**TEAM AGREEMENT GUIDELINES**

**For**

***\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

***Version 1.0***

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# Sign-off and Approvals

|  |  |  |
| --- | --- | --- |
| **Team Agreement Sign-Off:** | | |
| The undersigned members of this team agree to abide by this team agreement to ensure the successful completion of the ***Solar Power Calculator*** project to meet the client’s requirements and timeframes. | | |
| Person’s name & student number | Signature | Date |
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| Tutor Approval |  |  |

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# Introduction

The purpose of this document is to discuss and agree on the operating norms (principles and communication processes) for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ who are a team of students in INB372 or INN372 Agile Software Development.

The aim of the team agreement is to describe the principles underpinning effective teamwork and how they will be applied by this team during the ***Solar Power Calculator*** project. In this way the agreement provides a communication tool and contract between team members and their tutor regarding their obligations, responsibilities and activities to ensure successful processes, product, and outcome.

This document includes:

* High level principles contributing to an effective team;
* Agreed communication and operational processes to action the principles.
* Definitions of minor and major non-compliance and examples of instances that may constitute a breach of the agreement’s conditions.
* Dispute resolution and conflict management processes.

# Team Agreement

All team members must have participated in the formulation of this Team Agreement and are committed to abide by it.

## Team Principles and Processes

|  |
| --- |
| * **Principle**: Regular weekly team meetings will be held to establish regular team communication. * **Rationale**: Establishing regular contact will help the group identify any problems at a much more regular rate, while also ensuring all group members are on the same page. * **Operational Processes**:   + A scheduled day/time will be arranged, which will be agreed on by all members.   + If meetings cannot be held in person, they will be held online. |
| * **Principle**: During each team meeting, each team member will be given an equal opportunity to present ideas and demonstrate the work they have completed. * **Rationale**: Giving each member an opportunity to speak ensures that all ideas are heard and that everyone is forced to contribute. * **Operational Processes**:   + This process will be held at the beginning of every meeting.   + Each member will be allocated the same amount of time to speak. |
| * **Principle**: A positive work environment will try to be maintained as best as possible. * **Rationale**: A team which is friendly to one another is much more likely to behave better as a cohesive group, which in turn can increase quantity and quality of work. * **Operational Processes**:   + listen to each others ideas,   + avoid abusive language,   + try not to dominate the other team members,   + give equal speaking time to all members * **Principle**: A majority vote will be used to solve team problems. * **Rationale**: A majority vote will assist in making quick and concise decisions, without room for ambiguity to arise in how we should best proceed. * **Operational Processes**:   + If all group members are present, a majority vote is sufficient to decide on a course of action (E.g. Implementing a feature).   + If all group members are not present, large decisions will not be made. |
| * **Principle**: Group members should check all communication resources (E-mails, Facebook, Phones) at least every two days * **Rationale**: This will ensure that even if the group is not meeting up for meetings, communication can still be held online. * **Operational Processes**:   + If, for whatever reason, this cannot be met, prior warning should be given. |
| * **Principle**: Work scheduling will be performed to set deadlines. * **Rationale**: Setting specific goals and deadlines ensures the group can easily determine if individual members are meeting their quotas. * **Operational Processes**:   + If members determine that they are unable to complete their work, early notification should be given to other group members. |
| * **Principle**: Tasks will be given estimated values based on difficulty and time to implement. These tasks will be divided up based on these values. * **Rationale**: Creating accurate estimation of tasks ensures that they can be divided up between members to give all members (approximately) equal workloads. * **Operational Processes**:   + All group members will be present for the estimating of task timeframes.   + Tasks will be allocated to members based on the time it is expected to complete.   + If members determine that they are unable to complete their work, early notification should be given to other group members. |
| * **Principle**: A person who writes a section of code will never be the one who also does tests on the same code. * **Rationale**: Having a separate person write the code ensures there is always people checking on one another. This ensures work is always completed to a sufficient standard. * **Operational Processes**:   + A tester will be allocated alongside a coder when allocating work.   + In addition to testing of the code, the tester is also responsible for (briefly) viewing the code itself, to ensure that it is also written to an appropriate standard. |
| * **Principle**: There is no specific "Team Leader". Work is allocated based on workload to ensure roughly equal loads. * **Rationale**: Setting specific goals and deadlines ensures the group can easily determine if individual members are meeting their quotas. * **Operational Processes**:   + Disputes are solved by majority vote (where applicable).   + If a vote does not prove helpful, the tutor will be contacted. |

## Non-Compliance

**Minor Non-Compliance:**

* Missing deadlines without warning (by a small amount).
* Little notice in being able to attend meetings etc.
* Work completed to an insufficient standard.
* Inappropriate Conduct (Abuse etc).
* Other issues discussed above.

Minor non-compliance issues are relatively minor, and more than likely going to be breached by every member of the team at some point during the semester. A single infraction of a minor non-compliance will not warrant punishment, however, continued disregard for the set rule will begin to warrant punishment.

**Major Non-Compliance:**

* Missing team meetings with no warning.
* Continual submissions of work to an insufficient standard.
* Continual late submissions of work.
* Extremely inappropriate conduct.
* Failing to meet scheduled contact (I.e. Being "uncontactable" for a period of 3 or more days, with no prior warning).

Major non-compliance issues are much more serious than their minor counterparts. A single major non-compliance issue may lead to punishment, but the circumstances of the situation will be considered. These, however, will be taken much more seriously as their occurrence is much more likely to hinder the overall success of the project.

