

# Distributed Agile

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# What I'll Cover

- What is Scrum?
- Background of our Team
- Challenges of Distributed Agile
- Our Challenges
- Best Practices for Distributed Agile
- Other Best Practices
- Project Health / Metrics
- Summary

# What is Scrum?

- An Agile Project Management Method
  - Customer connection: Product backlog
  - Short Iterations: Sprints
  - Intensive communications: daily 'Scrum'
  - Team focused control
  - Division of work by product functionality rather than by task

**Works well when requirements  
are evolving**



# “What Not to Do”

- Don't try Agile for the first time with:
  - A version 1.0 product
  - A new team
  - Offshore teams



# Background

Two v.1.0 projects, 3 locals

## Windows Live VoiceMail

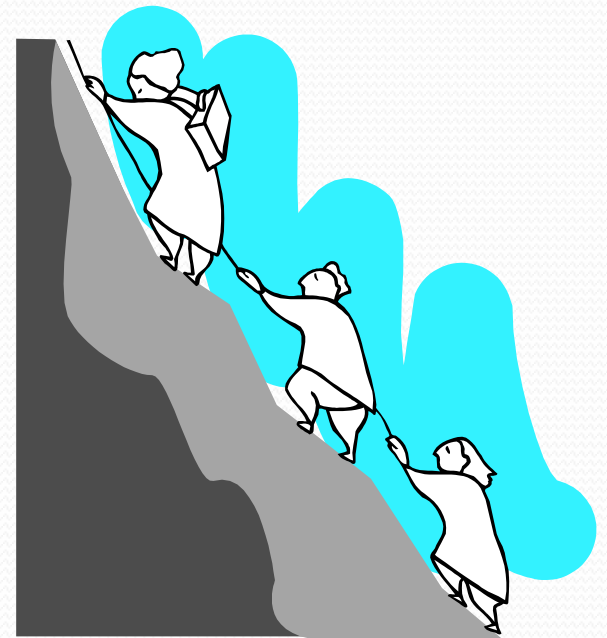
- Product: Voicemail received in email
- Team: 6 in Redmond, 4 in India, 3 in Russia
- Partners: 4 internal, 2 external

## Call for Free

- Project: Free VOIP or PSTN calls to a merchant
- Team: 12 in Redmond, 4 in India, 3 in Russia
- Partners: 2 internal, 2 external

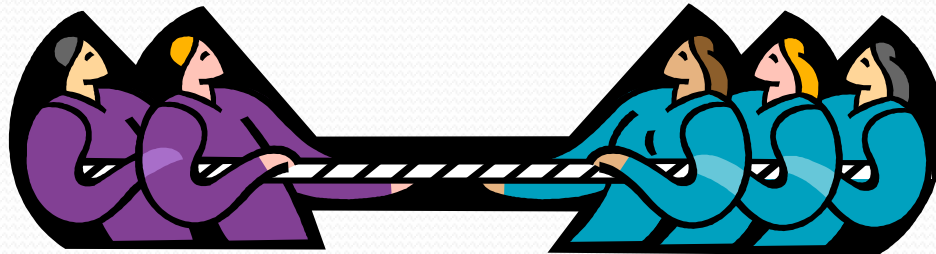
# Challenges of Distributed Agile

- Information Flow / Lean Documentation
- Communication Difficult
- Round-the-Clock Productivity?
- No Shared Vision
- No Opportunities for Socializing



# Our Challenges

- Initially lack of support for offshore team
- Lack of access to resources for offshore teams
- No onsite coordinator, then ineffective onsite coordinator
- Communication channels not yet established
- Twelve-hour turn-around time for questions
- Little visibility into what offshore team was doing
- Lack of trust



# Best Practices for Distributed Agile

- Build offshore team incrementally
- Resource dedicated to communication
- Multiple communication channels
- Cultural and time zone awareness
- Common code base / document repository
- Site visits / rotation
- Partners must be flexible
- Allow time for processes to mature
- Open, honest communication

# Other Best Practices

- Continuous Integration
  - Autobuild/Deploy/BVT
- Understanding what “Done” means
- Continuous Improvement
  - Retrospectives
  - Investing in infrastructure and process
  - Metrics for tracking progress

