


Team : How We Work

Team Values:

- ★ We believe in building the best experience for our customers
- ★ We value driving product decisions via user research
- ★ We value learning new skills and sharing them with each other
- ★ We encourage all viewpoints on the team
- ★ We believe that we work better as a cross-functional, self-empowered team
- ★ We believe in understanding the why behind what we are building

What We Do:

Our top priority is achieving  product and business goals. The team has agreed upon a set of guidelines to help us work efficiently towards those goals.

- We work towards achieving the outcomes defined by our product, design, and tech stakeholders
- We work from a single, prioritized backlog consisting of user stories, chores, charters, and bugs. The backlog is owned and managed within the team.
- We work on one product area at a time
- We practice user research on a continuous basis

How We Do It:

In order to be successful, the team must be empowered to make decisions regarding tools and technology, feature/story prioritization, working hours, and more.

Team Practices:

1. We provide ad hoc, one on one feedback to each other on a regular basis.
2. We are co-located in one physical location within close proximity to each other.
3. We do not work from home except in special circumstances (e.g., doctor appointments, snow day)
4. In order to facilitate pairing these are the key hours that we will pair:
 - a. We start the work day with team stand-up at 9:30AM
 - b. We have a lunch break from 12:30PM-1:00PM
 - c. We end the work day at 5:30PM
5. We will have self-sponsored team events (e.g, outings, lunch)

Product Management Practices:

1. We maintain our own epics and use them to track milestones in JIRA
2. We write small, end-to-end (full stack) user stories that convey and deliver a single unit of user value
3. We use our team's velocity and volatility to predict when stories and milestones will be completed

Design Practices:

1. We run our own user interviews
 - a. We don't make decks for user interview findings, but we share out key learnings at our weekly stakeholder check in meeting
 - b. All members of the team are welcome to participate in the user interviews
2. We don't spend our time creating redlines; we will use tools such as Measure (Sketch plugin) instead to communicate visual layout, components and type styles to our developers

3. We validate design direction from hero flows in the discover and framing process with user testing

Development Practices:

1. We practice pair programming
2. We track and prioritize all chores in our backlog
3. We build software using Macs, not VDIs
 - a. [REDACTED]
4. We practice full-stack development
5. We enable all team members (in any discipline) to contribute to the codebase
6. We work in 1-week iterations, not multi-week sprints
7. We don't commit upfront to delivering a set number of story points or features in a given amount of time
8. We strive to unsilo knowledge to increase the bus count
9. We practice Test Driven Development (TDD)
10. We own the architecture within our own codebase

Meetings and Communication:

Team member time spent in meetings is expensive. We will minimize the number of team members that attend meetings to those that are required.

1. Meetings requiring members of the team have an agenda, a goal, and a defined start and end time
2. We hold weekly 30-minute retrospectives so we can continuously improve as a team
3. We hold retrospectives upon completion of each milestone/release
4. We run a weekly check-in with all of our stakeholders to share team updates and stakeholders have the opportunity to provide feedback

Glossary:

Bus Count: A measure of the risk that comes from information and capabilities not being shared among team members

Chores: Development tasks which don't add user value but are necessary to complete so the team can continue to deliver user value fast, forever

Iteration: One-week period of development work. In an iteration, we pick up as many user stories as we can from the top of the backlog. Points from the user stories which get accepted in the iteration by the Product Manager(s) will be factored into the team's velocity

Velocity: Average number of story points completed in the past three iterations

Volatility: Measurement of our velocity's consistency. Low volatility means that we can use velocity to predict completion dates for upcoming stories and milestones.

Milestone: A grouping of user stories focused on a specific outcome

Retrospective: A team-only meeting where team members will rotationally lead the meeting and each member provides their input regarding their thoughts/feelings/experiences from that week.