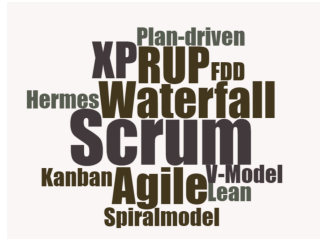# Questionnaire

1   Titelseite

Welcome to the Agile Study 2018 (TEST)

Thank you for participating in this independent international study about software development. The study is a state of the art exploration of contemporary practices in software engineering within industry, conducted by the independent research organisations Swiss Agile Research Network (CH), Agile Research Network (UK) and the Victoria University of Wellington (NZ).

To get a complete overview, the study is aimed at companies and individuals in the software development domain who engage in any kind of software development (agile, plan-driven, or any other). By participating in the survey, you will contribute to the creation of a detailed view of the state of software development in participating countries (CH, UK, NZ), the benefits and limitations of specific practices, and a better understanding of how software projects are conducted in practice.

The survey comprises 9 sections. Answer all questions as honestly as possible to help us get a good understanding of contemporary issues within industry. The survey is anonymous and no personal data is required. Only members of the research group will have access to the survey data. Aggregated results will be shared with the wider industry and used to write research papers of interest to software engineering practices.

It takes approximately **15 minutes** to fill out the survey (you can stop the survey at any time and return to it later).

Please start the survey by **pressing the "Continue" button**.

Continue

The study is conducted in cooperation by:

and supported by:

2   1 Standards and Methods (1.1)

__1 Methodology__

1.1 Is your organisation currently practicing plan-driven or agile software development?

	All Agile	Mostly Agile	Both Agile and plan-driven	Mostly plan-driven	All Plan-driven
Select					

3   1.3/1.4

1.2 Which methodology does your organisation most closely follow?

○ Scrum

- ○ eXtreme Programming (XP)
- ○ Scrum / eXtreme Programming (XP)
- ○ Kanban
- ○ Lean
- ○ RUP (Rational Unified Process)
- ○ Open Unified Process (Eclipse)
- ○ V-Model
- ○ HERMES
- ○ Bimodal IT (Gartner)
- ○ Don't know
- ○ Other: [   ]

1.3 How satisfied are YOU with your current methodology?

- ○ Unsatisfied
- ○ Somewhat satisfied
- ○ Satisfied
- ○ Very satisfied

4.1   2 Agile Experience of Company

2 Agile Experience of the Organisation

2.1 How many years has your organisation been practicing agile software development?

Enter full number of years (use numeric input)

[   ]

2.2 How experienced do you rate your organisation in agile software development?

- ○ No experience
- ○ Slightly experienced
- ○ Moderately experienced
- ○ Very experienced

4.2   2 Your Agile Experience

2 Your Agile Experience

2.3 How many years have YOU personally been practicing agile software development?

Enter full number of years (use numeric input)

[   ]

2.4 How experienced are YOU personally in agile software development?

- ○ No experience
- ○ Slightly experienced
- ○ Moderately experienced
- ○ Very experienced

5   3 Software Development Practices

3 Software Development Practices

3.1 How often do you apply the following technical practices in your current projects?

	Never	Rarely	Sometimes	Often	Always	Don't know
Unit testing	○	○	○	○	○	○
Coding standards	○	○	○	○	○	○
Automated builds	○	○	○	○	○	○
Refactoring	○	○	○	○	○	○
Continuous integration	○	○	○	○	○	○
Software Craftsmanship	○	○	○	○	○	○
DevOps	○	○	○	○	○	○
Clean Code	○	○	○	○	○	○
Behaviour Driven Development (BDD)	○	○	○	○	○	○
Acceptance Test Driven Development (ATDD)	○	○	○	○	○	○
Test Driven Development (TDD)	○	○	○	○	○	○
Automated acceptance testing	○	○	○	○	○	○
Continuous delivery	○	○	○	○	○	○

6   3.2

3.2 How often do you apply the following collaboration practices in your current projects?

	Never	Rarely	Sometimes	Often	Always	Don't know

Dedicated product owner	○	○	○	○	○	○
On-site customer	○	○	○	○	○	○
Daily standup	○	○	○	○	○	○
Retrospective	○	○	○	○	○	○
Open work area	○	○	○	○	○	○
Team-based estimation	○	○	○	○	○	○
Collective code ownership	○	○	○	○	○	○
Pair programming	○	○	○	○	○	○
Single team (integrated development and testing)	○	○	○	○	○	○
Self-organizing team	○	○	○	○	○	○

7 3.3 Planning

3.3 How often do you apply the following planning practices in your current projects?

	Never	Rarely	Sometimes	Often	Always	Don't know
Release planning	○	○	○	○	○	○
Iteration/Sprint planning	○	○	○	○	○	○
User stories	○	○	○	○	○	○
Taskboard	○	○	○	○	○	○
Burndown charts	○	○	○	○	○	○
Story mapping	○	○	○	○	○	○
Prioritised backlogs	○	○	○	○	○	○
Short Iterations/Sprints	○	○	○	○	○	○

