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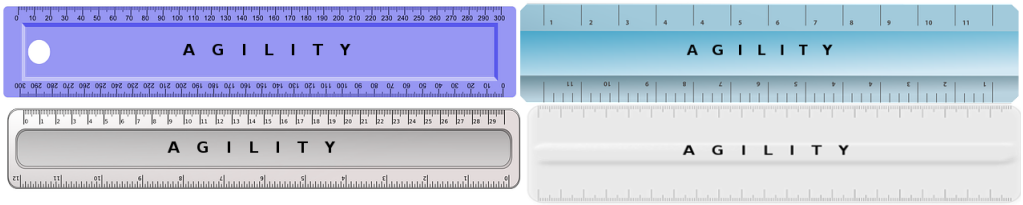

Measuring Agility

A Validity Study on Tools Measuring Agility Level of Software Development Teams

Master of Science Thesis in Software Engineering

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Abstract

Context:

Objective:

Method:

Results:

Acknowledgements

Konstantinos Chronis, Gothenburg, Sweden March 28, 2015

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Acronyms & Abbreviations

PAM Perceptive Agile Measurement

TAA Team Agility Assessment

OPS Objectives Principles Strategies

OPP Objectives Principles Practices

1

Introduction

Agile and plan-driven methodologies are the two dominant approaches in the software development. Organisations and companies tend to leave the cumbersome area of Waterfall process and to embrace the Agile methodologies in the last years [14, 66]. Although it has been almost 20 years since the latter were introduced, the companies are quite reluctant in following them [57]. Once they do, they start enjoying the benefits of the agile approach, but are these the only benefits they could leverage?

In order to answer to the previous question, one should first understand what "*agile*" means. According to the dictionary [36], it means "*to be able to move quickly and easily*", something which is almost impossible with a plan-driven approach. The term agility was first introduced as agile manufacturing in an industry book [37].

In 2001, 17 developers formed the Agile Alliance and created the agile manifesto [7], defining what is considered to be agile in order to avoid confusion:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

Software development teams started adopting the most known agile methodologies, such as eXtreme Programming [5], Feature Driven Development (FDD) [39], Crystal [11], Scrum [50] and others. Most companies use a tailored methodology by following some of the aforementioned processes and practices which better suit their needs. Williams et al. [67] reports that rarely all XP practices are exercised in their pure form, something on which Reifer [46] and Aveling [4] also agree based on the results of their surveys, which showed that it is common for organizations to partially adopt XP. Sidky et al. [53] mention that the organizations face four issues when transitioning to agile. a) their

readiness for agility b) the practices they should adopt c) the potential difficulties in adopting them d) the necessary organizational preparations for the adoption of agile practices. The most important issue though that tends to be neglected, is how well these methodologies are adopted?

According to Escobar-Sarmiento and Linares-Vasquez [18], the agile methodologies are easier to misunderstand. Such a case could lead to problems later on in the software development process. The previous statement is also supported by Taromirad and Ramsin [59], who argue that the agile software development methodologies are often applied to the wrong context. In addition, Livermore [35] concludes that the organizations modify practices before implementing them, a fact also mentioned by Patel et al. [40]. Hossain et al. [23] argue that improper use of agile practices creates problems. Sahota [49] states that doing agile and being agile are two different things. For the first one a company should follow practices, while for the other one a company should think in an agile way. Lappo and Andrew [33] state that organizations following the practices of a methodology does not mean they gain much in terms of agility, while on the other hand, Sidky [52] defines the level of agility of a company as the amount of agile practices used. Considering this statement, a group that uses pair programming and collective code ownership at a very low level is more agile than a group which uses only pair programming but in a more efficient manner.

Williams et al. [68] pose the question "*How agile is agile enough*"? Practitioners think that declaring being agile is equally good as being agile. According to a survey conducted by Ambysoft [2], only 65% of the agile companies that answered met the five agile criteria posed in the survey. In addition, 9% of agile projects failed due to the lack of cultural transition, while 13% of companies are at odds with core agile values based on the most recent survey by VersionOne [63]. Poonacha and Bhattacharya [41] mentioned that the different perception of agile practices when they are adopted is very worrying, since even people in the same team understand them differently, according to the result of a survey [1]. It is evidently not only from literature but also from its application that agile is a way of thinking and working, it is a whole culture [41]. If we had to use one word we could state it is a way of *being*. Nietzsche [38] said "*better know nothing than half-know many things*". In the same vein, maybe it is better not to transition to agile instead of thinking of being agile.

Since agile methodologies become more and more popular, there is a great need for development of a tool that can measure the level of agility in the organizations that have adopted them. Sidky et al. [53] mentions the success stories of companies that have adopted agile methods, but without having a measurement tool that could tell if you are really agile.

