Agile Development Survey

The goal of this survey is to understand development methodologies used by software engineering teams at Pearson, the state of Agile implementation at Pearson and the extent and diversity of Agile development practices at Pearson. You will be asked to answer questions regarding some demographic and technical practices in your project. This survey is anonymous and voluntary. This will take about 10 minutes to complete. If you have any questions about the survey please email me at nikita.kataria@pearson.com.

Your response is important to us!

* Required

1. What is your primary work area? *
   Check all that apply.

   - [ ] Development Engineering
   - [ ] SQE
   - [ ] PMO
   - [ ] Build
   - [ ] UX and Design
   - [ ] Sales and Marketing
   - [ ] Other: 

   ..............................................................................................................................................
2. **What is your role?** * 
(Please select one of the below that broadly fits the nature of your work. Only if none of the given options fits select other. Eg: A development lead mainly doing development work can select Developer.) 
*Check all that apply.*

- [ ] Developer
- [ ] Tester
- [ ] Project Manager
- [ ] Program Manager
- [ ] Functional Manager
- [ ] Software Architect
- [ ] Data Architect
- [ ] Product Owner
- [ ] Scrum Master
- [ ] Business Analyst
- [ ] Database Administrator
- [ ] Database Developer
- [ ] Technical Writer
- [ ] Maintenance
- [ ] Sales
- [ ] Support
- [ ] Other: ..........................................................

3. **What is your primary work location?** * 
*Check all that apply.*

- [ ] Boston, MA
- [ ] Centennial, CO
- [ ] Chandler, AZ
- [ ] Colombo, Sri Lanka
- [ ] Hoboken, NJ
- [ ] San Francisco, CA
- [ ] Other: ..........................................................

4. **How many years of experience do you have in the software industry?** (in years) *
Eg: 3 months - 0.4

.................................................................
5. How many years of experience do you have with Pearson? (in years) *
   Eg: 3 months - 0.4

6. Does your team/project follow the Agile methodology? *
   Mark only one oval.
   ○ We use Agile  
   ○ We do not use Agile
   ○ I do not know if we use Agile
   ○ I do not know what Agile methodology is
   ○ We plan to use Agile in future but not using it now
   ○ Does not apply

Non-Agile

7. Does the team follow any specific development methodology? *
   Mark only one oval.
   ○ Waterfall development
   ○ Spiral development
   ○ Iterative development
   ○ Incremental development
   ○ Code and fix
   ○ Rapid application development
   ○ Do not know
   ○ Other:

8. Was this project Non-Agile from the beginning? *
   Mark only one oval.
   ○ This project was always Non-Agile
   ○ This project was changed to Non-Agile from Agile
   ○ Other:

9. If this project was changed to Non-Agile from Agile, why was that done?
10. If you worked on Agile in the past, why do you not work on Agile anymore?  
(Select all that apply)  
Check all that apply.

- The project does not use Agile anymore
- Changed jobs, new job does not use Agile
- Agile is not as good as the existing methodology
- Like Agile but too much work to move to Agile
- Do not like Agile
- Would like to learn Agile techniques first
- Not coding anymore
- Management in the way
- Practice something similar to Agile
- Tried to introduce Agile, but failed
- Hard to coordinate with non-Agile teams
- Agile projects suffer from poor design
- Other: .................................................................

11. In your opinion, which of the following are advantages of this Non-Agile methodology followed by the project?  
(Select all that apply)  
Check all that apply.

- Better adherence to requirements
- Better communication with management
- Cost effectiveness
- Documentation useful for onboarding new team members
- Easily scalable to large teams
- Each stage has an expected results so easy to coordinate due to model rigidity
- Higher quality testing
- Increased productivity
- Increased quality of deliverables
- Stable architecture
- Scheduled process - one stage at one time during development.
- Simple, easy to use software development model
- Structured design
- Reduction in defects
- Other: .................................................................

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12. In your opinion, which of the following are the disadvantages of this Non-Agile methodology followed by the project? *
(Select all that apply)
Check all that apply.

- Changing requirements cannot be accommodated in the same version of the software
- Estimation of time and budget for each stage is very difficult
- Design issues found during testing expensive and difficult to correct.
- High risk in the entire life cycle of the development.
- Low utilization of resources
- No option of changing (partitioning) the project into multiple stages
- No prototype before the end of the life cycle
- Requirements emerge after the requirements gathering phase
- Problems detected at a stage are not solved completely in the same stage
- Testing occurs in the last stage of the development
- Rigid process
- Time to market too long
- Other: ...........................................................................................................

13. If given an option would you like to follow an Agile methodology for your program/project? *
Mark only one oval.

- Yes
- No
- Does Not Matter
- Other: ...........................................................................................................

Stop filling out this form.

