# Trifork Handbook

You work at Trifork and this is your handbook. The handbook details how we work together, which processes we have established, and tools we prefer to work with. The handbook is a living document and will be updated often. Our business is constantly changing and this document should reflect that. s The handbook is Open-Source and hand can be freely distributed to your friends and and our clients, just remember to say where it came from. If you think parts of the handbook is outdated please do not hesitate to send us a pull-request on GitHub.

If you are looking for specific technical topics like recommended frameworks in NodeJS or Java, this is not the place for it. The handbook is general topics about out way of working with each other and our clients. You are welcome to make a dedicated handbook for technical topics. Just add them to our github account and link to them in the handbook.

There are a few MUST do items as well. They are there in the interest of keeping our standards high and ensure conformity with our in house tools and deployment environments. They are all very general and unrestricted to ensure Low Governance.

This is a living document. You should always question its contains but follow to it when possible. Any choices you must be well founded and documented in your project documentation.

At times customers will have specific requirements like e.g. Java version or MySQL rather than PostgreSQL. Try to convince them of the error of their ways - but in the end - the customer is always right. But attempt to help them to evolve.

The handbook's purpose is rather Trifork's current recommended practices for our projects and the technologies we work with the most. We have made it public so others may benefit as well.

If you want to use another technology than those found here, you are encouraged to do so, but don't base your entire application on it or any crucial components. Instead consider using trial technologies as non-central components and spikes.

## Empowering Developers

In Trifork we strongly believe that developers should be empowered to create software in on their platform of their choice, using the the tools of their choice with which they are their most productive. We call this a Low Governance Environment. Having free hands to pick and choose fosters creativity an ensures that we remain productive and at the forefront of technology. On the other hand it also has a tendency to generate a lot of fragmentation and hard to collaborate across teams. Therefore this Handbook.

## Sales

### Fixed-Price vs Weekly

We prefer not making Fixed-Price contracts. It puts the client and us against each other right from the start of a project. You can end up arguing over "what it said in the initial contract" while the project has evolved. To be able to work in a flexible and agile manner working on projects on a week-by-week model, allows both to focus on what they really want. It is impossible to know every phaset of a project and there are always new idea and realizations that happen along the way.

### Contracts

Usually the kind of projects we take on are:

* Project Design We help the client plan and evolve
* Nothing to v1 These projects usually
* Maintain an existing project in a transitional period
* Analysis Report, e.g. Code Quality Review, Agile Process Review
* Aid an existing dev team until their hire someone of their own

## Planning

### Project Process

1. Find and Eliminate Risk

* Defining and testing a set hypotheses.

This was important in that it allowed us to follow what we saw and learnt rather than simply following assumptions or common beliefs about the customers.

* Doing Research

Information Gathering / Interviews / Sketches / Artifacts Cognitive vs Emotional Empathy

Emotional

This is often the most radical in its effect on executives and as a source of insight.

This combined with the Client's Hypothesis lead to insight.

1. Design

The question is "how do we build something fantastic".

Innovation Workshop - Bring in customers. - Stakeholders.

We are now confident that we are solving the right problem we set a limited amount of time and start to develop a solution.

1. Prototyping

Paper or HTML

HTML - Dislike Colors - Slower - Scales - WOrking at a distance

Paper - Abstract - Focus on features - Quick

### Work Pace

We work at a sustainable pace. This means that we

### Service Level Agreement

TODO (flg): I think you had some stuff that could fit here.

### Morning Meeting

TODO

### Task Tracking

TODO: JIRA, Trello, etc.

## Knowledge Sharing

### Tech Lunches

TODO

### Hacking Retreats

TODO

## Recruiting

### Finding People

TODO

### Interview Process

We keep track of our applicants in JIRA. When we receive an application it is entered into JIRA so we can keep track of the progress.

Our Manager, Thomas, is responsible for the hiring process. He makes sure that we reply to everyone as soon as we can. We want to keep our standards high and Thomas also leads most interviews and ensures that the applications are up to the task.