Measuring agility implies measuring the agile culture of a team. Alistair Cockburn [9, 10] and Jim Highsmith [21] highlight the importance of culture. The culture though differentiates not only from team to team, but also from person to person within it, based on the values they follow. The only common basis for the agile values is the agile manifesto[7] as stated by Ingalls and Frever [26]. As a result, the "agile culture tree" has the same root, but the branches grow independent, away from one another, making

difficult to measure agility.

For over a decade, researchers have been constantly coming up with models and frameworks in an effort to provide a solution. Unfortunately, the multiple tools have created a saturation in the field, resulting in being used only by the organizations that participated in the empirical studies for their creation [27, 28]. As a result, the vicious circle of creating tools with no actual use holds back not only the software development companies, but the research community as well.

This Master's Thesis deals with three tools which claim to measure the agility of software development teams. These tools are Perceptive Agile Measurement [54], Team Agility Assessment [34], Objectives Principles Strategies [55]. The first one has been validated with a large sample of subjects, while the second one is used by companies and the third one covers many agile practices. In Chapter 3 the completeness of the tools among them on measuring agility is checked by analysing if they overlap each other and how much. In addition, in Chapter 3 the correlation of the agile practices of the tools was checked to see how much they correlate with each other. For the above, a case study was performed in the industry (company A). The teams of company A were asked to reply to the survey of each tool. As it was seen in Chapter 3 the tools measure the agile practices in different ways. As a result in Chapter 5 there is an effort of enhancing OPS by combining the three tools.

This Master's Thesis gives the ability to see a comparative study of three tools used for measuring the agility of software development teams. Not only the weaknesses and strengths of the tools become apparent, but also how their results can actually provide a concrete view of how well the agility of a team can be measured. In addition, to the best of the author's knowledge there has not been another similar comparison which would be insightful and which can serve as a basis for future work. Moreover, the common areas are evident with the analysis of the tools completeness, while the unique ones are distinguished. Furthermore, by having a better view of these tools, an effort was made to fill in any existing gaps in order to create a more complete tool which will be able to better cover the needs of practitioners and researchers.

In order to clarify the structure of the thesis, Chapter 2 presents the tools that measure the agility of agile methodologies (e.g. eXtreme Programming) and the tools which measure the agility of software development organisations/teams. After that, Chapter 3 presents the research questions and research methodology followed for this Master's Thesis. Chapter 4 presents the results of this case study and Chapter 5 presents the enhancement of OPS in measuring agility in combination with PAM and TAA. The results of the thesis are discussed in Chapter 6 and the conclusions and future work are presented in Chapter 7.

2

Related Work

According to Yauch [70], it is very difficult to measure agility, although it has been widely spread. Tsourveloudis and Valavanis [62] agree on this mainly because of the vagueness of agility's concept. Nevertheless, various tools have been developed in the last decade in order to measure the agility in software development teams. Below is a short description of some that have been used as references in many papers in this field. The tools are separated into two categories, a) those which measure how agile really are the agile methodologies b) those which measure the agility of software development teams.

2.1 How agile are the agile methodologies

2.1.1 Balancing Discipline and Agility

Boehm and Turner [8] did not come up with a tool to measure agility but rather to balance between agility and discipline. According to them, discipline is the foundation for any successful endeavour and creates experience, history and well-organized memories. On the other hand, agility is described as a counterpart of discipline. Agility uses the memory and history in order to adjust to the context in which it is applied and takes advantage of the unexpected opportunities that might come up. The combination of the two can bring success to an organisation. In their research, Boehm and Turner [8], came up with five "critical decision factors" which can determine if an agile or plan-driven method is suitable for a software development project.

Figure 2.1 depicts these factors: a) size of a team working in a project b) criticality of damage of unexpected defects c) culture needed to balance between chaos and order d) dynamism of the team working in chaos or in a planned way e) personnel which refers to the extended Cockburn [10] skill rating

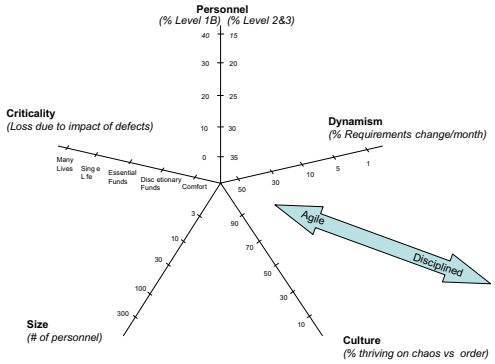

Figure 2.1: Dimensions affecting method selection

If the ratings of the five factors are close to the center, then the team is to an agile territory, in other words, the team is considered agile, otherwise it follows a discipline approach.

