**Eric Gullerud**

1. **How do you determine requirements?**

They decide the requirements based on the purpose of the customer's needs. They also create API documents and sample code, continue to maintain and updates the code to allow customers to read through it to ensure they meet all their needs.

1. **How do you communicate within and across groups?**

Because Eric works with four teams around the world, they communicate primarily via email, while also using WebEx, phone call, Zoom, and Google Hangouts, and they use JIRA to document and track processes.

1. **How do you move from stage to stage in a project? (What stages do you have?)**

Through checkpoints, they will go from planning to coding, coding to testing. First define checkpoints and meet the conditions, each phase will have different checkpoints, and meet the requirements of the previous checkpoint before moving to the next checkpoint.

They will have different stages like，customer review, release production, automatic testing, release to manufacturing, and the documentation of variance.

1. **How do you ensure quality as you are developing a project?**

They receive an external review from the car safety organization once a year, and the organization focuses on security processes rather than code.

1. **How do you test your projects? How do you know it is ready for release?**

One hundred tests were performed on each requirement and documented to ensure quality, and Eric's team currently has no time to write tests before coding. They will code first, then hire people to look up their code and write tests to see if the code works.

1. **How is a product maintained after release?**

Whenever they make changes to the source code, they log into the source control system and track it. Also make sure the code passes the regression test.

1. **What management structure do you have?**

Because of the shortage of staff, they have the manager responsible for the whole product, but he does not like manage the software part, so the software part is the responsibility of another person, and the person he manages does not report to him.

1. **How do you improve your development process?**

After each project is completed, they will have a meeting to discuss the lessons they have learned**.**

**Erick Watson**

1. **How do you determine requirements?**

One way is to collect the customer's needs and then work backwards.

The other is a hypothetical approach, starting with writing dozens of hypotheses and then finding customer requirements. Small companies focus on what they can build.

User story

As a user/who

I want action/what

So what purpose/why

1. **How do you communicate within and across groups?**

Large companies: Follow the RACI (responsible, accountable, consulted, informed) diagram，It often appears in large organizations such as healthcare and insurance.

Small companies: two pizza meeting/rules ：5-7people is better than larger

Small team is best.

1. **How do you move from stage to stage in a project? (What stages do you have?)**

They use the agile methods SCRUM and Kanban for project development at various stages, and also use JIRA tools and Visual Studio for tracking. The stage follows Need to do, Plan, Develop, Test.

1. **How do you ensure quality as you are developing a project?**

Large organizations will consider quality and safety at the beginning. Use peer review methods to know the best way to ensure quality and create test cases for testing.

1. **How do you test your projects? How do you know it is ready for release?**

They use a bug management tool called Applause for debugging and testing. Usually delivered on the due date.

1. **How is a product maintained after release?**

They use a tool that can record errors to record and trace back to the team and individual who created the error, and then let the person fix the error. Large companies also create a dedicated team to communicate with customers and receive their feedbacks.

1. **What management structure do you have?**

They use a peer-oriented structure, especially in small teams, remember to avoid HiPPO. If you find an error, politely remind and provide relevant data to prove it.

1. **How do you improve your development process?**

He uses the OODA loop (observe, orient, decide, act)

Observe: find all the data that can be obtained

Orient: adjust your direction

Decide: Determine the decision based on the first two steps

Act: the test of the hypothesis made in the decision part of the loop

Also, he will conduct the sprint review to review the process and product issues.