Evaluating applications is a joint activity and team members are asked to help take a look at the applicant's CV and any code samples supplied.

We either send them a kind rejection stating why they didn't make the cut, or invite them in for a meet-and-greet session. Either way the will be moved to a new column in the JIRA board.

#### Meet and Greet Session

The meet and greet is the first session and is a chance for us and the applicants to asses each other. Will the applicant fit our culture, does the applicant find the work we do a interesting, and so on. We also discuss Trifork's way of working and ask a few questions about the applicant's resume. This session will usually be done using Google Hangouts or Skype and last about 30 mins.

We also require that all applicants complete a Personality Test. The test is emailed to the applicant. It is two pages long and takes about 10 mins. to complete.

#### Technical Session

The next step is to swing by the office and have a technical discussion with one or two people from our team. We have a prepared list of general questions about computer science, as well as one for Web Development, iOS and Android and one for Enterprise Java, etc.

#### Trial at the Office

The final step is for the applicant to spend a full day with the team. We will pay for any travel and hotel expenses that may apply. This will usually be a Friday and you will be pair programming with one of team members.

This way the applicant gets a real idea about what we work with and what the atmosphere is like at the office. And we get to see how the applicant deals with a real job situation.

#### Making an Offer

Trifork's CEO, Jørn Larsen, has the final word about any new hire. We will send him the Resume, Grades and Results of the Personality Test. If all parties agree that it is a good fit. You will receive a contract for digital signing on [HelloSign](//hellosign.com).

Once the contract is signed we create a new employee account and you get a new company email assigned. It will be comprised of your initials followed by @trifork.com.

### Your First Day

One your first day you are welcomed into the team. We assign a mentor to you how will help you get settled in. By now you should have received a Welcome Email with your username and initial password -- which you will have to change when you first log in.

You should spend your first day getting to know people, setting up your computer (if you have received one yet) and familiarizing yourself with our internal services like [webmail](//webmail.trifork.com), [calendar](//webmail.trifork.com), and time registration.

Your mentor is meant to help ease your first time at the company and help answer any questions you might have.

### Your First Week

You should have been introduced to the first project that you are going to work on. You should also have made your first commit to this project — it doen't have have to be anything major. You should get a copy of the classic book "Extreme Programming" and gotten started reading it. It is a classic and explains many of the methods that we value highly

## Management

### Salary Review

Salary review is done on a annual basis — usually in August. We encourage our team members to know their market so we can come to a fair arrangement that all parties can be happy with. It is in the interest of the company to pay people what they are worth. We don't want our employees to discover down the road that they have been under-paid.

### Compensation

Compensation can be put together in many ways. You can suggest alternative solutions to just the usual monthly paycheck. Be inventive and come up with ideas that will suit your goals and life situation. People with kids tend to want more vacation, while others may be interested in training, or the company sending them to a conference that they are interested in.

Salary is usually paid out on the 25th of the month. Before Christmas we pay out salaries a bit earlier.

### Quarterly Review

We want to make sure you are happy and find your work interesting. Some things can only be said behind closed doors, between you and your manager.

Even though we have an "Open Door" policy and you should always come to the managing team and let them know if something is wrong, it is important that we also remember to talk on a regular basis. That way small issues don't become big problems.

### Morning Meeting

TODO

### Databases

Don't use NoSQL if you don't need it. Don't use Hadoop if you don't have massive data calculations (256 GB plus memory requirements) SEE don't be hadooped. Choose your database very carefully, and make sure it's functional properties is exactly what you need for the task at hand. Design your database schema for your use cases.

* Riak 2
* PostgreSQL NoSQL
* Neo4J
* Hadoop 2
* Datomic

## Developer Setup

### Security

You should always enable full disk encryption on your machine and protect it with a strong password. If you want to have a dual booting machine, e.g. between Ubuntu and Mac OS X and only have a single physical disk you may have issues with your Operating System's build-in encryption not playing nice with others. You can in this case look into alternative solutions like [TrueCrypt](https://www.grc.com/misc/truecrypt/truecrypt.htm).