2.1.2 Philip Taylor - Assessing Tool

Taylor et al. [60] modified the tool created by Boehm and Turner [8] by adding a sixth axis named *Client Involvement* which has the following categories:

- On AB - Client is on-site and an agile believer. This is the ideal when the clients are fully persuaded of the agile approach and make themselves available onsite to work with the team.
- Off AB - Client is off-site but an agile believer. Although off-site, the client fully understands the nature of agile development and is open to frequent communication.
- On AS - Client is on-site but is an agile skeptic. They may be on-site but they are not convinced about the agile development approach.
- Off AS - Same as On AS except the problem is compounded by the client being off-site.
- Off Uninvolved - Not only are the clients off-site but they want no involvement between providing the initial requirements and getting the right product delivered.

2.1.3 Datta - Agility Measurement Index

Datta [15] presented a metric to help in deciding which agile methodology best suits a project. The metric identifies five dimensions: a) Duration b) Risk c) Novelty d) Effort e) Interaction. For each one of these dimensions the user assigns a value, then by the use of a formula the user can identify whether Waterfall, Unified Process or eXtreme Programming is more appropriate.

2.1.4 Comprehensive Evaluation Framework for Agile Methodologies

Taromirad and Ramsin [59] created the "Comprehensive Evaluation Framework for Agile Methodologies" (CEFAM) in order to provide coverage to the important aspects of agile methodology. The tool consists of a hierarchy of evaluation criteria which are divided into five groups (see Figure 2.2) a) Process b) Modeling Language c) Agility d) Usage e) Cross-Context. Each of these groups has a number of questions which are either answered with a numeric value, with Yes/No or any value from a proposed set. In the end, the answers are evaluated based on the following scale: Unacceptable ≤ 0.25; $0.25 <$ Low ≤ 0.5; $0.5 <$ Medium ≤ 0.75; $0.75 <$ High ≤ 1.0.

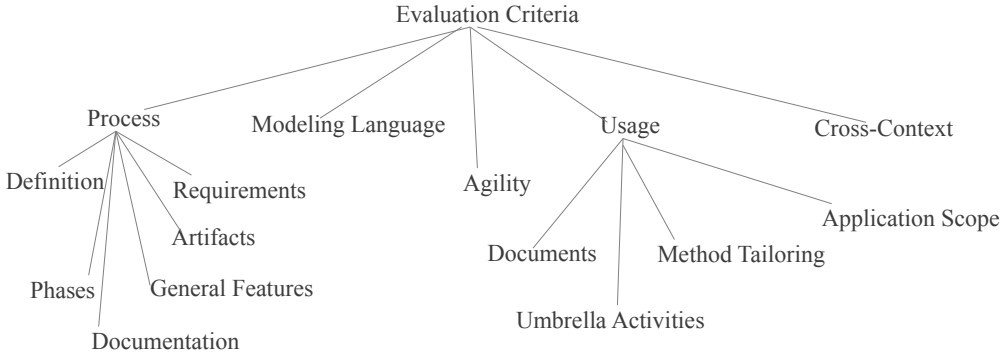

Figure 2.2: Evaluation criteria hierarchy for CEFAM

2.1.5 4-Dimensional Analytical Tool

Qumer and Henderson-Sellers [42] created the 4-Dimensional Analytical Tool (4-DAT) for analysing and comparing agile methods which is a part of the of the Agile Adoption and Improvement Model (AAIM) [43]. The objective of the tool is to provide a mechanism for assessing the degree of agility and adaptability of any agile methodology. The measurements are taken at a specific level in a process and use specific practices.

Dimension 1 - Method Scope Characterization The first dimension describes the key scope items which are considered essential for supporting the method used by a team or organisation. These have been derived from the literature review of the creators based on Beck and Andres [5], Koch [31], Palmer and Felsing [39], Highsmith [22] and provides a method comparison at a high level.

Dimension 2 - Agility Characterization The second dimension is the only quantitative dimension among the four. It evaluates the agile methods at a process level and at a method practices level in order to check for the existence of agility.

The measurement of the degree of agility at this level is done based on five variables.

These variables are used to check the existence of a method's objective at a specific level or phase. If the variable exists for a phase, then the value 1 is assigned to it,

otherwise 0. Qumer and Henderson-Sellers [42] define the degree of agility (DA) as "the fraction of the five agility variables that are encompassed and supported". They define as *Object* an object at some level or lifecycle phase or as a result of the practices used. m is the number of phases or practices. *Phase* is any of the design, planning phase or requirements engineering phase. *Practice* is the practices of the agile methodology.

