# Title: Freshwave in Freshsales

[Freshwave](https://confluence.freshworks.com/display/FRESWAVE/Freshwave) is an agile implementation in Freshworks that aims to incrementally work towards predictable product development by ensuring customer delight and employee engagement.

## Sprint

As part of Freshwave, we will adopt a sprint model of working. Though the duration of the sprint can be decided by the squad, the recommendation is to adopt 2 weeks sprint model. Each sprint will have 10 days and several Freshwave ceremonies will be scheduled appropriately. A typical sprint calendar can be seen below,

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Day 1**  Sprint planning | **Day 2**  Daily standup | **Day 3**  Daily standup | **Day 4**  Daily standup | **Day 5**  Daily standup |
| **Day 6**  Product Backlog Grooming  for Next Sprint | **Day 7**  Daily standup | **Day 8**  Daily standup | **Day 9**  Daily standup | **Day 10**  Sprint Demo & Deployment  Sprint Retrospective |

As part of the sprint, we will have several sprint ceremonies which are briefed below.

* [**Sprint Ceremonies**](https://confluence.freshworks.com/display/FRESWAVE/Sprint+Ceremonies)

1. **Product Backlog Grooming**  
   **Who?** Squad members, EM, PM & TPM, Tech Arch  
   **What?** EM will work with PM and Tech Arch to identify epic, user stories, tech stories and other items that can be groomed. The list of items to be groomed will have to be shared with the team 2 days before grooming. This would help squad members to go through the list and come up with informed questions. In the grooming meeting, PM will explain the user stories in detail and clarifies the queries from the squad members. All the tickets that are meeting the **Definition of Ready** will be picked up in Sprint planning.  
   **Output -**Once tickets are groomed, they should be estimated with story points.
2. **Sprint Planning**  
   **Who?** Squad members, Optional - EM & TPM  
   **What?** Squad members will discuss availability and start picking tickets based on priority from the product backlog.  
   **Output -**Squad board created with all tickets that are picked by developers and QAs with clear ownership and plan. Developers and QAs will pick tickets and effort in days for each ticket will be filled by each one. We can also fill effort in days for each stage such as 'Development', 'QA', 'Review' etc.
3. **Daily Standup**  
   **Who?** Squad members  
   **What?** Squad members meet on a daily basis to discuss i) what is the plan for the day? ii) What are the blockers?  
   **Output -** Tickets in Freshrelease have to be updated regularly.
4. **Sprint Demo & Deployment**  
   **Who?**Squad members, EM, PM, TPM, Tech Arch  
   **What?** Squad members will give the demo to all stakeholders and take inputs.   
   **Output -**Every sprint will see a mandatory deployment on this day. But we don't have to wait until this day for deployment to happen if tickets are already tested and meet the **Definition of Done.**
5. **Sprint Retro**  
   **Who?**Squad members, optional - EM, Tech Arch & TPM  
   **What?** Professionally conduct the current sprint retrospective with what went well? What did not go well? What do we need to continue? Appreciations**Output -**We will have action items with owners and a timeline attached to it. In the next sprint retro, owners have to update the status on each action item.

## Definition of Ready

* Defined acceptance criteria as per the i2p document
  + Happy path flows
  + Negative/boundary conditions
    - Ex: Error handling, Field validations, Tools integration services, etc.
* External and Internal dependencies identified and planned for co-development/ready/delivered
  + Definition of Done for dependencies should be **prepared and submitted** to the external/internal team
  + Definition of Done should be **met and verified** by the team
* Effort and Complexity Estimated
* **Frozen** mocks/design
* Performance criteria/benchmarks if applicable
* Deployment plan
* Rollback plan
* Applicable compliance checks
* Web Impact on Mobile and viceversa
* Impacted areas identified and cross verified with i2p document
* Can this story be completed before end of the sprint at all progress levels(dev/qa(Functional+Automation)/staging)? If no, break it down to smaller story
* Security testing as applicable
* Test plan to be ready before the grooming

## **EM responsibilities at every stage of Freshwave**

Stage: I2p

Responsibilities:

* Participate in i2p and ensure BE/FE/SET TA or TL as appropriate from the squad are involved
* Make sure the i2p doc and mocks are shared ahead of i2p and engineers go through the doc and raise any open questions. Pls reschedule the i2p of either of these aren’t followed
* All open questions are closed before taking up for grooming
* Test plan is created with required details from i2p
* EPIC is broken down into user stories by Archs and PMs
* If any EPIC is beyond M(T shirt size), pls discuss with PM/TA to break it down to M or lesser. For any exception on the size of the EPIC, pls discuss with Santhosh/Sudharshan/Somya to break it down

Stage: Grooming

Responsibilities: Ensure all of definition of ready (<https://confluence.freshworks.com/display/freshsales/Freshwave+in+Freshsales>) are followed including