Agile

14. Which Agile methodology is the one you most closely follow? *
Mark only one oval.

- Scrum
- Kanban
- Do not know
- Other: .........................................................................................................
15. **Have you worked on a Non-Agile project before?** *

*Mark only one oval.*

- [ ] Yes
- [ ] No

16. **Was the current project you work on Agile from the beginning?** *

*Mark only one oval.*

- [ ] This project was always Agile
- [ ] This project was Non-Agile in the past
- [ ] Do not know
- [ ] Other: ..........................................................

17. **How long has this project been Agile? (in years)**

Eg: 3 months - 0.4

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18. **Have you completed any training in Agile?** *

(Select all that apply)

*Check all that apply.*

- [ ] Agile testing
- [ ] Agile product management
- [ ] Scrum practices
- [ ] Kanban
- [ ] DevOps
- [ ] Continuous delivery
- [ ] Scaled agilist certification (SA)
- [ ] Scaled agile framework program consultant certification (SPC)
- [ ] Other: ..........................................................

19. **Do you work at the project/team or program/portfolio level?** *

(If this does not apply in your situation please select NA)

*Mark only one oval.*

- [ ] Program/Portfolio level
- [ ] Project/Team level *Skip to question 31.*
- [ ] Other: .......................................................... *Skip to question 40.*

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**Program Level Practices**

(If you are a part of multiple programs simply choose one team to consider as you complete the survey)
20. **What type of program is this?**

*Mark only one oval.*

- [ ] Product
- [ ] Platform
- [ ] Content
- [ ] Other:

21. **What is the (approximate) size of your program?** *

Number of people involved in the program and all the projects comprising that program.

22. **Are all the teams in the program Agile?** *

*Mark only one oval.*

- [ ] All
- [ ] Most
- [ ] Some
- [ ] None

23. **Program Practices** *

*Mark only one oval per row.*

<table>
<thead>
<tr>
<th>Always</th>
<th>Most of the time</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are there regular program retrospectives established?</td>
<td>[ ]</td>
<td>[ ]</td>
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<tr>
<td>Are programs pulling the backlog from portfolio investment items regularly?</td>
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<tr>
<td>Are there scrum of scrums established for the programs?</td>
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<tr>
<td>Are integration testing processes followed before release?</td>
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<tr>
<td>Does the quarterly release retrospective evaluate how well the investment item value proposition was met?</td>
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<tr>
<td>Has the program adequately identified its program dependencies?</td>
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<tr>
<td>Is there a regular roadmap planning cadence established?</td>
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<tr>
<td>Is the program able to independently (with its own resources) complete the epics?</td>
<td>[ ]</td>
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</tbody>
</table>
24. Are there program demos? *  
Mark only one oval.

☐ Yes  
☐ No  

25. If yes how often?  

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26. How often does the program release? *  
Mark only one oval.

☐ Continuous(Nextgen)  
☐ BackToSchool  
☐ Other: ................................................................................................................................

27. How often does the program core team meet? *  
Mark only one oval.

☐ Multiple times a week  
☐ Weekly  
☐ Biweekly  
☐ Other: ................................................................................................................................

28. Who has the content authority at the program level in terms of defining and prioritizing the program backlog? *  
(Select all that apply)  
Check all that apply.

☐ Product  
☐ Engineering  
☐ Program core team  
☐ Program manager  
☐ Other: ................................................................................................................................

29. How is your investment theme decomposed into Features/User Stories/Epics? *  
Please provide the hierarchy in the text box (eg: Investment Theme->Feature->User Story->Epic)

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30. Are there any other Agile program level practices you would like to mention?

Skip to question 40.

Project/Team Practices
(If you are a part of multiple teams simply choose any one team as you complete the survey)

31. How many team members does your team have? *

32. In how many different locations is the team located? *

33. If the entire team is in one location then how co-located are the teams?
(Please skip this question if team not co-located)
Mark only one oval.

- Same building
- Same floor
- Same hallway
- Same city
- Other:
### 34. Does your project team participate in the following agile ceremonies? *

*Mark only one oval per row.*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Always</th>
<th>Most of the time</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Backlog grooming</td>
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<tr>
<td>Burndown charts</td>
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<tr>
<td>Daily standup with entire team</td>
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<tr>
<td>Direct interaction with customer (product owner)</td>
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<tr>
<td>Definition of done/acceptance criteria</td>
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<tr>
<td>Fixed length sprint</td>
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<tr>
<td>Product backlog</td>
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<tr>
<td>Quarterly planning</td>
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<tr>
<td>Quarterly retrospective</td>
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<tr>
<td>Release planning</td>
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<tr>
<td>Sprint planning</td>
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<tr>
<td>Sprint retrospective</td>
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<tr>
<td>User stories</td>
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<tr>
<td>Velocity tracking</td>
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</tbody>
</table>