Formula (2.1) how DA is calculated

$$DA(Object) = (1/m) \sum mDA(Object, PhaseOrPractices) \tag{2.1}$$

3 - Agile Values Characterization The third dimension consists of six agile values. Four of them are derived directly from the Agile Manifesto [7], while the fifth comes from Koch [31]. The last value is suggested by Qumer and Henderson-Sellers [42], after having studied several agile methods. The values can be seen in Table 2.1.

Dimension 4 - Software Process Characterization The fourth dimension examines the practices that support four processes as these are presented by Qumer and Henderson-Sellers [42].

Table 2.1: 4-DAT Dimensions

D1 - Scope	a) Project Size b) Team Size c) Development Style d) Code Style e) Technology Environment Responsiveness f) Physical Environment g) Business Culture h) Abstraction Mechanism
D2 - Features	a) Flexibility b) Speed c) Leanness d) Learning e) Responsiveness
D3 - Agile values	a) Individuals and interactions over processes and tools b) Working software over comprehensive documentation c) Customer collaboration over contract negotiation d) Responding to change over following a plan e) Keeping the process agile f) Keeping the process cost effective
D4 - Process	a) Development Process b) Project Management Process c) Software Configuration Control Process / Support Process d) Process Management Process

2.1.6 XP Evaluation Framework

Williams et al. [67] proposed a framework named the "XP Evaluation Framework" (XP-EF) for assessing the XP practices which have been adopted by an organisation. The

framework consists of three parts

- XP Context Factors (XP-CF) - Record important contextual information. The factors can be team size, project size, staff experience
- XP Adherence Metrics (XP-AM) - Express in a precise way the practices utilized by a team
- XP Outcome Measures (XP-OM) - A Means to assess the outcomes of a project using full or partial XP practices

2.1.7 Summary

In this section we presented various tools which measure the agility level of agile methodologies. We have identified 2 groups to classify them. The first one includes the tools which measure based on factors (Bohem and Turner, Philip Taylor, XP Evaluation Framework). The second group is includes the tools which measure based on questionnaires (CEFAM, 4-DAT, Datta).

2.2 Agility of Software Development Teams

2.2.1 Team Agility Assessment

Leffingwell [34] created a model for assessing a team's agility by taking six aspects into account: a) Product Ownership b) Release Planning and Tracking c) Iteration Planning and Tracking d) Team e) Testing Practices f) Development Practices/Infrastructure.

Each of these aspects is followed by a number of questions rated on a six-point Likert scale and the results are represented in a radar chart.

2.2.2 Comparative Agility

Williams et al. [68] created the Comparative Agility (CA) assessment tool which does not assess the agility of an organisation by providing an absolute value, but it rather provides a value in comparison to other organisations/companies [12]. The idea behind CA is that the organisations try to be more agile than their competitors because they believe that this will have more benefits for them. Until 2010, more than 1200 respondents supported that idea by answering the tool's online survey. The CA assessment tool consists of the following seven dimensions a) Teamwork b) Requirements c) Planning d) Technical Practices e) Quality f) Culture g) Knowledge-Creating, which are made up of three to six characteristics. Each characteristic has four statements and each one of them represents an agile practice. The answers to every statement are measured on a five-point Likert scale.

2.2.3 Escobar - Vasquez Model for Assessing Agility

Escobar-Sarmiento and Linares-Vasquez [18] created their own agility assessment model which consists of four stages. For the first three they use the models and tools proposed by other researchers they found in literature.

- Agile Project Management Assessment - proposed by Qumer and Henderson-Sellers [42]
- Project Agility Assessment - proposed by Taylor et al. [60]
- Workteam Agility Assessment - proposed by Leffingwell [34]
- Agile Workspace Coverage

For collecting the data on the measurements, they used surveys based on the tools of each stage, while in the last one they use their own survey. The data are then depicted in a four axis radar chart in order to provide a view of the company's agility. In Figure 2.3, one can see the model with a short description about which tool should be used at each level for each stage.

