

Large products, Large teams, Large Backlogs

*Making it work in a distributed agile
development environment*

Perforce
User Conference 2010

Patric Palm
CEO and co-founder
Hansoft

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- » Working with geographically distributed teams
- » A living plan
- » Structuring the large work

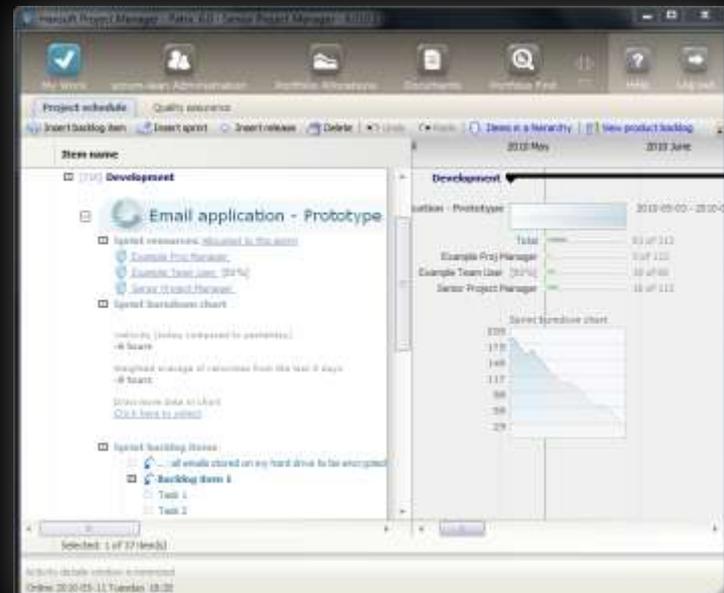
My outlook

- Background in consulting, putting together management teams for technology start-ups
- CEO and co-founder of Swedish vendor Hansoft, project management and issue tracking tool for agile and lean software development
- Builds on principles of team empowerment, increased communication, transparency, and collaboration
- Frequent speaker at Agile and Game Developer conferences. Examples 2009: keynote @ the European Scrum Gathering, keynote @ Develop in Brighton, speaker @ US Scrum Gathering, speaker @ Noridic Game

What does the tool do?

Hansoft 6.0 – collaborative tool for:

- » Project planning and tracking
- » Agile and Lean project management methods
- » Collaborative Gantt scheduling
- » Defect Tracking / QA
- » Workload coordination
- » Project portfolio overview
- » Document management



"As a rapidly growing studio we needed a server based project management solution that could support internally and externally driven projects and was easy to adapt to our iterative development process - Hansoft delivered. In the short time we have had Hansoft deployed, it has already increased productivity, communication and visibility across our entire team. The new pipeline and workflow tool has allowed Harmonix to automate many of our repetitive and time consuming production tasks into a streamlined process that the development team has direct interaction with."

*Director of Production,
Harmonix Music Systems.*



"As a constantly growing company with multiple studio locations and external partners we needed a flexible Project Management tool that supports our approach of agile development. At Crytek each Project Team lives agile development in a different way. With Hansoft we found the right tool to support different team structures with individual configuration and setup, fitting their needs perfectly. In comparison to other solutions, Hansoft reduces the overhead for each team member and gives us more time and freedom to do what we do best - raise the bar in quality and innovation."

Producer, Crytek



"Hansoft makes the difference! Developing aerospace technology is a complex process, and a powerful, yet flexible project management system is key in keeping the projects on track and deliver top quality products on time. Our team was excited about Hansoft from the very first day and we are still impressed by the comprehensive set of features."

Director, AOCS sensors at Jenoptik Defense & Civil Systems division



"We are excited that Hansoft can handle both schedule driven projects and agile methods like Scrum. The possibility of combining these methods in the same project has really been useful. Hansoft is very intuitive and easy to use, and we are impressed by how rapidly the team adopted the tool."

*General Manager,
Space Systems,
Swedish Space Corporation.*



Typical Hansoft projects?