* As first for every item ready for grooming, ensure it is part of the line drawn /stack ranked list for the quarter for that POD. Any ad hoc asks has to be flagged as unplanned/ad hoc in our roadmap
* Review i2p doc to make sure all the sections like sizing, tech design, customer pain point, dependencies and so on are all updated
* Ensure the test plan is updated with decisions/details from grooming
* Impact on platform, mobile and other squads/teams are prioritized in respective team/squads and commitment on the deliverables are tracked

Stage: Development:

Responsibilities:

* Ensure API first approach is followed during development<TODO: Link for API first approach>
* All the features and enhancements should have account level feature flags implemented by default so that features can be enabled/disabled for a few selective accounts once in production before eventually opening up for all accounts based on plan. This is non negotiable and critical for enterprise release management. This is most important for existing accounts and for accounts signed up after the feature release, it can be enabled by default unless called out by PM/TA. The flag has to be updated in test plan
* Parallelise BE/FE/SET as much as possible
* UT is done with good quality and coverage

Stage: Review

Responsibilities:

* Review the code based impact areas and actual implementation areas called out by the devs in the test plan and ensure QAs are able to write/pick test cases based on it
* Perform UAT before QA picks up for testing to assess the quality of deliverables
* Ensure the dependencies are delivered by the teams/squads as identified in the i2p doc
* Ensure BE and FE unit tests are written with good quality and code coverage

Stage: Testing & Automation

Responsibilities:

* P0 and P1 cases written by QAs are shared with dev to test the functionalities before its taken up for QA testing
* If significant(relative) number of P0/P1 iteration bugs identified by QA, ensure build is moved back to dev for fixing  bugs and previous step is done before moving back to QA
* If performance or security checks are called out in i2p, it's performed at least at this stage
* P0/P1 test case automation to be written and not deferred to meet release timelines

## Definition of Done

* **Published** API standards (swagger)
* **95%** code coverage (**Functional** and Line) - *Should be seen in the associated PR*
* P0 & P1 **100%** automation
* **Accepted** Code review (Backend and Frontend)
* **Upload** updated and **reviewed** manual test cases
* Triage and setup followup actions for deferred items/bugs
* **Test Run report**
* Acceptance criteria met
* Product Owner acceptance
* Feature level functional tests passed
* Automated regression tests pass
* Performance benchmarks met
* Meets compliance requirements (security, defined compliance checks, and others)
* **Green build**
* Functionality documented - KBase
* Deployed in production
* Release notes
* QA checklist details in Freshrelease
* Mobile Impact tested in android and iOS releases.

## Metrics

* Velocity - story points
* Committed vs Delivered of Story points
* Sprint Burndown chart
* Code coverage
* Automation Coverage
* Number of iteration bugs
* Number of production bugs

## Roles and Responsibilities

1. **Product Owner - PM**
   1. Helps prioritizes and manages product backlog
   2. Identifies epics and user stories
   3. Define acceptance criteria
   4. Ensures readiness of backlog items for execution
   5. Be there for the team to remove impediments
   6. Groom user stories together with all squad members
   7. Get the squad inspired with the big picture & business value of the feature
   8. Bring customer context & feedback to the table. Enable squads to be customer-focused.
2. **Squad Lead**
   1. Ensures all squad ceremonies are planned and value-driven
   2. Ensures participation of all squad members
   3. Track action items discussed in Sprint retro meeting
   4. Encourage squad members to identify and surface blockers
   5. Build relationships with other squad leads and share good practices
   6. Provide an update on open impediments in daily stand-up
   7. Ensure Freshrelease is updated all the time
   8. Keep working agreement, the definition of done and definition of ready is up to date and been revisited with teams on a regular cadence.
   9. Track when DOR/DOD/WA is slipped and make course corrections to get it back on track
   10. Own teams' continuous improvement in efficiency and camaraderie.
   11. Ensure that ceremonies/meetings achieve their objectives.
   12. Ensure the objectives are met when the squad decides not to have ceremonies /meetings'.
   13. Sense of urgency, ownership and a drive to ship
3. **Squad Member**
   1. Active participation in sprint ceremonies
   2. Estimate the work
   3. Share the practices and learning with other members
   4. Raise impediments
   5. Ensures quality
   6. Update sprint backlog on a daily basis
   7. Technical task breakdown during sprint planning
   8. Nurture squad's self-organization
4. **Tribe Lead - Tech Lead**
   1. Expert in the function & domain
   2. Mentoring the squad members
   3. Will ensure best practices are being followed and maintain consistency
   4. Innovate/experiment, implement & learn
5. **Coach - EM**
   1. Ensure consistency of practices across squads
   2. Squad assessment
   3. Mentoring the Squad Lead
   4. Identify new practices
   5. Coach squad leads and product owners
   6. Facilitate Community of learning
   7. Address Team level impediments
   8. Facilitate Global backlog grooming sessions
   9. Encourage the team to continuously improve the process
   10. Point of contact for everyone in the squads and other stakeholders in the product regarding Agile/Freshwave