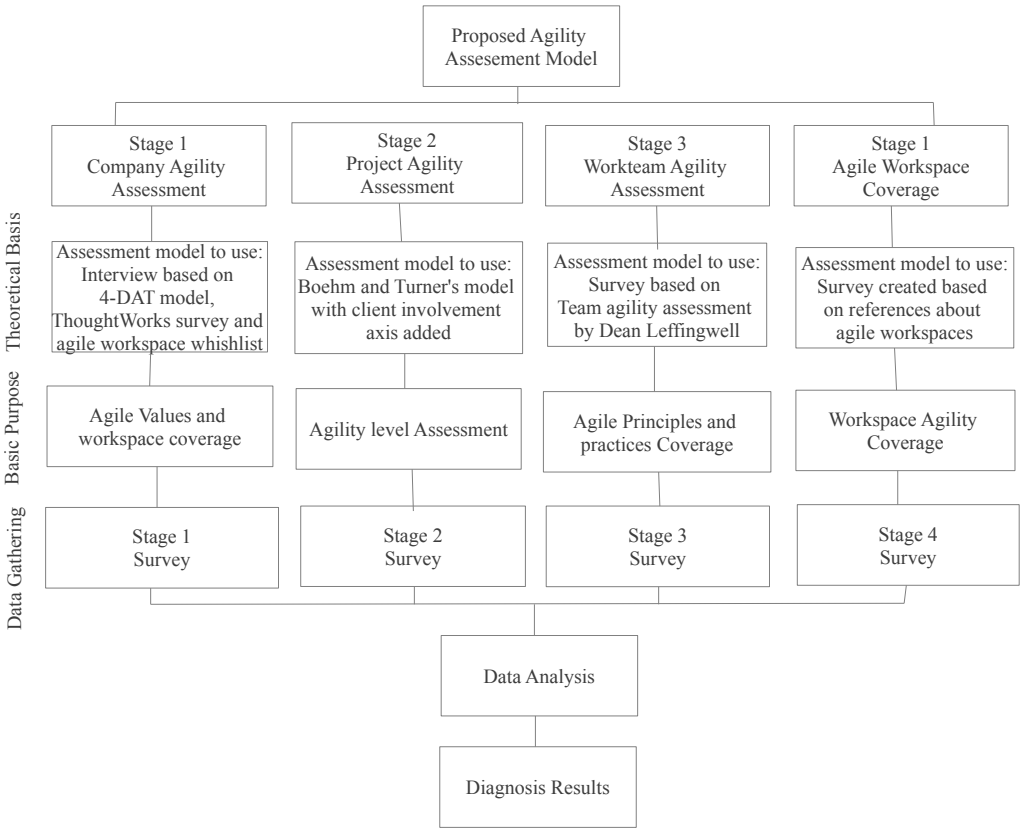

Figure 2.3: Escobar - Vasquez model for assessing agility

2.2.4 Entropy Analysis

Shawky and Ali [51] measure the agility based on the rate of entropy change over the time of a system's development. If the rate is high, then the process is of high agility as well. Each feature is considered to be an entity and the change logs of the entities are analyzed. They define as $P_i(t)$ the probability of an entity i to be associated with the change logs at a time t. Then, by using formula (2.2), they make the calculation for the agility measure *AM(t)* for that specific time.

$$AM(t) = -\sum_{i=1}^{n} P_i'(t)(log_2 P_i(t) + 1.44) \tag{2.2}$$

2.2.5 Validation Model to Measure the Agility

Ikoma et al. [25] measure agility by creating a validation model, since according to them, only validation can confirm the quality of a product. In this model any candidate item for validation enters an "identified planning state" at planning time. Afterwards, these items change to the "unvalidated inventory state" when the items start to be generated. Finally, validation of the deliverable items changes the state to the "validated product state" (see Figure 2.4). Then, based on the formula (2.3), one can get the result. A is the agility of a project/organisation, V' is the number of software items in the "validated product state" and U' is the average number of software items in which intermediate deliverables are in the "unvalidated inventory state".

$$A = V'/U' \tag{2.3}$$

2.2.6 Perceptive Agile Measurement

So and Scholl [54] created a survey for measuring agility from a social-psychological perspective, covering eight agile practices which they named as scales. These scales are an attempt to establish a representative set of agile practices commonly used in the field

a) Iteration Planning b) Iterative Development c) Continuous Integration and Testing d) Co-Location e) Stand-up Meetings f) Customer Access g) Customer Acceptance Tests h) Retrospectives. The survey is on a seven-point Likert scale, except from the *Co-Location* which is on a five-point scale.