- » 30-200 (sometimes more) developers working on one product
- » Several of these large projects in parallel - portfolio
- » Sometimes distributed across several continents
- » Outsourcing partners involved in the tool
- » Clients involved in the tool
- » Different project management style in different projects, different level of project management maturity

How to scale the agile implementation in the organisation?





How to scale the agile implementation in the organisation?

- » Budget time and resources for the coaching effort needed to support the implementation
- » Coach the coaches
- » Who makes a good coach?

Working with geographically distributed teams

- » Reducing cost?
- » Gaining access to unique competence?
- » Flexibility of rapidly increasing and decreasing the number of people in the team without making large hiring commitments?





A living plan

A plan and backlog that is not living will quickly become useless

- » Organise the sprint plan and backlog the way you are actually organised. If you want to change the organisation make sure that happens at the same time as the backlog and the plan is reorganised to not lose buy in for the backlog and plan.
- » Make sure the plan and backlog reflect reality by making sure it is up to date and match what people are doing on the team. If a tool is used make sure it is liked by the team. This has been one of the key success factors of Hansoft.
- » Make sure all the info is shared and easily accessible for everyone.
- » If the plan and backlog is in a tool it should be flexible enough to match the organisation so the organisation doesn't have to adjust to the tool. Flexibility also means allowing changes along the way to enable continued improvement of processes

My Work

Documents

Portfolio Find

Boarder Wars (Agile)



Help

Log out

Timesheet
 Report time on
 Go to in project view
 More..
 Show or Hide tasks and bugs
 Find
 Print
 Zoom in
 Zoom out

Item name	Work remaining	Item status	Sprint priority
Tasks assigned to you:			
Boarder Wars (Agile) - Iteration Gameplay Mechanics Sprint R1-S1			
Iteration Gameplay Mechanics Sprint R1-S1 2010-04-05 - 2010-04-30			
Total work remaining in this Iteration: 0 hours (+ 88 hours over-allocated)			
1	<input type="checkbox"/> As a player, I would like to be able to perform rail slides.: Design rail slide mechanic	0h	✓ Completed High priority
2	<input type="checkbox"/> As a player, I would like to be able to perform rail slides.: Write test cases	0h	✓ Completed High priority
3	<input type="checkbox"/> As a player, I would like to be able to perform rail slides.: Code task 1	0h	✓ Completed Medium priority
4	<input type="checkbox"/> As a player, I would like to be able to perform rail slides.: Code task 2	16h	➡ In progress Medium priority
5	<input type="checkbox"/> .. to be able to execute 360 degree spins (left or right) while jumping: Test mechanic	8h	⊘ Blocked Low priority
6	<input type="checkbox"/> .. e to be able to execute 360 degree spins (left or right) while jumping: Code task 2	16h	⊘ Not done (No priority set)
7	<input type="checkbox"/> .. e to be able to execute 360 degree spins (left or right) while jumping: Code task 1	16h	⊘ Not done (No priority set)
8	<input type="checkbox"/> (New) .. e to execute 360 degree spins (left or right) while jumping: Write test cases	8h	⊘ Not done (No priority set)
9	<input type="checkbox"/> .. ble to execute 360 degree spins (left or right) while jumping: Design spins mechanic	16h	⊘ Not done (No priority set)

Item settings

Name
Resources
Work remai.
Item status

Comment [Show all comments](#)

Documents
 Attach document

Product Backlog for Boarder Wars (Agile)

How would you like to view the items?
Create and structure items in a hierarchy. Let other people participate by delegating parts of Product Backlog.

Items in a hierarchy | Items on a wall | Items prioritised

Insert backlog item | Delete | Undo | Redo | Show or Hide items | More.. | Find | Print