### 35. Which engineering practices does your project team follow? *

*Mark only one oval per row.*

<table>
<thead>
<tr>
<th>Practice</th>
<th>Always</th>
<th>Most of the time</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous integration of code</td>
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<tr>
<td>Collective code ownership</td>
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<td>Pair programming</td>
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<td>Small regular releases</td>
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<tr>
<td>Team coding standards - code reviews</td>
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<tr>
<td>Test-driven development - writing unit tests before coding</td>
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</tbody>
</table>

### 36. Have you modified any Agile practices to suit your team with respect to scaling? *

(Because the team grew to become too big)

*Mark only one oval.*

- [ ] Yes
- [ ] No

### 37. If yes, please list the practices modified.

...
38. Is the project/team able to independently (with its own resources) complete the user stories?
   * Mark only one oval.
   - [ ] Yes
   - [ ] No

39. If not, how many other projects/teams is it interdependent on?

Perception of Agile

40. The product architecture is mature and stable. New functionality can be added easily without significant redesign. Hence when changes are introduced, the team is confident the next release of the product will meet the demands without significant architectural rework.
   * Mark only one oval.
   - [ ] 1
   - [ ] 2
   - [ ] 3
   - [ ] 4
   - [ ] 5
   - [ ] Strongly Agree
   - [ ] Strongly Disagree

41. The teams are self-organizing. Team makes decisions about work agreement and frequently discuss, criticize and experiment with workflow. Team is organized without undue influence from others.
   * Mark only one oval.
   - [ ] 1
   - [ ] 2
   - [ ] 3
   - [ ] 4
   - [ ] 5
   - [ ] Strongly Agree
   - [ ] Strongly Disagree

42. As the team is aware that it is risky to take too much change all at once, risk is managed by frequently integrating and releasing small set of features.
   * Mark only one oval.
   - [ ] 1
   - [ ] 2
   - [ ] 3
   - [ ] 4
   - [ ] 5
   - [ ] Strongly Agree
   - [ ] Strongly Disagree

43. The work environment makes everybody feel trusted and respected. Team members have disagreements and constructively engage with one another to resolve differences.
   * Mark only one oval.
   - [ ] 1
   - [ ] 2
   - [ ] 3
   - [ ] 4
   - [ ] 5
   - [ ] Strongly Agree
   - [ ] Strongly Disagree
44. Teams are collaborative and there is collective ownership of the product throughout the life cycle. When problems surface, they are solved as a team. *
Mark only one oval.

1 2 3 4 5

Strongly Agree  ☐  ☐  ☐  ☐  ☐ Strongly Disagree

45. Agile development provides for a high energy work environment. *
Mark only one oval.

1 2 3 4 5

Strongly Agree  ☐  ☐  ☐  ☐  ☐ Strongly Disagree

46. Which of the following in your opinion are the benefits of following this Agile development methodology? *
(Select all that apply)
Check all that apply.

☐ Better customer focus
☐ Better morale
☐ Cost effectiveness
☐ Correctness of code
☐ Flexibility of design
☐ Improved communication and coordination
☐ Increased quality
☐ Improved focus - better prioritization
☐ Increased productivity
☐ More reasonable process
☐ Reduction in defects
☐ Satisfaction of team
☐ Quick releases
☐ Quicker response to changes
☐ Testing first
☐ Other: ........................................................................................................................................
47. Which of the following in your opinion are the challenges of following the Agile development methodology? *
(Select all that apply)

Check all that apply.

☐ Coordination with other teams
☐ Demanding culture
☐ Dev/Test integration
☐ Difficult to increase team size
☐ Excessive meetings
☐ Hard to manage time
☐ Lack of schedule
☐ Low management buy-in
☐ Requirements revision management
☐ Reduced focus on the architecture and design
☐ Short sighted development
☐ Unfamiliar with practices
☐ Other: ........................................................................................................

Do you agree with the following statements?

48. Agile is working well for me. *
Mark only one oval.

1 2 3 4 5

Strongly Agree  ☐ ☐ ☐ ☐ ☐ Strongly Disagree

49. Agile is working well for my team. *
Mark only one oval.

1 2 3 4 5

Strongly Agree  ☐ ☐ ☐ ☐ ☐ Strongly Disagree

50. Agile is working well for my larger group. *
Mark only one oval.

1 2 3 4 5

Strongly Agree  ☐ ☐ ☐ ☐ ☐ Strongly Disagree
51. **Agile is working well when interacting with management.** *Mark only one oval.*

1 2 3 4 5

| Strongly Agree | ![Circle] | ![Circle] | ![Circle] | ![Circle] | ![Circle] | Strongly Disagree |

52. **What do you believe is the main benefit of Agile?** *

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53. **What do you believe is the main challenge of Agile?** *

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54. **If given an option would you follow a Non-Agile methodology for your program/project?** *Mark only one oval.*

- [ ] Yes
- [ ] No
- [ ] Does not Matter
- [ ] Other: .......................................................... ..........................................................

55. **Do you have any suggestions to make the Agile model more effective?**

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