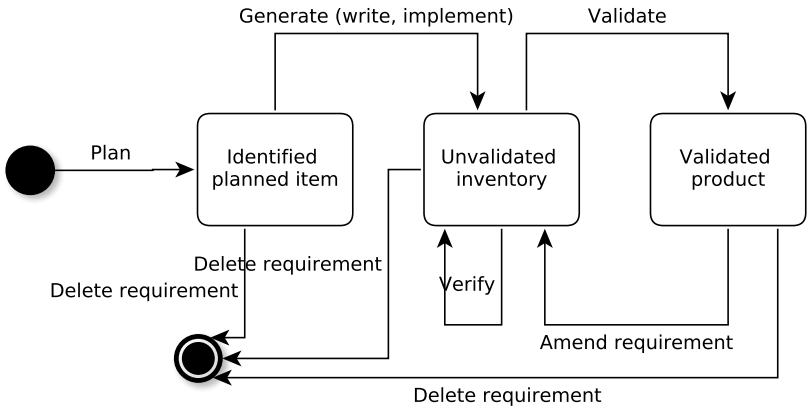

Figure 2.4: Validation Model to Measure the Agility

2.2.7 AHP - ANFIS Framework

Poonacha and Bhattacharya [41] created a tool for measuring agility by identifying 17 parameters grouped in four parameter groups, as can be seen in Table 2.2. While the last group is an indicator of performance, the first three groups mitigate the risks of supply, operation and demand uncertainties respectively. Each parameter is given as a question and the answers are fed in the Adaptive Network based on Fuzzy Inference Systems (ANFIS). Due to the complexity of the ANFIS model, an Analytical Hierarchical Process (AHP) is mandatory to be applied at the parameter level in order to compute the values for the parameter groups and then employee ANFIS at the parameter group level.

Table 2.2: AHP - ANFIS Framework parameters

Group	**Parameters**
People	a) Attrition b) Functional Flexibility c) Training and Knowlegde d) Decentralized Decision Making e) Bench Strength
Processes	a) Pair Programming and Parallel Testing b) Iterative Development c) Degree of modularity d) Requirement Capture Process e) Reusability f) Continuous Improvement
Customer Involvment	a) Customer Involvement in Design b) Team Across Company Borders c) Customer Training Period
Cost and Quality	a) Cost of Requirement change b) Projects dropped due to incapacity c) Software Quality

2.2.8 42-Point Test

Waters [65] created a simple 42-question survey based on a similar one from Nokia [58], in order to allow to Scrum/XP teams to easily see to what extent they follow various agile practices.

2.2.9 Sidky Agile Measurement Index

Sidky [52] created the Sidky Agile Measurement Index (SAMI) in order to measure agility as a part of the "Agile Adoption Framework". SAMI is a scale used by an agile coach to identify the potential of a project or organisation [53], which consists of five agile levels and five agile principles. It derives from the agile manifesto [7] and forms a 5×5 matrix. Agile practices have been assigned to most of the cells of this matrix. The assessment of agility takes place at each level by measuring the practices adopted by a team. Before moving to the next level, the team needs to fulfill all the practices of the current one.

Agile Levels

- Level 1 - Collaborative
- Level 2 - Evolutionary
- Level 3 - Effective
- Level 4 - Adaptive
- Level 5 - Ambient

Agile Principles

- Embrace Change to Deliver Customer Value
- Plan and Deliver Software Frequently
- Human Centric
- Technical Excellence
- Customer Collaboration

2.2.10 Thoughtworks

Thoughtworks [61] is a worldwide consulting company. They have developed an online survey for assessing agility based on 20 multiple choice questions. The questions cover the areas of a) Requirements Analysis b) Business Responsiveness c) Collaboration and Communication d) Project Management e) Governance. People can answer to the survey online and they will get a report evaluating at which level their team or company is. The survey gained a lot of fame due to Martin Fowler, one of the creators of the agile manifesto working at the company.

2.2.11 Objectives Principles Strategies Framework

Soundararajan [55] created the Objectives, Principles and Stategies (OPS) Framework in order to assess the "goodness" of an agile methodology. It is an evolution of the work done by Arthur and Nance [3] and Sidky [52]. The focus of this tool is mainly on eXtreme Programming, Feature Driven Development, Lean, Crystal and any tailored instances of them.

In order to achieve this, the framework examines the methodology based on 3 aspects:

- Adequacy - Sufficiency of the method with respect to meeting its stated objectives.
- Capability - Ability of an organisation to provide an environment supporting the implementation of its adopted method. Such ability is reflected in the characteristics of an organisation's people, process and project.
- Effectiveness - Producing the intended or expected results. The existence of necessary process, artifacts and product characteristics indicate levels of effectiveness.

The OPS framework identifies a) objectives of the agile philosophy b) principles that support the objectives c) strategies that implement the principles d) linkages that relate objectives to principles, and principles to strategies e) indicators for assessing the extent to which an organisation supports the implementation and effectiveness of those strategies.

In total 5 objectives, 9 principles, 17 strategies, 54 linkages and 80 indicators are identified. For more information, one can view Figure 2.5.