Item name	Item status	Estimated ideal days	Milestone tag
Features	Not done	685.0d 645.0d not done	
Gameplay Mechanics Delegated to: Design Lead and Gameplay Mechanics Scrum Master	Not done	330.0d 330.0d not done	
Gameplay Modes and Progression Delegated to: Design Lead and Gameplay Modes Scrum Master	Not done	355.0d 315.0d not done	
Single Player Theme	Not done	80.0d 40.0d not done	
Battle Race events	Completed	40.0d	2010-05-27
Battle Slopestyle events	Not done	40.0d	2010-08-19
Multiplayer Theme	Not done	210.0d 210.0d not done	2009-12-10
Progression	Not done	65.0d 65.0d not done	
Core Tech Delegated to: Engine Scrum Master and Engineering Lead	Blocked	160.0d 160.0d not done	
Assets	Not done	675.0d 645.0d not done	
Environments Delegated to: Environment Lead and Environment Scrum Master	Not done	240.0d 220.0d not done	
Characters Delegated to: Character Lead and Character Scrum Master	Not done	140.0d 130.0d not done	
Playable	Not done	80.0d 80.0d not done	
Male Rider	Not done	40.0d	2010-05-27
Female Rider	Not done	40.0d	2010-08-19

Selected: 1 of 102 item(s) | 40.0 of 1520.0d

Item settings | Show all comments

Estimated id. 40.0d

Milestone ta.

Iteration Gameplay Modes Sprint

Product Bac. Very high priority

User story

As a player, I want to play Battle Race events so that I can battle other riders, while racing.

Documents

Attach documents to this item

Product backlog in Hansoft: In game dev reality often a "backlog of backlogs" with different feature and asset areas. Each area delegated to respective product owner(s) and scrum master

Product backlog for Large Agile Game Project

How would you like to view the items?
Analyse, create and work with items in alternative ways by arranging them on a virtual wall.

Items in a hierarchy | **Items on a wall** | Items prioritised

Insert backlog item | Delete | Undo | Redo | My wall mode: Committed to sprint | More.. | Find | Print | Zoom in | Zoom out

Not committed

Estimated ideal days: 75.0d

Vertical slice

Estimated ideal days: 17.0d

Selected: 1 items | Estimated ideal days: 5.0 days

Item settings

Name:

Item status: Not done

Sprint: Vertical slice 2009-02-0

Release tag:

User story

As a player I want to be able to jump super high so that I get a feeling of butterflies in my belly