We encrypt our disks to keep our data (and our customer's data) safe from prying eyes. Having your disk encrypted is the best way to ensure your data is not easily stolen.

### VPN

TODO

### Email

We use an Exchange Server for our email. In your [Welcome Email](#your-first-day) you will have received information on how to log into [Confluence](#confluence). There you can find information on how to setup your Mail Client. Just use the search function and search for "email".

When you send emails for work you should always use your company email address. It is also a good idea to include a signature like the following:

Firstname Lastname  
Trifork AB  
Phone: +46 000 0000



Trifork - Think Software

Email is probably your most important tool. It contains an enormous amount of data e.g. project details, accounts info, attachment. It is also one of your main resources for getting in contact with people. You will find yourself looking for contact information in other peoples emails all the time and you should return the courtesy and include yours.

### Calendar

Just like with [Email](#email)

### Confluence

We use a Confluence server for storing internal information that cannot be public disclosed in the handbook. You can find information about anything from wifi credentials to VPN settings.

We also use Confluence as our internal Blog / News / Notice Boards.

## Development

### Project Checklist

* The project has up-to-date [Documentation](#documentation), preferably in markdown. Is it up-to-date?
* The project has a job on a [CI Server](#continuous-integration) It should at least make sure the project can compile or a minimal sort of boot test.
* Be in a GIT repository that is has adequate security depending on the project, e.g. Certificates and HTTP/S.
* The project has some sort of [Task Tracking](#task-tracking) that is actively used.

### Testing

#### Tests are first class citizens

We strongly encourage writing tests. Writing tests helps you produce better code. Every project should have automatic tests. See continuous integration.

Test when it is appropriate, and test only what needs testing. If you are new to testing you should adopt Test Driven Development or a variation there of e.g. BDD.

Writing good tests is as hard as any other part of creating quality software. Having lots of tests does not mean your software is great. Testing the your software can help make your software stable. Knowing what to test and what may not need testing is a skill that is learned by study and practice and it takes time. Here are a few good resources with general concepts:

* http://sturgill.github.io/2013/04/15/tests-are-overhyped/
* https://news.ycombinator.com/item?id=5554600

The major benefit of writing tests while you develop rather than after the fact is that it produces testable code.Testable Code tends to be better code because it is usually modular, has a clean and easy to use interface,and interacts only with few other parts of the code base (low coupling).

### Continuous Integration

TODO: CI Server

### Continuous Delivery

All projects should be built on git push by a CI Use Jenkins over CircleCI over TeamCity. All projects should be buildable with single command You are strongly encouraged to make a Make target called "ci-package" You are encouraged to tag all build versions in git. See semantic versioning.

### GitHub

We share our Open-Source project's on GitHub. We are strong believers in paying it forward to the Open-Source community.

Anytime your make a useful component that others may find useful as well, go ahead and share it on GitHub. Remember that you are representing our company and should keep the standard high, documentation good, and code clean and well tested.

You can get your existing GitHub account associated with Trifork's GitHub organization. That allows you to create repositories under Trifork's organization page. We want to keep the list of repositories clean and up-to-date, so you should talk to someone and make sure that your stuff is ready before you publish it to the masses.

You are free to create *closed repo's* as needed, but we tend to keep most repositories on our in-house git servers.

### Software Licenses

Software Licenses can be seem bit of a jungle to navigate at first. There are many different licenses even many versions or variants of some licenses.

When doing Client Work, it is important that you know what kind licenses are approved by the client's legal department, if any. If a client does not have an existing policy on software licenses it is our responsibility to both educate them and make the right choices for them. This also holds for our own products and Open-Source libraries.

Generally you can divide the most common licenses into two categories:

#### Proprietary

The publisher of the software retains ownership of the software which is somehow licensed to the user. These are seldom used in our software and can usually never be distributed as part of an open-source solution. They are usually paid copies so you will probably not include this type of component by accident.