Agile Values	Objectives	Principles	Strategies
Individuals and Interactions	Human Centric	Frequent Delivery of Working Software	Iterative Progression
			Incremental Development
		Technical Excellence	Short Delivery Cycles
			Evolutionary Requirements
	Value-driven	Simplicity	Continuous Feedback
			Refactoring
Working Software	Minimal Waste	Empowering Teams of Motivated Individuals	Test First Development
			Self-Managing Teams
		Constant Development Pace	Continuous Integration
			Constant Velocity
	Maximal Adaptability	Accommodating Change	Minimal Documentation
			High-bandwidth Communication
Customer Collaboration		Continual Stakeholder Communication and Collaboration	Retrospection
			Client-driven iterations
	Continuous Innovation And Learning	Frequent Reflection and Improvement	Appropriate distribution of expertise
			Configuration Management
Responding to Change		Striving For Customer Satisfaction	Adherence to Standards

Figure 2.5: Objectives, Principles, and Strategies identified by the OPS Framework

2.2.12 Summary

In this section we presented various tools which measure the agility level of agile software development teams. We have identified 3 groups to classify them. The first one is about the tools which use questionnaires (TAA, OPS, PAM, Comparative Agility, Thoughtworks, 42-point test). The second group is about those which use a mix of approaches, either this is a questionnaire and a model or a network (AHP-ANFIS Framework, Escobar-Vasquez). Last, the third group includes the rest of the tools which do not belong in the other two groups (Entropy Analysis, SAMI, Validation Model).

2.3 Selecting tools

In this Master's Thesis we check if tools which measure the agility level of software development teams do it in the same way. For this reason we selected those tools which are based on questionnaires because they were considered ideal since they can be easily answered by subjects. The tools selected for the case study presented in the next chapter are Perceptive Agile Measurement (PAM), Team Agility Assessment (TAA) and Objectives Principles Strategies (OPS). All three of them originate from either industry (TAA) or academia (OPS) or both (PAM). PAM has been used in a case study in the past with a large sample. The tool was created with participations from development teams from all over the world and is considered a valid one for measuring agility of teams. TAA is part of Scaled Agile Framework (SAFe) [20] which is used by a lot of companies. OPS Framework is a tool which covers more agile practices than any other tool of our knowledge.

2.4 Chapter Summary

In this chapter we presented the most common tools found in literature for measuring agility. The tools were separated in two main categories. Those which measure how agile are the agile methodologies and to those which measure how agile are the software development teams. Finally, in the end of this chapter we presented the reasons for selecting the tools used in this Master's Thesis. In the next chapter follow the research questions and the research methodology which was performed in order to validate PAM, TAA and OPS.

You need to consistently speak of the idea of convergent validity in connection to what you are doing.

3

Research Methodology

This chapter presents the research questions and research methodology followed for conducting this Master's Thesis.

3.1 Research Purpose

The creators of PAM, TAA and OPS state that their tool measures agility. The existence though of not only the three of them, but also of the rest of the tools presented in Chapter 2 implies that each one is considered by its creators as more appropriate than the others in measuring agility. The purpose of this study is to validate whether these three tools actually succeed in measuring agility or not.

3.1.1 Research Questions

Do PAM, TAA and OPS measure agility in the same way?

i) In what ways do the tools correlate?

ii) Questions that are exactly the same among the tools, will they give the same results?

iii) Can the tools be combined in a way, in order to provide a better approach in measuring agility?

3.1.2 Case Study

Any effort for seeing if the selected agility measurement tools are valid in what they do, would require to apply them in real software developments teams. According to Runeson and Höst [48] a case study is "a suitable research methodology for software engineering research since it studies contemporary phenomena in their natural context". As a result,

a case study was the selected as the most suitable means for conducting the Master's Thesis.

3.2 Subject Selection

Since all three agility measurement tools would be applied we wanted to find a company that would be willing and committed to spend time for as much time needed. For this reason company A was selected, because the author of this Master's Thesis is a member of the company's employees. In the next pages we present information on the company's teams, products and the agile practices used.

3.2.1 Company Description

Company A is a United States company which activates in the Point Of Sales (POS) area. With the development of some new products, the company had a 400% increase in the size of the development and quality assurance (QA) departments, which resulted in the need for better organizing the development and release processes. In addition, the increasing requests of new features in the company's systems require a more efficient way in delivering them to the customers and also maintaining the quality of the products.

3.2.2 Methodology A

In general, company A does not follow a specific agile methodology, but rather a tailored mix of the most famous ones which suits the needs of each team. Methodology A, as we can name it, embraces the practices displayed in Table 3.1 from the various agile methodologies, some of the them to larger and some of them to a smaller extent. The analysis made by Koch [31] was used for identifying these methodologies. The identification of these practices was done by observing and understanding how the teams work. The results were verified by the agile coach of the teams.

Table 3.1: Practices embraced by methodology A

Method	**Practice**
XP	a) Small Releases b) Simple design c) Refactoring d) Collective ownership e) Continuous integration f) 40-hour week g) Coding standards
FDD	a) Developing by feature b) Feature teams c) Regular build schedule d) Inspections e) Configuration management
Lean	a) Empower the team b) Build Integrity In c) Amplify learning d) Eliminate waste

3.2.3 Products

Company A has developed a few products which belong in the following four areas a) desktop b) mobile c) cloud d) platforms. The names given correspond to the names of the teams that develop them.

