholder Group	Interests
Authorities	Security, Quality, Cost-effectiveness
Border Guards	Usability, Speed, Effectiveness, Reliability
Facilities	Traveler experience, Cost-effectiveness, Space Effectiveness, Adaptability to infrastructure, Traveler flow (Speed)
Manufacturers	All Interests of the others, Product development and manufacturing economics and Design for 'X' factors
Travelers	Speed, Convenience
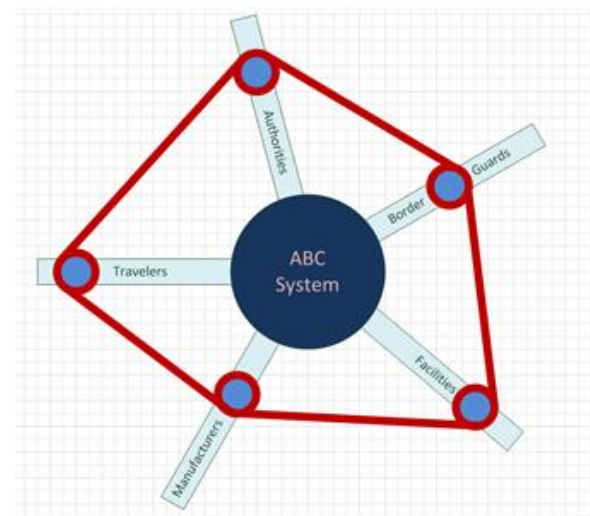
WP2 Stakeholder Workshop (Method: World Café Method)

Initial Situation before Workshop: List of Requirements (462)

1. Step: Appointment of Requirements to Stakeholder Groups (Experts)

2. Step: Definition of High Level Requirements for the Stakeholder Groups (Experts)

3. Step: Groups Division

Group 1 · · · Group 2 · · · Group n

Group Ranking

Discussion and Ranking Result

Final Ranking & Weighting for All Stakeholder Groups

Final Situation after Workshop:
List of Requirements (462)
Appointment
Ranking
Weighting

Stakeholder Support

- **Further processes and tools that have been implemented**
  - Website detailing the project's membership, aims and activities
  - Newsletter (three-times a year) which is sent out to a list of registered recipients
  - List of industry conferences and exhibitions related to (automated) border control
  - Dialogue with the European Commission and its specialists agencies
  - Assessment of the needs of travellers who may be sensory- or mobility challenged – consultation with disabled groups and a consultant in systems for disabled users
  - A communication strategy for the FastPass project
 - Web Tool for conducting online surveys

ABC Requirements definition

- The foundation of FastPass ABC requirements definition is on effective end-user and stakeholder involvement
    - Stakeholder and border guards interviews, passenger interviews and questionnaires, workshops
- Systematic approach for analysing the stakeholder needs and defining requirements
    - Engagement with the border authorities in Europe at strategic, tactical, operative and technical levels, ensuring a comprehensive view on the development targets, needs and the potential for innovation
- A solid basis for defining detailed requirements for the FastPass system and processes
    - To guarantee high-level border security, meet the demand for operational efficiency and the expectations of the stakeholders
    - To achieve the criteria for harmonisation
- Extensive and novel research on the stakeholder requirements and operational environment

Airports with Automated Border Controls

No Registration required

Pre-Registration required

Multiple systems available

http://www.iata.org/whatwedo/stb/maps/pages/passenger-facilitation.aspx

Requirements process

- Combining the background knowledge and information of different sources, specialists and stakeholders.
- Important feedback, evaluation and iteration steps included
- Different partners with different responsibilities to broaden the perspectives
- Prioritisation with viewpoints from different operational environments
- Two different tools developed for the requirements definition
  - SharePoint tool for gathering and preliminary analysis
  - Enterprise Architect for the final processing, structuring and prioritisation
- Process finalised at the end of the year 2014
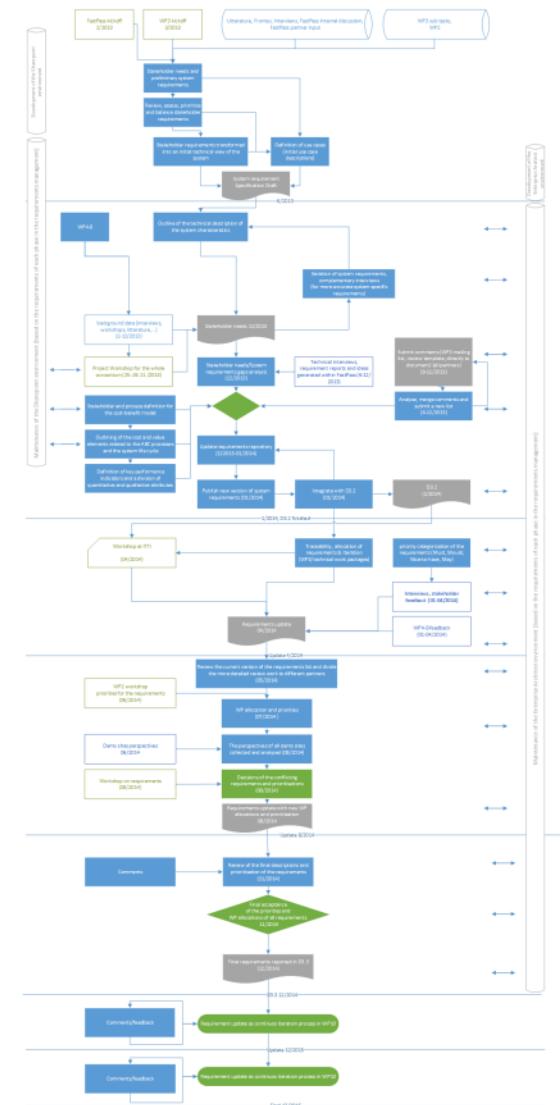
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System requirements definition phases and processes

Operational and environmental analysis
- Smart Borders and patterns of cross-border mobility
- Characteristics of different border types – land, sea, air

Legal Requirements
- Fundamental rights, The Schengen Acquis
- A review on standards and technical regulations

Key Stakeholder Needs Analysis
- Strategic, tactical and operative levels
- Country specific
- Process needs for different border types
- Device specific needs

System requirements specification

Future scenarios

Analysis of usability and user experience
- Perspectives of the border guard and the passenger profile
- Perspective Operational environment and the design of the system

FastPass Solutions Development

Scenarios

Categories applied in the requirements analysis

NON-FUNCTIONAL

Legal, human rights, privacy and regulatory aspects

Security related performance

Compatibility

FUNCTIONAL

Traveler Identification

Safety

Data quality

Travel document observation

Border Guard Assistance and Gate Monitoring

Usability

Design

Data collection and sharing

Modularity

Operational environment and processes

System lifecycle

Time effectiveness

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Benefits and achievements

- The differences between the border types (air, sea and land borders) clearly addressed
  - Increasing number of ABC experiences from airport environment – so far little experiences from land and sea borders
  - the difference of processes at air, sea and land borders
- Understanding of the traveller profiles, operational environment, surrounding development and their implications to the implementation of ABC
  - Emphasis on the border security
  - Legal and privacy perspectives by design
  - Understanding of the development of Smart Borders → implications to ABC
  - The needs for managing the flow (the structure of the process / traveller flows / terminal design / passenger experience) → simple passenger process
- A comprehensive set of system requirements analysed and compiled in Enterprise Architect environment
  - Feedback is gathered from the system design phases and requirements are further refined as an efficient iterative process

End of

Stakeholders and Requirements of ABC

Thank you for your attention!
Questions and remarks?