LinkedinGrad

Developing the product

Product Owner: Pramit Singh

Getting Started

Create Project Blueprint

A product launch is not just about deploying a beautifully designed,built and thoroughly tested feature. Your company needs to be equally prepared if not more to support every possible customer interaction associated with the product (e.g landing on your company website to learn more about the new feature)

Create a coordination activities map

Share your project-specific coordination activities map here (Insert Link here). You can also share a screenshot below.

	A	B	C	D	E	F
1	**Purpose** *Conveys the scope of various tasks that need to be coordinated to build and launch the product/feature*	**What is the task?** *Based on the purpose, select the appropriate from the drop-down*	**Who is the task owner?** *Does the following to finish task:* *1. Schedule and run meetings* *2. Gather feedback and share updates* *3. Follow-up with stakeholders*	**Whose involvement is needed to accomplish the task ?** *Please select one from the drop-down list of your identified stakeholders*	**What is their role?** *Select the stakeholder's role from the drop-down.* *Note: 'Scrum Team' role is applicable to stakeholder 'Scrum Team' only*	**By when, does the task need to be completed?** *Select milestone keeping in mind nature of the task, downstream effects of delaying task*
8	*Incorporate stakeholders feedback*	*Discuss the prioritized feedback received from stakeholders to update scope and design*	*Product Manager*	*Design Thinking Lead*	*Scrum Team*	*Before project's sprint 1 starts*
9	*Initiate and maintain feedback loop*	*Create a project-specific communication channel (in Slack etc) to share insights from customer meetings/usability tests/data analysis*	*Product Manager*	*Cross-functional Stakeholders*	*Contributors (Consulted for their opinions or expertise to help with project decisions)*	*Ongoing activity*
10	*Plan development work*	*Setup solution feasibility discussions to understand the work involved/identify inter-dependencies and potential risks*	*Product Owner*	*Scrum Team*	*Scrum Team*	*Before each sprint starts*
11		*Identify critical spike and engineering design work to complete prior to product/feature development*	*Engineering Lead*			
12	*Manage product/feature testing*	*Share and review the project's test strategy*	*QA*	*Scrum Team*	*Scrum Team (Involved directly in product development efforts)*	*Ongoing activity*
13	*Setup analytics tracking*	*Create a project-specific communication channel (in Slack etc) to share insights from customer meetings/usability tests/data analysis*	*Product Marketing*	*Scrum Team*	*Scrum Team (Involved directly in product development efforts)*	*Ongoing activity*
14	*Prepare for every sprint*	*Finalize user-stories and design to add for each sprint*	*Product Manager*	*Scrum Team*	*Scrum Team (Involved directly in product development efforts)*	*Before each sprint starts*
15		*Create tickets for each sprint based on the analytics tracking requirements*	*Product Manager*			
16		*Create tickets for each sprint based on the test strategy*	*Product Manager*			
17	*Coordinate product/feature*	*Discuss launch plan and targeted timelines to align with development cycle*	*Product Manager*	*Product Manager*		*Before project's sprint 1 starts*

Plan for Sprint Meeting

As a PM, it is important to stay ahead of your scrum team and be prepared for every upcoming sprint by having a target goal defined with prioritized backlog for team to start costing and breaking down the tasks

Sprint Planning Meeting Preparation

Sprint Goal
Develop capability to display new grad matched jobs for LinkedinGrad profiles.

Sprint Backlog	
1	*As a LinkedinGrad user, I want to see "Top Matched Jobs" section expanded by default when I land on Jobs screen so that I can review the best matched new grad jobs for myself.*
2	*As a LinkedinGrad user, I want to see "All Grad Jobs" section when I land on Jobs screen so that I can review all available new grad jobs.*
3	*As a LinkedinGrad user, I want to see "All Experienced Jobs" section when I land on Jobs screen so that I can review all available jobs on Linkedin.*
4	*As a LinkedinGrad user, I want to be able to type my search criteria for jobs so that I can review the matched new grad jobs.*
5	*As a LinkedinGrad user, I want to see the # of matched jobs on my LinkedinGrad profile screen so that I can easily navigate to the matched new grad jobs.*

Sprint Prioritization Logic
- RICE Logic followed to prioritize stories. *- Job match is the top value from this product so this Epic scored highest in impact; Linkedin existing job match API will be re-used so confidence and effort scores were also high for the related stories.*

User Story 1

User Story	*As a LinkedinGrad user, I want to see "Top Matched Jobs" section by default when I land on Jobs screen so that I can review the best matched new grad jobs for myself.*
Design	Prototype - https://www.figma.com/proto/zwuXhfMhj2nbzX6vfwa5oD/Linkedin-Udacity-Project?node-id=2%3A969&scaling=scale-down&page-id=0%3A1&starting-point-node-id=2%3A969
Acceptance Criteria	• When a LinkedinGrad user lands on Jobs screen, he should be able to see following sections in order - A) "All new Grad Jobs" B) "Top Applicant Jobs" C) "All experienced Jobs" • "Top Applicant Jobs" section should be expanded by default. • Displayed "Top Applicant Jobs" should be sorted by match % as returned by "Linkedin Match API" • Page should load within existing performance SLA of <2 seconds
Assumptions	- LinkedinGrad profile has been setup with minimum threshold data for Linkedin Match API to work. - Jobs screen should remain ADA compliant