Show all comments

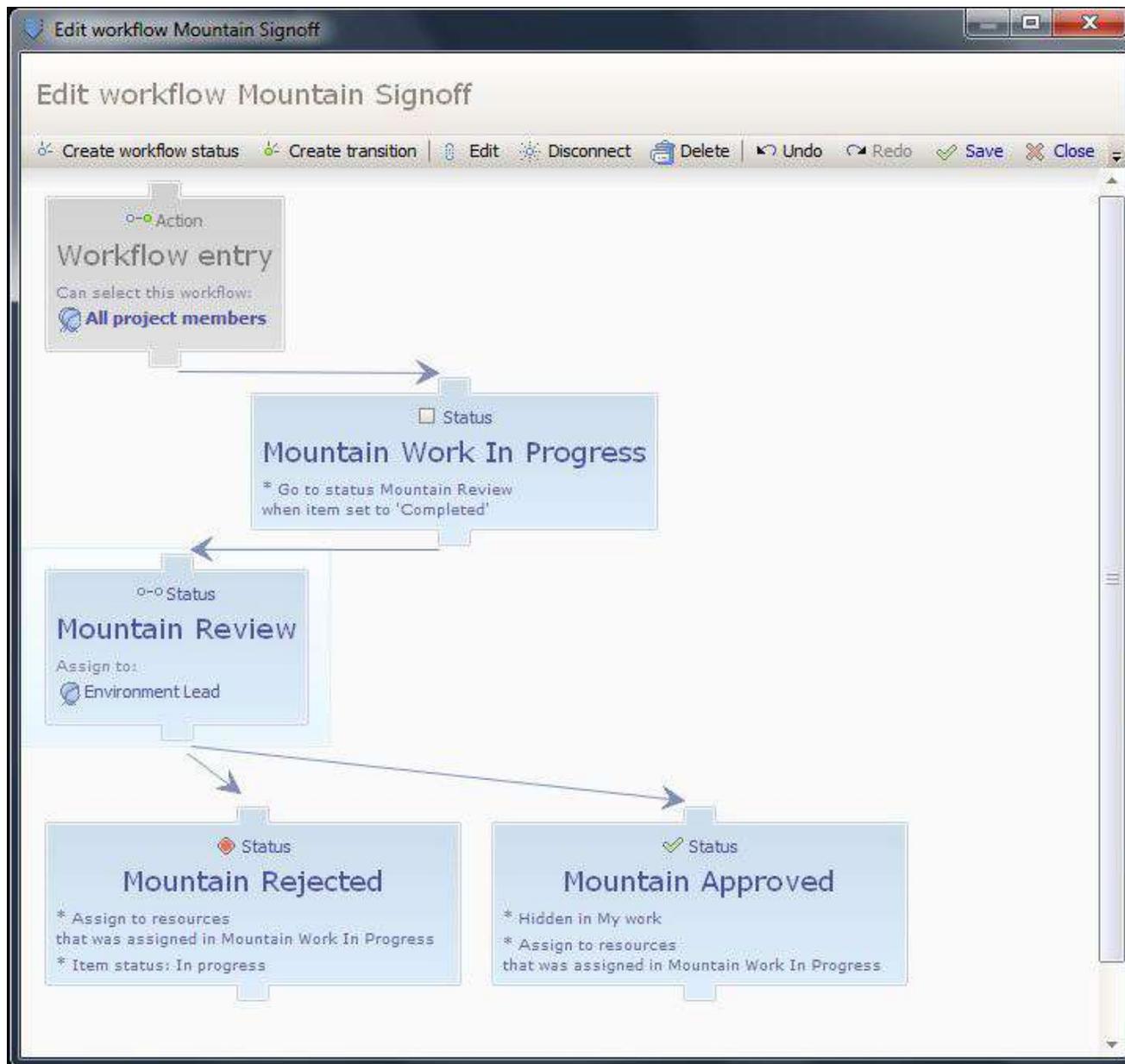
Documents
Attach documents to this item

Product and sprint backlogs in Hansoft can also be viewed as virtual walls



Sprint day information	
Day:	13
Work remaining this day:	91 hours
Velocity this day:	- 13 hours
Average velocity (5 days):	- 7 hours
Click for more detailed info	

Sprint burndown automatically generated by work remaining put in by team members



Workflows in Hansoft: Typically used for creative sign-offs and test cycles. Workflows can be combined with Pipelines

Item name

Email application - Prototype 2010-04-22 - 2010-05-19

People: All project members

Burndown chart

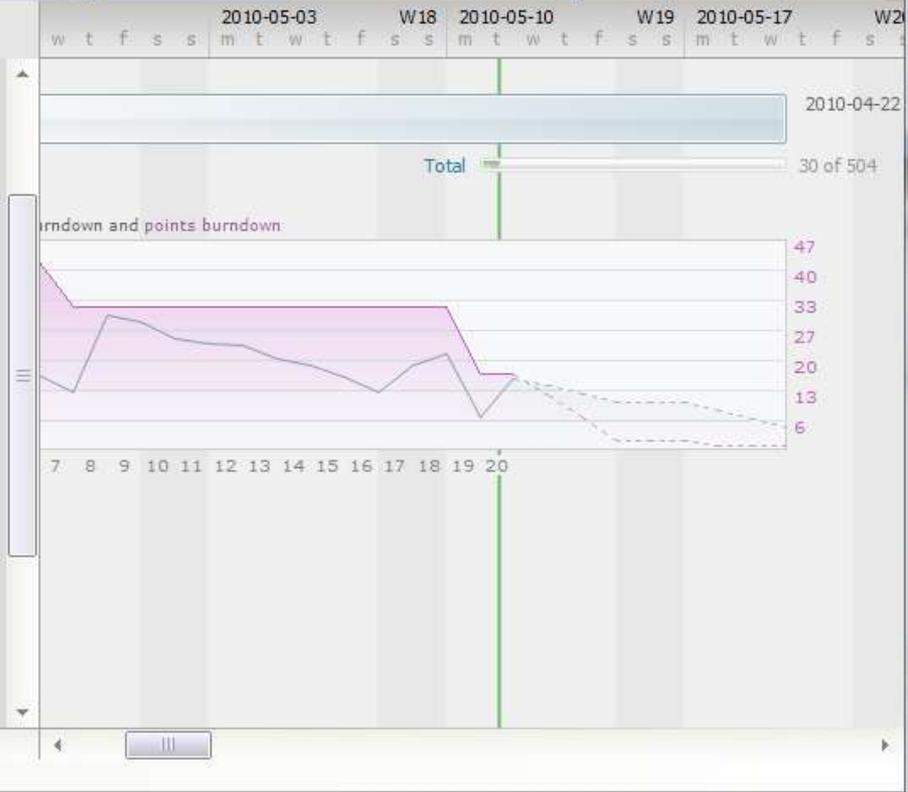
Work remaining
30 hours remaining
-8 hours per day