# What is Done?

## Done with a Story

- . Meets story Acceptance Criteria defined at start of sprint
- . All code and test code for story checked in
- . All Unit Tests for story written and passing
- . Passes Auto deploy and BVT process
- . Running in DEV and TST lab
- . All applicable functional tests for story are identified, written, and passing (p0-p2 bugs)
- . Technical Documentation complete
- . Product Owner/Stakeholder sign-off

## Done with a Sprint

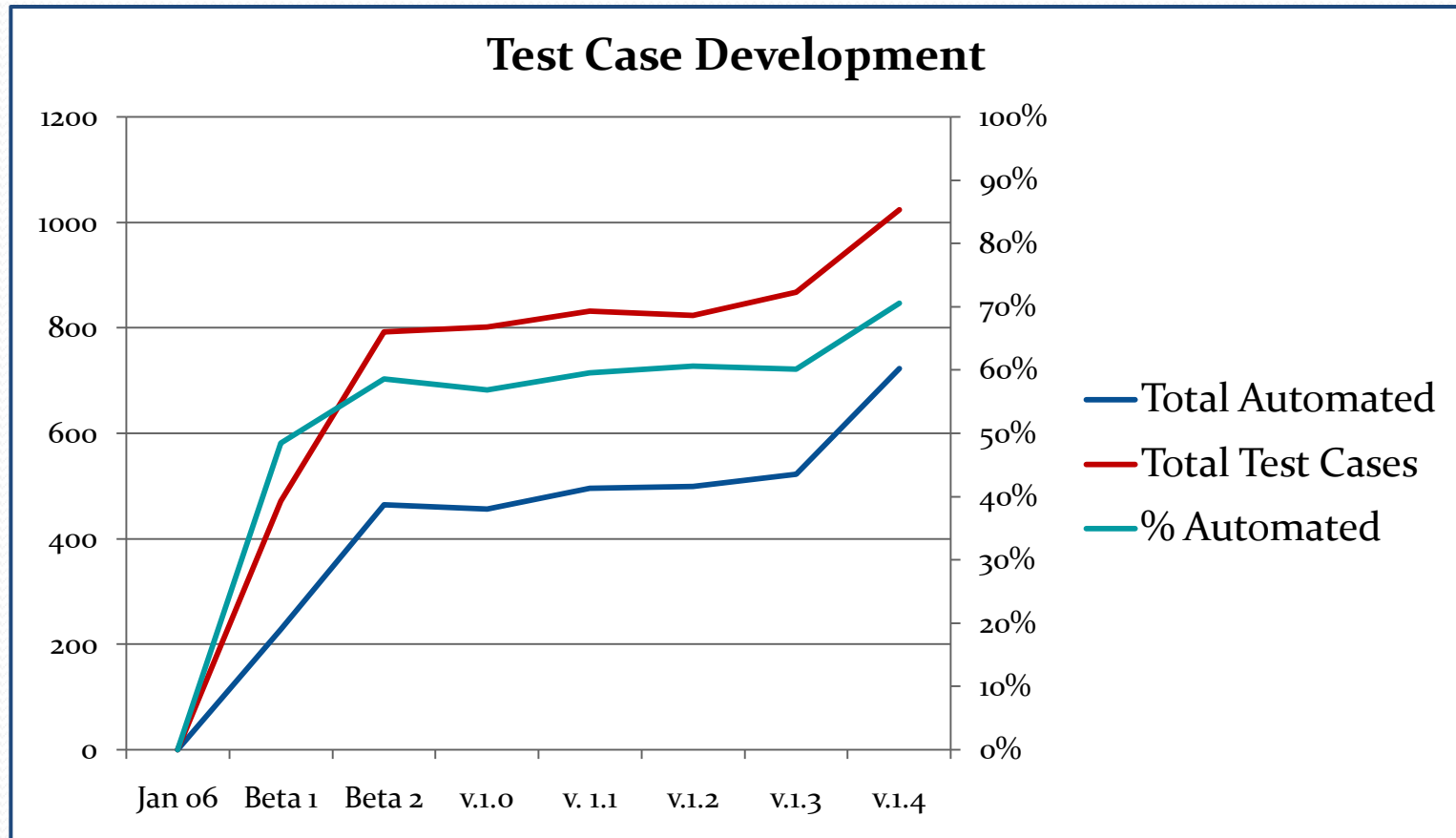
- . All criteria for stories updated and/or completed
- . All FXCop "Critical/Error Breaking" fixed
- . PREFIX passed (with pre-defined acceptable warnings)
- . PreFAST passed (with pre-defined acceptable warnings)
- . StyleCop passes with 0 errors
- . Run execution profiler and analyze results
- . Code Coverage  $\geq 70\%$
- . Stakeholder Demo