User Story 2

User Story	*As a LinkedinGrad user, I want to see the # of matched jobs on my LinkedinGrad profile screen so that I can easily navigate to the matched new grad jobs.*
Design	Prototype - https://www.figma.com/proto/zwuXhfMhj2nbzX6vfwa5oD/Linkedin-Udacity-Project?node-id=2%3A969&scaling=scale-down&page-id=0%3A1&starting-point-node-id=2%3A969
Acceptance Criteria	• When a LinkedinGrad user lands on Profile screen, he should be able to see "# Matched Grad Jobs" link under the existing "Your Dashboard" section. • "# Matched Jobs" should be reloaded on every screen refresh and/or revisit as returned by "Linkedin Match API". This displayed value should not be from system cache unless the API call fails. • Clicking on the "# Matched Grad Jobs" link should load the Jobs screen w/ "Top Applicant Jobs" section expanded by default. • Displayed "Top Applicant Jobs" should be sorted by match % as returned by "Linkedin Match API" • Page should load within existing performance SLA of <2 seconds
Assumptions	- LinkedinGrad profile feature development is completed and successfully deployed to production. - Profile screen should remain ADA compliant

Decoding API Documentation

As a PM, you will collaborate with the engineering team and provide guidance that heavily influences their development approach. When a product requires an API integration, sometimes PM need to be "technical enough" to understand the following to refine the solution with designer and development team

- what information is available via the API
- how is it available
- possible pricing impact

LinkedinGrad Project

Based on the API documentation how would you update your solution and design?	API documentation is incomplete. It is focused on Applicant Tracking system and 'Recruiter System Connect' which try to sync and match candidates against jobs. Our use case is other way around where we need to match and stream jobs with a given profile. This API information is not publicly available / exposed. The API documentation is therefore inconclusive to make any updates to solution and design.
Based on your high-level understanding of the API documentation, are there any details that you want to discuss with engineering to refine solution and/or determine feasibility	- Linkedin Match API seems to be an plugin feature that invokes the 'sync job' API. The response is a stream of candidates that match the posted job. This functionality was designed for "Recruiter System Connect" and not the Linkedin Top Job Matched for a profile which is a reverse functionality. So please check if you shared the right API with me. - I would think our implementation will need to invoke the 'sync candidates' API to match and stream the matched jobs on the "Top Applicant Jobs" section. In order to do this, 'Sync candidates' API will need to be updated to accomodate new grad experience. currentEmployer & currentJobTitle fields will need to be made non mandatory and in addition a new parameter profileIdentifier will need to be added that would identify the candidate as LinkedinGrad for the match algorithm to work properly for new grads.

Re-prioritize Sprint Backlog

As a PM, unexpected issues and new feature requests will require you to triage them efficiently and re-prioritize the sprint backlog without impacting the roadmap deliverables significantly

Issue 1: Landing Page loading too slow

Determine impact and criticality to prioritize issue	[**Remove help text before you submit**] ● Reviewed test results from QA to validate that 90th percentile response time is 38% slower. ● Reviewed the observability platform to understand where the bottleneck is – and whether a quick infrastructure scale would help resolve. ● This needs a code change and will need to be added to the scrum team's backlog. ● Issue is high priority given the reputational risk for a brand new product and the fact that our audience is fresh grads – this age group has lower appetite for slower page loads.
Next Steps You would carry out typically using JIRA (ticketing tool), communication channel (Slack)	- Update the defect priority to High in JIRA. - Deprioritize another tech debt story from the current sprint backlog to carve out capacity to resolve this bug. - Notify the scrum team on Slack regd this addition to current Sprint.
Would you take additional steps ?	- Ensure Performance test results are reviewed with PM for every Sprint prior to PROD deployment. - Add agenda items to retrospective for RCA of this issue. - Add agenda item to Scrum of Scrums to share RCA takeaways and process enhancement with other teams.

Issue 2: Misaligned fields in Profile Settings

Determine impact and criticality to prioritize issue	[**Remove help text before you submit**] ● Reviewed Site Behavioral Analytics data to understand the % of visits and interactions with this page and field. ● Reviewed QA test results on multi devices and browsers combinations and issue was isolated to certain versions of Android only. ● Had QA execute automated focused regression with this field to understand any un-forseen impact to functionality. No issues found. ● This is a low priority issue as it has no impact to functionality and very low % daily hits.
Next Steps use ticketing tool (JIRA), and communication channel (Slack)	- Drop the priority of issue to low in JIRA. - Inform the support team via Slack channel of the decision so they can update the incident records. - Add a note to review the need for visual regression testing and exploring AI based solutions like Applitools to augment the detection capabilities.