8.1 4.1 Quality Measures

4 Agile Practices Details
Please answer the following questions with respect to your current projects.
Coding Standards / Quality Assurance

4.1 How often do you apply the following code quality measures in your projects?

	Never	Rarely	Sometimes	Often	Always	Don't know
Test coverage measurements	○	○	○	○	○	○
Automated style checker	○	○	○	○	○	○
Reviews / Code inspection	○	○	○	○	○	○
Pair programming	○	○	○	○	○	○
Metric tools	○	○	○	○	○	○
Other: [_____]	○	○	○	○	○	○

8.2 4.2 Team Setup

Development Team Setup

4.2 Which roles do you usually have in your agile teams?

	Never	Rarely	Sometimes	Often	Always	Don't know
Developer	○	○	○	○	○	○
Tester	○	○	○	○	○	○
User	○	○	○	○	○	○
Product Owner / Customer	○	○	○	○	○	○
UX Designer	○	○	○	○	○	○
Software Architect	○	○	○	○	○	○
Scrum Master / Agile Coach	○	○	○	○	○	○
Other: [_____]	○	○	○	○	○	○

9.1 5.1

Barriers and Difficulties

5.1 How much do the following aspects prevent from further adoption of agility in your organisation?

	Not at all	Little	Strong	Very strong	Don't know
Difficulty to change organisational culture	○	○	○	○	○
General organisational resistance to change	○	○	○	○	○
Lack of personnel with necessary agile experience	○	○	○	○	○
Lack of management support	○	○	○	○	○

	Much worse	Worse	Unchanged	Improved	Significantly improved	Don't know
Project complexity or size	○	○	○	○	○	
Business / user / customer unavailability	○	○	○	○	○	
Concerns about the ability to scale agile	○	○	○	○	○	
Perceived time and cost to make transition	○	○	○	○	○	
Concerns about loss of management control	○	○	○	○	○	
Regularity compliance requirements	○	○	○	○	○	
Other: [ ]	○	○	○	○	○	

9.2   5.2 Business Influence

Business Influence

5.2 How has agile software development influenced the following aspects of your projects?

	Much worse	Worse	Unchanged	Improved	Significantly improved	Don't know
Time to market	○	○	○	○	○	○
Ability to manage changing priorities	○	○	○	○	○	○
Alignment between IT & business objectives	○	○	○	○	○	○
Project visibility	○	○	○	○	○	○
Handling of project risk	○	○	○	○	○	○
Development process	○	○	○	○	○	○
Management of distributed teams	○	○	○	○	○	○
Requirements management	○	○	○	○	○	○
Delivery predictability	○	○	○	○	○	○
Business value delivery	○	○	○	○	○	○

9.3   5.3 Team Influence

Team Influence

5.3 How has agile software development influenced the following aspects of your projects?

	Much worse	Worse	Unchanged	Improved	Significantly improved	Don't know
Team productivity	○	○	○	○	○	○
People development	○	○	○	○	○	○
Effectiveness of meetings	○	○	○	○	○	○
Impediment management	○	○	○	○	○	○
Engagement of customer / product owner	○	○	○	○	○	○
Team morale / motivation	○	○	○	○	○	○

Personal Influence

	Much worse	Worse	Unchanged	Improved	Significantly improved	Don't know
Stress at work	○	○	○	○	○	○
Working overtime	○	○	○	○	○	○

9.4   5.4 Software Influence

Software Quality Influence

5.4 How has agile software development influenced the following aspects of your projects?

	Much worse	Worse	Unchanged	Improved	Significantly improved	Don't know
Product / software innovation	○	○	○	○	○	○
Software quality	○	○	○	○	○	○
Software maintainability	○	○	○	○	○	○
Engineering discipline	○	○	○	○	○	○
Software architecture	○	○	○	○	○	○
Defect rate	○	○	○	○	○	○

9.5   Business Value

5.5 How do you identify the business value that will result from your agile software projects?

	Not at all	Sometimes	Usually	Always
Prioritise requirements with business or customer stakeholders	○	○	○	○
Prioritise requirements based on the project's business case	○	○	○	○

	Completely disagree	Disagree	Agree	Completely agree
Assign benefit or value points to requirements	○	○	○	○
Identify financial return-on-investment for features	○	○	○	○
Identify improvement criteria to features	○	○	○	○
Another method (please describe below)	○	○	○	○

9.6 Sustainability

Beyond Agile

6.1 From your point of view, which of the following characterise an organisation that has moved beyond agile adoption to one that sustains agile continuously?