#### Free Software

These licences are can require that any software, derivative of the software that incorporates a material under the license also be distributed under the same licence, in essence also making it Free Software.

For example the the GPL license requires any derivative work to also be released according to the GPL.

This does not mean that you are obligated to distribute the code. E.g you may create company internal applications that use free software as long as you don't try to sell it.

Notable Examples: GPLv3, Copyleft

#### Open Source

### Logging

Use an image with logging like ELK. Use Rolling Logs

Use semantic logging patterns (LINK?) Avoid log and throw anti pattern

### Documentation

* README file containing:
* Brief project intro.
* Developer setup guide.
* Deployment guide.
* References to any further documentation.
* Architectural document

Top-tier components e.g. WebServices, databases, external systems, communication links.

* Tech decision:

Choice of technology to solve a problem must not be arbitrary.

But most often is. "Okay let's use spring and web sockets... What was the project about again? Choosing the right tool to solving a problem is crucial for the maintainability of a project.

### Makefiles

TODO

### Web Developent

Use nginx over Apache2 Serve static resources from a cookie less subdomain. Use Site Wide Encryption with SSL Use perfect forward secrecy Prefer RESTful architecture REST has nothing to do with CRUD or Structured URLs through they are often mixed up with these concepts! Consider creating EventSourcing APIs over CRUD APIs Don't do SOAP

## Design & UX

### Working with Designers

TODO

### Working Together

### Peer Review

Peer review is encouraged. Try to work in peer review set-up as part of your team workflow. If you are working alone on a project, consider getting a review buddy and review each other's code across projects.

Consider mixing it up and do group refactoring sessions as well as a chance to learn from each other.

#### Review Checklist

* go through the [Project Checklist](#project-checklist) from the handbook and make sure the project conforms.
* Check the recommendations for the platform used in the project, and discuss and document if something diverges and is not already documented.
* Make sure that the project conforms to the platforms style guides. You should a styleguide for any language you work with. If you don't make one and share it.

### Pair Program

Pair programming is encouraged. It is great for knowledge sharing and catching bugs early. Find a balance with coding individually and in pairs.

## Measuring

### System Monitoring

Disk usage, memory etc. should in most cases be handled by operations. You should do monitoring using log aggregation. See logging. Teams are encouraged to have team dashboards, on a screen, with kibana or duckboard.

### Log Aggregation

TODO

### Feature Flags

TODO

### Transparency

TODO

### Time Tracking

#### Hours

TODO

#### Expenses

TODO

### Traveling

TODO

### Agile Processes

Every project team must decide how they work most efficiently. All activity should be based on the Agile principles of Scrum, Kanban, Extreme programming or similar. *But don't kill agility with agile processes*. In the end agile development boils down to:

* do frequent deliveries (weekly/bi-weekly at least)
* be able to adapt to change (it will come)
* hold retrospectives to continuously improve the way you work together.
* get frequent feedback from your product owner and or client

All these components are important to ensure a good project.

### Legacy Code

#### Step by Step Guide

If you inherit code your first task is to really understand it. What does it do, what is architecture like, what are the.

1. Have as many teaching/knowledge transfer sessions with the previous owner as possible.
2. Make your own judgement about the "quality".
3. Make sure you have a test safety net, before doing too much refactoring. LINK.
4. Don't fix what ain't broken.

The last point is probably the must tricky. Try no to be too hasty in passing judgement or applying your own esthetics to a code base. Projects always have undocumented history and if you change something that is seemingly 'stupid' or irrelevant could end up breaking the code or making the client upset.

In the end it is also about protecting yourself; if you break something that isn't broken you spend the time 'fixing' it and then re-fixing it, and life is just too short for that. Focus on adding value to the customer.

### Deployment

Use our pipelined images LINK Docker and Flocker Bash Scripts over Ansible over ChefSolo Ubuntu LTS over CentOS Use upstart over systemd over sysinit because we prefer Ubuntu. Use continuous deployment Use semantic versioning of you software