Points
46 of 61 points completed
-5 points per day

[Also showing Points burndown](#)

Backlog items

- Contacts:** As an application user, I can create, delete and edit email contacts
- Email functions:** As an application user, I can create new emailss
- Email functions:** As an application user, I can reply to emails
- Email functions:** As an application user, I can forward emails
- Presenting emails: As an application user, I can see a list of all my emails**
 - As an application user, I can see incoming emails in a folder
 - As an application user, I can see draft emails in a folder
 - Presenting emails:** As an application user, I can expand the email content in a resizab



Hansoft Project Manager - Hansoft Server - Example Proj Manager - 0.1042 PRE

My Work Company Projects Administration Portfolio Allocations Documents Portfolio Find Email Agile Project Fixed Methodologies Lean Pipelines and Workflows Large Agile Game Project Help Log out

Project schedule Quality assurance

Insert backlog item Insert sprint Insert release Delete Undo Redo Items in a hierarchy View product backlog More...

2010-04-05 W14 2010-04-12 W15 2010-04-19 W16 2010-04-26 W17 2010-05-03 W18 2010-05-10

Item name

NS1 - 44 [Hide burndown](#)

Work remaining
40 hours remaining
-45 hours per day

Points
33 of 66 points completed
-22 points per day

Ideal days
10 of 21 days completed
+11 days per day

Release points burndown

Week	Points Remaining
1	62
2	50
3	38
4	26
5	14
6	2
7	0
8	0
9	0
10	0
11	0
12	0
13	0
14	0
15	0
16	0
17	0
18	0

NS2

Email application - Prototype 2010-04-13 - 2010-05-05

Sprint: Email application - Prototype 2010-04-13 - 2010-05-05 (88%)

Selected: 0 of 14 item(s)

Activity settings

Name

Created by

Resources More...

Completed Yes No

Comment [Show all comments](#)