# Project Health

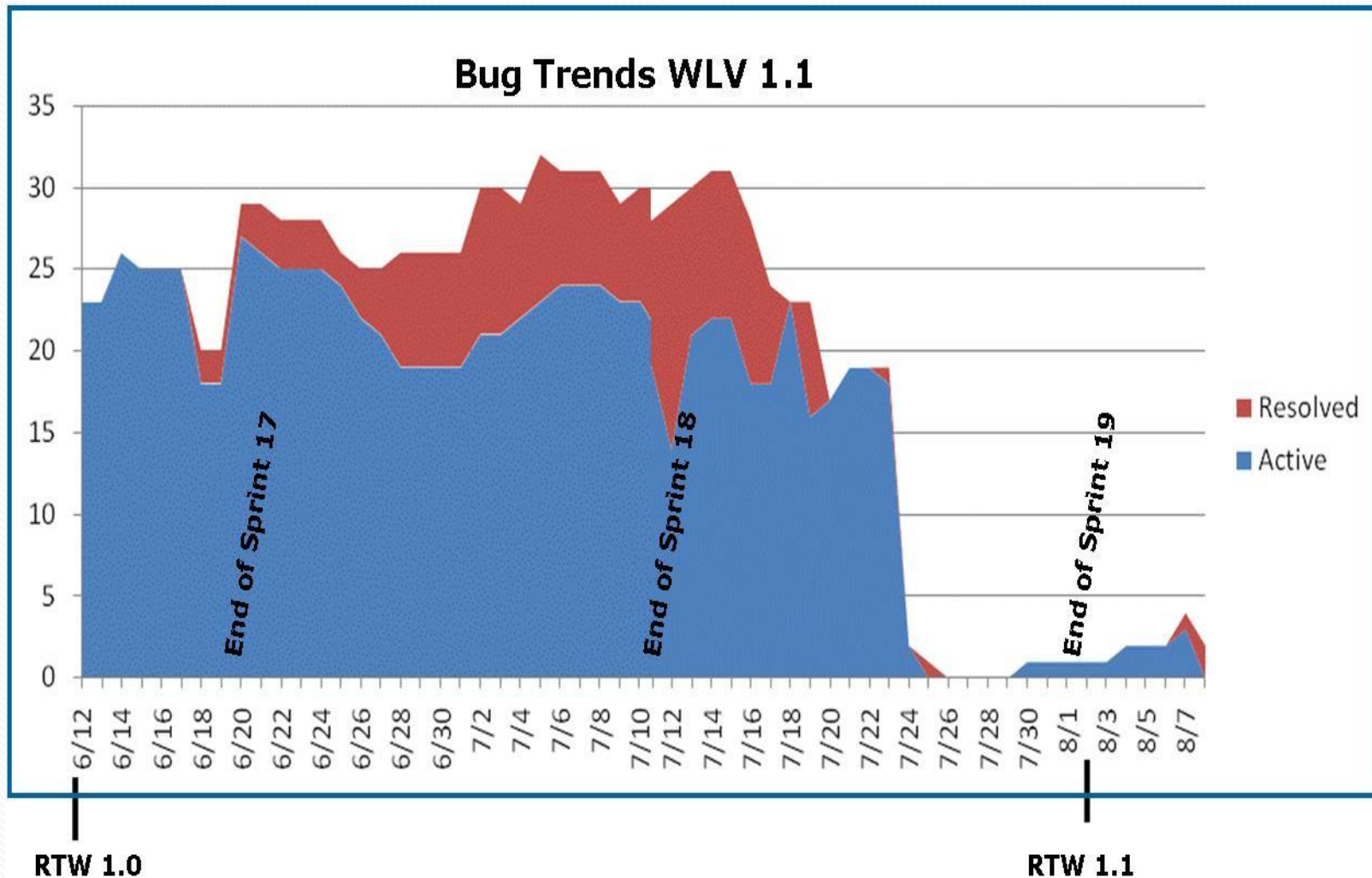
- Both services fell into a cadence of releasing every two months
  - We were even able to release a week early in one case
- Project metrics continually improved
- Communication improved but was always challenging
- ‘Round-the-clock’ development worked well
- Offshore teams truly became an extension of the core team