	Completely disagree	Disagree	Agree	Completely agree
Extending agile to the whole organisation	○	○	○	○
Addressing the organisations' mindset	○	○	○	○
Adopting agile principles	○	○	○	○
Promoting learning	○	○	○	○
Promoting self-sufficiency	○	○	○	○
Focusing on the user/customer	○	○	○	○
Focusing on value	○	○	○	○
Maintaining a sustainable pace	○	○	○	○
Focusing on business	○	○	○	○
Other	○	○	○	○

9.7 Standard page

6.2 Does your organisation use agile approaches for non-software projects?

○ Yes
○ No

10.1 Implementation of Agile

6.3 How are agile approaches introduced to non-software projects in your organisation?

○ Introduced top-down only (top = management; down = employees)
○ Mostly introduced top-down
○ Introduced top-down and bottom-up
○ Mostly introduced from bottom-up
○ Introduced from bottom-up only

11 7 Leadership

7 Leadership

Line manager's leadership

7.1 To what extent do you agree with the following statements?

My direct supervisor / line manager …

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
instills pride in me.	○	○	○	○	○
makes clear expectation.	○	○	○	○	○
encourages me to perform.	○	○	○	○	○
tells us standards to carry out work.	○	○	○	○	○
will take action before problems are chronic.	○	○	○	○	○
spends time teaching and coaching.	○	○	○	○	○
works out agreements with me.	○	○	○	○	○
listens to my concerns.	○	○	○	○	○
encourages me to rethink never-questioned ideas.	○	○	○	○	○
monitors my performance and keeps track of mistakes.	○	○	○	○	○

11.1 7.2 Shared Leadership

Shared leadership

7.2 To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Working in my team instills me with pride.	○	○	○	○	○
In my team, expectations are made clear.	○	○	○	○	○
My team encourages me to perform.	○	○	○	○	○
In my team, we set standards to carry out work.	○	○	○	○	○
My team members will take action before problems are chronic.	○	○	○	○	○
In my team, we spend time teaching and coaching.	○	○	○	○	○
My team works out agreements with each other.	○	○	○	○	○
In my team, we listen to each other's concerns.	○	○	○	○	○
My team encourages me to rethink never-questioned ideas.	○	○	○	○	○
My team members monitor each other's performance and keep track of mistakes.	○	○	○	○	○

12.1   Leadership change

Leadership changes

In your view, in what way has leadership changed in your organization since you have been working with agile methods?

Enter all issues

[text area]

13   8

8 Organisation Information

8.1 Organisation

This information is optional, and will stay strictly confidential.

Name of the Organisation: [   ]

Address: [   ]

Zip Code: [   ]

City: [   ]

8.2 Which Sector is your organisation primarily in:

- ○ Manufacturing
- ○ Finance / Insurance
- ○ Public Service
- ○ E-Commerce
- ○ Retail
- ○ Tele-Communication
- ○ IT Services / IT Consulting
- ○ Medical and Health Care
- ○ Education
- ○ Transportation and Shipping
- ○ Energy and Water Supply
- ○ Building / Construction
- ○ Software Industry / Development
- ○ Chemistry / Life Sciences
- ○ Academia / Research
- ○ Other: [   ]

8.3 Number of employees of the organisation in your country:

[   ]

8.4 Number of employees in software development in your organisation:

[   ]

8.5 When was your organisation founded?

(Year)

[   ]

14 9

9 Personal Information / Role

9.1 Highest level of education

- ○ Apprenticeship
- ○ Bachelor Degree / FH / HTL
- ○ Master Degree / UNI / ETH
- ○ PhD / Dr.
- ○ Other: [_____]

9.2 How many years of IT related work experience do you have?

Enter the full number of years

[_____]

9.3 Current position in your organisation:

- ○ Project Manager
- ○ Development Manager
- ○ CTO
- ○ CEO
- ○ CIO
- ○ Team Leader
- ○ Software Developer
- ○ Senior Software Developer
- ○ Designer / Architect
- ○ QA Tester
- ○ Product Manager
- ○ UX Expert
- ○ Researcher
- ○ Other: [_____]

9.4 Age

(years)

[_____]

9.5 Gender

○ Male   ○ Female   ○ Prefer not to say

15 10

Would you like to receive a copy of the study report summary?

(If yes, please provide your email)

○ Yes   ○ No

Research

We are looking for additional partners in our research projects about agile software development. Would you be interested in participating? (If yes, please provide your email)

○ Yes   ○ No

This information will stay strictly confidential.

Surname: [_____]

Firstname: [_____]

Email: [_____]

16   Danke

Please click "Continue" to finish the survey.

17   Endseite

Thank you very much for your participation!

After 7 seconds, you will be automatically forwarded to the www.swissagilestudy.ch homepage.
Otherwise press the "Close window" button.

[Close window]