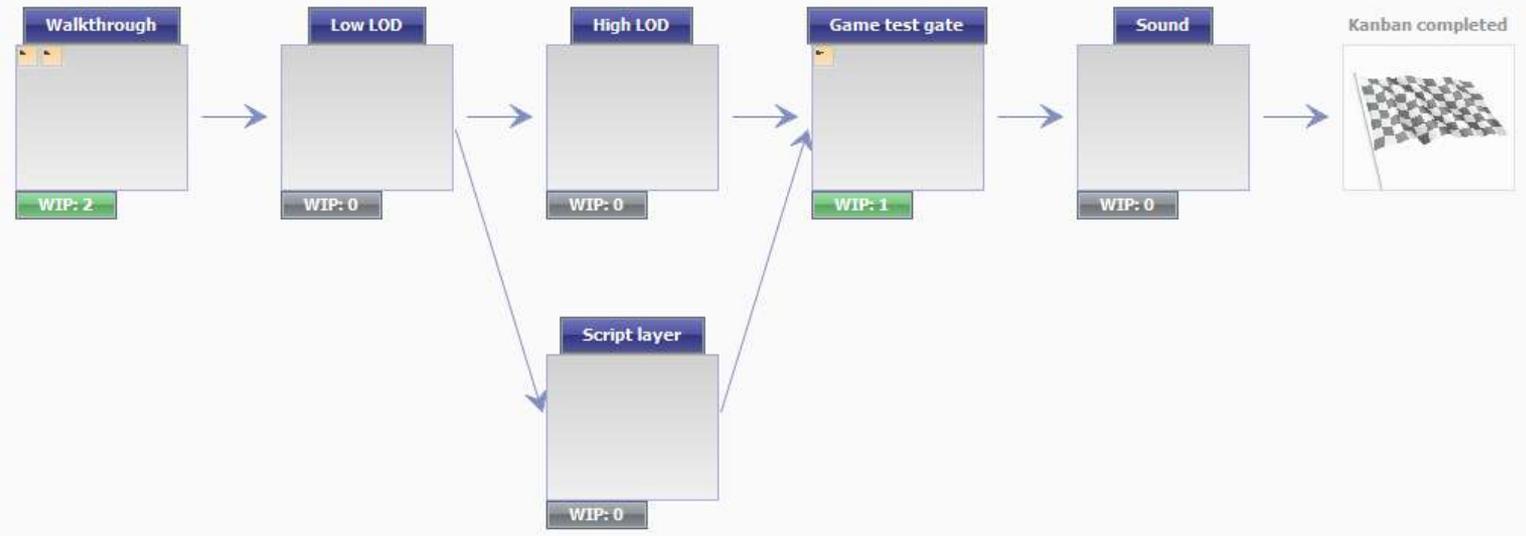
Advanced Linked task (assigned resources can make changes)

Attach documents to this activity

Online 2010-04-15 Thursday 09:45

All Level kanbans

Kanban Level



Integration

- » Integration SDK

C, C++ and .NET layers, can access all data and functionality on the Hansoft server

- » Ready-made integrations with Active Directory and Perforce

"Hansoft's integration offers an intelligent agile solution that supports the workflow Perforce users are accustomed to. This integration once again demonstrates that Perforce's flexible architecture can support best of breed technologies like Hansoft".

John Walker, manager of Perforce's Partner and Integration Program





//depot/Perforce.txt.txt

Depot Tree

Anders_Wass_WIN-B1EUIPZUO3H

depot
Perforce.txt.txt #15/15 <text>

Jobs

Keywords:

Filter

2 matches

Submit Changelist: default

Write a changelist description:

Fixed windows bug

Choose files to submit:

<input type="checkbox"/>	Name	In Folder	Resolve Status	Type	Pending Action
<input checked="" type="checkbox"/>	Perforce.tx...	//depot		Text Document	edit

On submit: Check out submitted files after submit

Link jobs to changelist (optional):

<input type="checkbox"/>	Job	Status	Description
<input checked="" type="checkbox"/>	Hansoft_729...	Small_Agile_Pro...	Sub screen is not working correctly

Job: Add Job status upon submit:

Depot Workspace

Log

p4 submit -r submitunchanged -s -r
Change 15 submitted.
1 file edited
p4 edit -c default //depot/Perforce.txt
1 file opened for edit

on
not handling incomi
n is not working cor

9:54 PM
9:54 PM

Edit



My Work



Company Projects Administration



Portfolio Allocations



Documents



Portfolio



Help



Log out

Project schedule

Quality assurance

Bugs reported by me

All bugs in this project

All bugs in this project

Find by keywords and Browse through bug statuses and more..

Report new bug | Delete | Undo | Redo | More.. | Create and share Reports... | Print

ID	Description	Resources	Bug status	Found in version	Performance History
3	Firewall is not handling incoming traffic	Example Proj Manager	New		Fix history
1	Sub screen is not working correctly	Example Proj Manager	Resolved	V5.125	Fix history

Selected: 1 of 2 item(s)

Bug settings

Description

Reported by

Resources More..