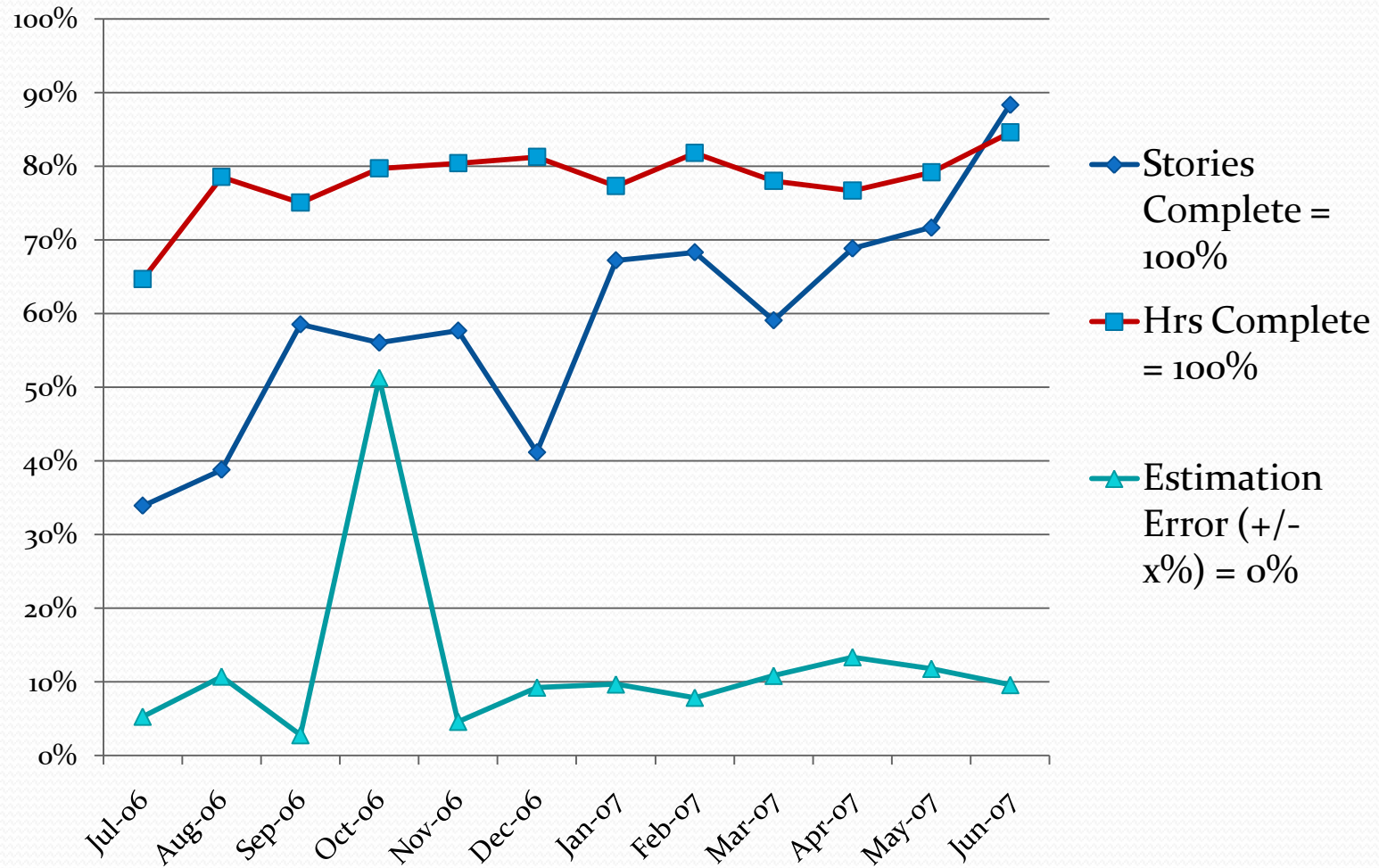
# Metrics: Automation



# Metrics: Bug Stats



# Metrics: Sprint Estimation



# Why Use Agile for Offshore?

Agile solves many of the problems associated with Waterfall

Agile offshore is difficult, but so is Waterfall offshore

Agile offshore may well be a better choice than Waterfall offshore

# Summary

- Have patience
- Choose a flexible partner
- Plan for onsite rotation
- Build relationships



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