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Note: PMI PDU and IIBA CDU submission details are provided on the last slide.
What We’ll Discuss Today

- Peer Reviews Defined
- Peer Review Formality Spectrum
- 5 Actions to Improve Requirements Reviews
- Review Center in Jama Contour

Introduction and a Confession

- My name is Karl.
- I make mistakes.
- Even when I’m properly trained and I’m trying to do good work.
- I don’t mean to. It just happens.
- I can’t find all of my own mistakes.
- I need to get a little help from my friends.
- On everything that needs to be right.
- Earlier is better than later.
What is a **Software Peer Review**?

An examination of a software work product by people other than its author in order to identify defects (departures from specifications or from standards) and improvement opportunities.
Five Key Steps to Better Requirements Reviews

1. Invite the right reviewers
2. Educate reviewers
3. Review all requirements deliverables
4. Focus on specific problems
5. Build a collaborative partnership with stakeholders

1. Invite the Right Reviewers

Sources of Requirements
- user representatives, product managers, subject matter experts

Business Analyst

Victims of Requirements
- architects, developers, testers, project managers, tech writers

Reps of Related Systems
- hardware engineers, other technical leads
2. Educate Reviewers: The Peer Review Process

- **Initial Work Product**
  - Planning
  - Preparation
  - Review Meeting
  - Rework
  - Baseline Work Product

**Inspection Participant Roles**

**Author:**
- Created or maintains work product being inspected
- Answers questions about the product
- Should not serve as Moderator, Recorder, or Reader

**Moderator:**
- With Author, plans the inspection
- Leads and controls inspection meetings
- Reports inspection results to management

**Reader:**
- Anyone else present to find defects
- All participants are inspectors

**Recorder:**
- Records issues raised during the meeting
3. Review All Requirements Deliverables

- Short answer:
  - any important requirements-related artifact that potentially contains defects

- Long answer:
  - business case
  - vision and scope, project charter, or marketing requirements document
  - use cases or user stories
  - software requirements specifications
  - analysis models
  - acceptance tests
  - interface specifications
  - business rules
  - requirements management processes and plans

4. Focus on Specific Problems

- Misalignment between a deliverable and its predecessor
- Ambiguities, errors, and omissions that could lead to wasted time
- Solutions or business processes instead of requirements
- Unverifiable requirements
- Lack of compliance with business rules, standards, contracts
- Missing sections or information (TBDs)
- Information in the wrong place
Partial SRS Review Checklist

Completeness
- Are all internal cross-references to other requirements correct?
- Are all requirements at a consistent and appropriate level of detail?
- Do the requirements provide an adequate basis for design?
- Is the implementation priority of each requirement included?
- Are all hardware, external software, and communication interfaces defined?

Correctness
- Do any requirements conflict with or duplicate other requirements?
- Is each requirement written in clear, concise, unambiguous language?
- Is each requirement verifiable by testing, demonstration, review, or analysis?
- Is each requirement in scope for the project?

5. Build a Collaborative Partnership

- Check your egos at the door
- Critique the product, not the producer
- Keep the review team small (3 to 7 participants)
- Find problems during reviews, but don’t solve them
- Limit review meetings to about two hours
- Require advance preparation before review meeting
Cultural Barriers to Peer Reviews

- Fear of public ridicule or criticism
- Previous negative review experiences
- Fear that management will hold defects against the author
- Attitude that "my work doesn’t need reviewing"
- National or team cultures that avoid criticism

Making Requirements Reviews Effective

- Don’t wait until you think you’re done
  - Begin incremental reviews early
  - Improve requirements based on review feedback
- Don’t go too fast
  - 3-5 pages per hour as a rough guideline
  - Collect your own rate vs. effectiveness data
- Use effective preparation techniques
  - Have reviewers start at different parts of the spec
  - Have reviewers use different parts of checklist
  - Use different analysis techniques
- Emphasize finding major errors
No Surprises!

Thank you

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For more resources, please visit:
http://www.processimpact.com/pr_goodies.shtml
5 Steps to Better Requirements Peer Reviews

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