Bug status

Detailed description

Steps

Show all | Reply to | Edit

Fix history for performe [job](#):
 2009-12-17 20:59:50 -
[Changelist](#) added by
[Anders Wass@Anders Was](#)
[s_WIN-B1EUIPZUO3H](#):
 Fixed window bug

On 2009-12-17 - 21:59,
 Example Proj Manager
 wrote:
 Performe [changelist](#) was
 added by
[Anders Wass@Anders Wa](#)

Project Integration Settings

Perforce QA settings | Perforce QA column settings | Perforce QA general settings

Perforce QA settings

Integration settings

Enable perforce integration

Override project settings

Integration permissions (must be checked to enable integration)

Allow integration to overwrite perforce job specs

Allow integration to overwrite perforce trigger settings

Override project settings

Perforce server

Override project settings

p4:1666

Perforce web server

Override project settings

p4:8080

Perforce user

Override project settings

HansoftIntegration

Perforce user password

Override project settings

Perforce client spec

Override project settings

HansoftP4ClientSpec

Perforce client host

Override project settings

Perforce integration trigger host

Override project settings

Triggers

Override project settings

Allow submit of changelists without jobs attached

Ok Cancel

Hansoft Project Server Administrator

Create new database
 Import existing database
 Remove database

Current list of databases in Patric 6.0

Databases

- Company Projects**
 State: Online
- scrum-lean**
 State: Online

License

Your server license will expire:

2010-06-01

Maximum resources: 210
 Used resources: 39
 License ID: 16
 Modules:
 Time Reporting
 Integration SDK

License Server: Not connected

- >> [Upgrade/change license](#)
- >> [Show licensed resources](#)
- >> [Reconnect license server](#)

Properties for scrum-lean

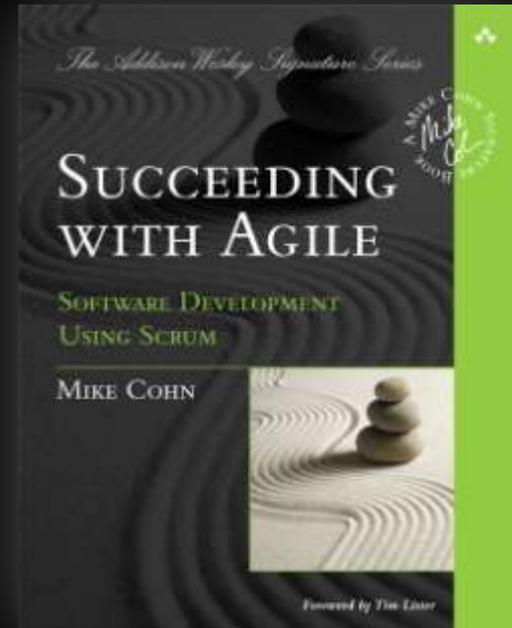
Online/offline state
 Offline settings
 Online settings
 Backup now
 Restore
 Backup settings
 Reset adm. password

Setting	Value
Database file	c:/Program Files (x86)/Hansoft/Project Manager Server 6.0/Databases/scrum-lean/Database
Transaction log file	c:/Program Files (x86)/Hansoft/Project Manager Server 6.0/Databases/scrum-lean/TransactionLog
Startup	Load at service startup
Change license permissions	Administrators in this database have permission to change the server license.
Client save password policy	Clients connecting to this database can save their password hash in registry when logging in.
Maximum number of syncing c	10
Backup destination directory	c:/Program Files (x86)/Hansoft/Project Manager Server 6.0/Databases/scrum-lean/Backup
Automatic backups	Disabled
Last scheduled backup	2010-03-02 13:45:01
Database GUID	{0f31511c-c599-4e9e-9889-c20c4bf05b28}

Server Settings

- >> [Change server name](#)
- >> [Change adm. password](#)
- >> [Change listen port](#)
- >> [Change logging options](#)
- >> [Change email options](#)
- >> [Change license options](#)
- >> [Change security options](#)

» Recommended reading



"Hansoft has an impressive set of features: on-line collaborative environment, strong flexibility in setting-up pipelines and projects, powerful search engine and multiple tracking possibilities. But in the end, what contributed to the large team buy-in at BioWare was the fact the tool was faster, easier and more user-friendly than any previous project management tool we tried."

Director of Production, BioWare

BIOWARE®
A DIVISION OF EA

Time for



Q & A



Free trial at:

www.hansoft.se