Respond to Customer Service Manager's Email

Determine impact and criticality to prioritize the issue (1 - Critical; 2 - High; 3 - Normal; 4 - Low)	- Looked at the correlation between behavioral and transactional data to understand the % of users interacting with the password reset flow vs the delayed emails. 100% of users impacted. - Call center wait times (SLI) breached service level objective (SLO) already. - Issue is critical as it impacts a significant customer population who are not able to use the system; reputation at risk.
Next Steps	- Raise the severity in JIRA to critical and in ServiceNow to P1 and broadcast line alert via Slack channel. - Invoke the P1 incident management procedures via the support team and ensure Observability, Dev, Infra, Networking teams are on call to troubleshoot the issue. - Get DevOps , Quality teams on standby for immediate test and deployment of a potential fix.
Sample Email Response	CSM Team, Our initial investigation aligns with your findings. A P1 incident has been raised and triage call initiated led by enterprise service management office. Team is already on a bridge actively troubleshooting the issue. Updates will be shared every 30 min. Please monitor call volumes and wait times. If they further breach the SLO by 1%, I will have the team bring up the maintenance banner on site. Regards, PM

Handle Potentially Difficult Situations

As a PM, you will be faced with many unexpected situations where you have to make a decision or push back while managing competing priorities from stakeholders and tackling issues that could potentially affect your product launch

Respond to CEO or GM's request via email

Assessment and result	- Explored the possibility of setting up a QA environment for the demo day. - Reviewed the 65% features marked ready to ensure the user flows are logically independent from the remaining 35% under development for a demo. - Reviewed stability of the underlying APIs that would be consumed by the QA environment to ensure a stable demo environment.
Sample Email Response	Hello GM, The team is super excited to hear your enthusiasm for the latest features we have been working on. Given we are in the Dev phase, the feature development is not 100% complete and we lack a stable QA environment for a meaningful demo. Re-using current Dev environment would not be an option as this would disrupt the current Sprint velocity given we would need to pause our development & CI/CD to provide you a stable build and lend you our environment. As an alternate, I have reviewed the possibility to spin up a parallel QA environment on the cloud. We would be able to deploy a stable certified code a/o last Sprint. While this would not be 100% of the functionality, I will share the logical flows and use cases that would work for this demo. Good luck and let me know if there is anything else I can help with. -PM

Step-in and guide the scrum team at stand up

Video Response	Video Link - https://github.com/pramitsingh/Udacity_PM/blob/main/Phase%203%20Product%20Development/video_response_SM.mp4

Handling Resource Constraints

List 2- 3 activities that you would carry out as a PM to unblock the scrum team immediately ?	- Guide the team to a realization that scrum team construct is t-shaped resources. Everyone should be able to step in to help with test execution. Product owners should take up exploratory testing to certify the new feature development. - Automation of acceptance tests can go in tech debt / backlog. Remove that from the definition of done for the current Sprint. - Raise with the LOB Head of Product to help prioritize the resource usage across the competing products' needs.
Since the QA team member is shared across multiple projects, how would you coordinate with other PMs to de-risk your project and raise appropriate visibility ?	- The value of QA is on their expertise on test analysis and test coverage. I will have the scrum team create this strategy and tests and use the shared QA's availability to review and approve these artifacts. Execution can then be done by scrum team. - Will set t-shaped accountability expectations with the team going forward as well as seek a dedicated principal QA for the product. - Plan for a blue/green deployment with additional due diligence on blue deployment tests before flipping to green. This will slipped defects if any will have limited impact.
Since there is a potential risk, it is important to raise visibility amongst appropriate stakeholders	Given the risk has been mitigated by having the QA review the strategy and coverage, the residual risk is lack of in-sprint test automation (which has a bearing on the speed) and potential for defect slippage due to execution being done by non-QA (low likelihood), I would inform only the following stakeholders - Change management team – Requesting a non-standard / broader deployment window due to manual tests. And exception that the requested CH test completion signoffs would come from the scrum team instead of QA. Internal Audit – About modified procedures to ensure segregation of duties for secure SDLC controls. Pilot Users – Heads up to them to be extra diligent in pilot given the tests were not executed by QA.
	The tone of my conversation above is a middle ground given we negotiated limited availability from QA to mitigate the risk. If the negotiations would fall apart and no QA time were to be made available – which means our test strategy and tests would be conducted by non-specialists, we would use a stronger tone of caution with pilot users as well as send additional communication to the executive leadership about delayed flip to green since we would need to spend additional time testing the canary deploy in PROD with pilot users.

How would you handle stakeholder feedback?

Feedback Assessment	Thanks for your feedback and suggestion. - Can you please share your thoughts on why daily push notifications would be an essential feature for the product especially MVP? - Do you have any data / research facts / user studies or competitive analysis that indicates this kind of feature helps deliver delightful user experience? - Finally this feature was never brought up for MVP scope. Is this something that triggered to you as an idea during the user test or was this a requirement you was discussed to be in-scope but never captured?
Video Response	Video Link - https://github.com/pramitsingh/Udacity_PM/blob/main/Phase%203%20Product%20Development/video_response_stakeholder.mp4