## Dispute Resolution & Conflict Management

**Minor non-compliance Breaches**

Single minor non-compliance breaches do not warrant punishment by themselves. These are quite minor offenses, and will likely be broken by each team member at some point in the semester. Instead, the group will consider the frequency of these breaches in determining punishment.

When working with minor breaches, the team will have a system it will follow, escalating from one level to the next if the previous level proves unsuccessful.

**Major Non-Compliance Breaches**

Major non-compliance breaches offer similar punishment to minor ones, however the number required to go up the chain will be much more strict. This means that tutor intervention may begin much sooner than with minor non-compliance breaches.

**Punishment Stages**

Below are a list of all of the stages involved in dealing with both minor and major non-compliance breaches. There are five stages, the first two being simple warnings within the group, while the last is expulsion from the group entirely.

1. **Notification to the team member (Warning)**: If the member is continually having non-compliance breaches, the group will first notify them of the problem, and that it is not acceptable for the group project. They will be asked to improve in whichever areas they are breaching.
2. **Notification of No-Improvement**: If the group member shows no evidence of improving even after the initial notification, a second will be given, informing them that their behaviour has not shown improvement.
3. **Notification to Tutor**: If the team member has shown no improvement since the last warning, the tutor will be informed of the problem, outlining exactly how the student is breaching the agreement.
4. **Mark Penalty**: If the member is still showing no improvement, the group will request to the tutor that the student receive a lesser portion of the grade than the rest of the group, to reflect the difference in workload.
5. **Group Expulsion**: If the group member is still showing no improvement, or proving to be a problem to the group dynamic on the whole, they will be asked to remove themself from the group.

# 3. Conclusion

This document has articulated the high level and operational processes agreed to by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***.*** This team agreement will apply for the duration of the ***Solar Power Calculator*** Project***.*** To meet the objectives of the project and demonstrate their abilities as IT professionals, team \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_will implement the principles, processes and management activities described.

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# Appendix – Team Agreement Guidelines

In order for your team to achieve its common goals, to coordinate activities and to enable group synergy, your team and its members must communicate regularly and abide by mutually acceptable and beneficial principles of behaviour.

In the ITB002 students form their own teams. Team members can then negotiate team principles and operational process and record these conditions in their Team Agreement. In developing the Team Agreement team members must also agree what constitutes a major breach of (non-compliance with) of agreed behaviours, the penalties for such breaches.

The notions of team agreements and team meetings were introduced in the week 1 lecture and you have been completing some online teamwork learning activities as part of your team process management.

Some possible topics for consideration in the Team Agreement are listed below. Your team should develop **principles** and **operational processes** and any other relevant items you think are necessary to establish the “rules” by which your team will operate. A template is available to help you identify content items and structure your agreement.

## Possible Topics for Agreement Principles

The guiding principles you develop might address the following issues:

* Your team goals (How you will define success. What level of achievement / grade does your team want for this project);
* How your team will reach consensus when decision-making;
* How the team will manage & resolve differences of opinion. (Will the team require all individuals to accept the team's view?);
* How you will get quiet team members or students who have English as a second language to actively contribute to team discussions;
* How team members will share knowledge and actively collaborate with other team members to ensure collaboration;
* How tasks will be allocated and how work will be completed (will you work according to the project plan, or use an event-driven informal process?);
* How your team will resolve or accept personal or professional differences;
* The process or channel will you use to escalate issues that the team cannot resolve;
* Will your team have a team leader role? And if so what are their responsibilities and how will they be supported, rewarded or compensated for their additional work load.
* Equitable workload for team work.
* Will the team accept freeloaders (people who do no work on the project), how will you identify them, and what are you going to do about them?
* Ensure that work is done to an acceptable level of quality and meets the project’s requirements;
* What process will you follow to deal with poor quality or late work;
* What you will do if members make significantly different contributions in terms of quantity or quality of work;
* etc

## Communication and Operational Process Topics

Your team communication and operational processes should explain in detail how the principles you have stated are put into operation. They might include statements that include:

* How often your team meetings will be held, where, what time & for how long;
* What regular agenda categories will be discussed at each meeting (eg progress made, issues);
* Who will record the team meetings (eg meeting date, attendees, issues discussed, decisions, actions) and enter the data in TeamWorker when necessary;
* Will the team use an issues register to track the resolution of project, team and technical issues; if so how will this work.
* How often team members will communicate with each other;
* How team members will communicate between meetings;
* How often team members will check their email or voice mail;
* The timeframes team members will accept as reasonable to respond to email or voice mail messages;
* How team members will update each other with progress made, especially if they cannot attend a meeting;
* What a team member should do if he/she cannot meet his/her assigned tasks and deadlines;
* How the project plan will be updated to reflect actions completed and new actions assigned and who is responsible for these updates;
* Will a project library be established to contain electronic and/or print versions of documents and emails and who is responsible for maintaining this resource;
* etc

## Defining Major and Minor Non-Compliance

This section should assist you manage team and individual behaviours. Your team should agree how this section should be completed and what items it may include. It is up to you!

You might start by defining and providing examples of what the team considers to be major or minor non-compliance, i.e. a breach of one of Agreement principles or communication processes (e.g. being more than 5 working days overdue with agreed deadlines, freeloading, not responding to emails etc).

## Penalties for Major and Minor Non-Compliance

This is up to your team to agree and propose penalties. The team must then take responsibility for applying the agreed penalties. You may agree to deal with major breaches by reallocating an agreed percentage of marks, or even expulsion from the group.

You may agree to allow a small number of minor transgressions occur without penalty as long as team members behave appropriately & professionally.