

The background image shows a waterfront city scene. In the foreground, there's a body of water with a small pier or dock on the left. In the middle ground, a large ship is docked. Behind the ship, there are several modern buildings, including one with a prominent glass facade and another with a colorful geometric pattern. The sky is blue with some clouds.

Successfully Integrate Teams of Internal and External Developers

Successfully Integrate Teams of Internal and External Developers | #DevTeamCollab



SENIOR FRONT-END DEVELOPER AT PALANTIR.NET

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Internal and in-house development teams are being inundated with requests for development work

Situations when organizations decide to hire externally

- + Need additional development resources, but don't have an open position available or budget for new internal hires
- + Need to supplement internal team with a missing skill set or lack of expertise
- + Unable to find suitable local development talent
- + Remote full-time work or a telecommuting arrangement is not an option for in-house employees
- + Project development needs to move faster
- + To provide specific services like consulting, external project management, design, or analytics

**What is a mixed
development team?**

How does this impact Project Management?

Pros++

Cons - -

Prepare for Success

Prepare for Success

- + Internal team approval and interest

Prepare for Success

- + Include your internal team in the process of finding an agency

Prepare for Success

Ask for

- + Research
- + References
- + Recommendations

Prepare for Success

- + Meet with the developers from the agency

Prepare for Success

- + Review the pool of candidates with your internal team

**Investment from internal
team + Preparation =
A Strong Foundation**

Avoid Pitfalls

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Pitfall #1:

Over-resourcing the team

Pitfall #2:

Neglecting to leave room in the budget for additional costs

Pitfall #3:

**Failing to allow time for additional
communication**

Pitfall #4:

**Attempting to save money by
hiring less-experienced people**

Pitfall #5:

**Adding more developers to a
project that is behind schedule**

Suggestions to Avoid Pitfalls

- + Resource the team based on work to be done
- + Budget for unexpected additional costs
- + Allow time for extra communication
- + Hire the right experience level for the work
- + Add and remove developers deliberately

A photograph of a modern building with a light-colored, textured facade. On the left side, there is an outdoor staircase with a glass railing. A person is visible walking on the stairs. The background is a clear blue sky. The title text is overlaid in the center of the image.

Overcome Organizational Obstacles

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Onboard New Members to the Team

- + Cultivate a strong set of onboarding documents so that external team members (and new hires in general) have a great integration experience
- + Introduce the external members to your team as though you would a new internal hire
- + Explain any acronyms that are widely used by the organization
- + Define or clarify any internal jargon that the team uses
- + Explain the hierarchy of the organization

Define Project Roles and Responsibilities

- + Clarify team roles
- + Define and assign responsibilities
- + Delegate when it makes sense

Remove Impediments to Progress

- + Provide necessary accounts
- + Grant permissions

Remove Impediments to Progress

- + Create an organizational email accounts if necessary
- + Provide access to Google Drive, Dropbox, or servers
- + Set up a Jira account or any project management software you use
- + Create accounts for the chat clients
- + Add SSH keys to servers
- + Grant VPN access
- + Grant GitHub permissions
- + Provide software licenses they may need but do not already have through their company
- + Set up building and office access, keys or badges
- + Security clearance or training
- + Set up a desk or workspace

Optimize Calendars and Scheduling

- + Share any team, organization, or office expectations
- + Share the vacations and holidays of the company

Resourcing both internal and external developers...

is challenging!

Resourcing:

Preserve allocated time

- + Avoid rotating external developers on and off the team
- + Reconcile external developer time against the contract
- + Assign clear and straightforward tasks

Resourcing:

Beat a fast-approaching deadline

- + Assign work according to strongest skill set
- + Assign long-term work to internal developers
- + Focus internal developers on high priority or politically sensitive tasks

A large crowd of diverse LEGO minifigures is seated in yellow stadium-style seats, filling the frame. The minifigures have various features, including different head colors (yellow, blue, red, green), hairstyles, and clothing. Some are holding signs, and others are in various poses, creating a sense of a large, diverse group. The background is a soft-focus view of the same crowd, emphasizing the scale of the assembly.

Team Dynamics

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**Foster the Experience of a
Cohesive Team**

Foster the Experience of a Cohesive Team

- + Processes that work
- + Give recognition
- + Team building

Increase Productivity

Increase Productivity

Process changes

- + Create time for focus
- + Scope of work
- + Set realistic goals and deadlines

Tool changes

- + Upgrade hardware
- + Change software
- + Improve connectivity

Improve Collaboration

Improve Collaboration

- + Check in with your team regularly
- + Encourage developers to work together
- + Ask for insight or ideas from the external team

Communicate with Skill

Skillful Communication

Consistently communicate
across the team

- + Standardize
communication
methods and channels

Skillful Communication

Consistently communicate
across the team

- + Recognize barriers to communicating effectively and try to work around them

Addressing Problems

Mitigate issues as they arise

- + Discuss issue with the individual first
- + Meet with team to resolve as a group

External + Remote = ?

External and Working Remotely

Go the distance to keep all members engaged with your team and project

- + Positive affirmation and acknowledgement of effort

External and Working Remotely

Go the distance to keep all members engaged with your team and project

- + Inclusion in celebrations
- + Provide updates on meta things

External and Working Remotely

Go the distance to keep all members engaged with your team and project

+ Provide updates on meta things

External and Working Remotely

Go the distance to keep all
members engaged with your
team and project

+ Pair with an internal member

Time zones can be an advantage and a disadvantage

Vendor Handoffs and Transitions

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Ensure smooth handoffs during multi-vendor transitions

What to do when an agreement is ending

Thank you!

Please Provide Feedback on this Session

<https://events.drupal.org/baltimore2017/sessions/ins-and-outs-successful-vendor-relationships>

Drupalcon Sprint Day

Friday April 28

Baltimore Convention Center

9:00am - 6:00pm

Free to attend

- + General Sprints
- + Mentored Core Sprint
- + First-Time Sprinter Workshop
- + Documentation Sprint