- Product A - A series of three mobile applications which offer services to stores or customers of stores.
- Product B - A cloud application which offers services to product A and product D.
- Product C - A platform used only by the company's employees. It supports services which are necessary for product D.
- Product D - It is the main product of the company which is mostly used. The rest of the products were developed in order to support it and expand its functionalities.

3.2.4 Teams

There are four development teams, each for a product of the company. Some of the teams have mixed members of developers and testers. In the Tables 3.2, 3.3, 3.4, 3.5, one can see the structure of the teams.

3.3 Case Study Research

3.3.1 Data Collection

In order to collect the data, an online survey was considered to be the best option, since it could be easily answered by each subject. In addition, this would ensure no data loss. Google Drive™[17] was selected to be the platform for collecting the data.

For each of the tools, four surveys were created for each team respectively. The collection lasted about one month, the surveys for each tool were conducted every ten days. First PAM was sent, then TAA and at last it was OPS.

Two subjects were requested to answer to the surveys first, in order to detect if there were any questions which could cause confusion, but also to see how much time is needed to complete a survey. Once the issues pointed out by the two subjects were fixed, the surveys were sent to the rest of the company's employees.

The links to the surveys were sent to the subjects early in the morning via email, but they were asked to reply after lunch. The reasoning for this is that at the beginning of the day the employees need to perform tasks which are usually important and time consuming, while they must have a clear mind and attend meetings. On the contrary, after lunch most of the employees try to relax by enjoying their coffee and discussing with each other. That time of the day was considered to be the best in order to ask them to spend 15-20 minutes and reply to the survey. The employees that belonged to

Table 3.2: Team A - Profile

Team Size	7
Roles	Team Leader (1) Developers (3) Testers (3)
Area	Mobile
Tools Used	Perforce Titanium
Iteration Length	2-3 weeks

Table 3.3: Team B - Profile

Team Size	6
Roles	Team Leader (1) Developers (5) Testers (1)
Area	Java
Tools Used	Perforce Eclipse IDE
Iteration Length	2-3 weeks

Table 3.4: Team C - Profile

Team Size	4
Roles	Team Leader (1) Developers (2) Testers (1)
Area	Java
Tools Used	Perforce Eclipse IDE
Iteration Length	3-4 weeks

Table 3.5: Team D - Profile

Team Size	19
Roles	Team Leader (1) Developers (10) Testers (8)
Area	Java
Tools Used	Perforce Eclipse IDE
Iteration Length	2-4 weeks

more than one team were asked a couple of days later to take the other survey in order to verify that their answers match in both surveys. Every question of the surveys was mandatory.

As was mentioned in Chapter 2, PAM focuses on the following agile practices: a) Iteration Planning b) Iterative Development c) Continuous Integration And Testing d) Stand-Up Meetings e) Customer Access f) Customer Acceptance Tests g) Retrospectives h) Collocation. From the aforementioned practices, methodology F does not support *Stand-Up Meetings* and *Retrospectives* and as a result, they were excluded from the surveys.

TAA focuses on the following agile practices/areas: a) Product Ownership b) Release Planning and Tracking c) Iteration Planning and Tracking d) Team e) Testing Practices f) Development Practices/Infrastructure. From the above practices, methodology F does not support *Product Ownership*, since it implies that company A should implement Scrum, which it does not. Moreover, Scrum-oriented questions from the rest of the practices/areas were removed as well.

Finally, OPS focuses on the following strategies: a) Iterative progression b) Incremental development c) Short delivery cycles d) Evolutionary requirements e) Continuous feedback f) Refactoring g) Test-first development h) Self-managing teams i) Continuous integration j) Constant velocity k) Minimal documentation l) High bandwidth communication m) Retrospection n) Client-driven iterations o) Distribution of expertise p) Configuration management q) Adherence to standards.

From the above practices, methodology F does not support *Retrospection*. The company's policy for retrospective meetings is for them to be held only by two or three people, depending on how many persons were involved. According to the director of the Greek office it is considered that meetings with the whole team do not have the desired results but rather the opposite, leading in more difficult communication and loss of time.

As it was stated earlier, in subsection 2.2.11, OPS agility measurements are based on three aspects: Adequacy, Capability and Effectiveness. Effectiveness measurement focuses on how well a team implements agile methodologies. Since the rest of the tools focus on the same thing, it was decided only to use the survey from Effectiveness and not to take into account the Adequacy and Capability.

For a clearer view on the questions contained in the surveys, one can take a look at Appendices A, B and C.

The surveys for PAM, TAA and OPS were on a Likert scale 1-7 (never having done what is asked by the question to always doing what is asked by the question). From PAM, only the *Collocation* practice had its Likert scale 1-5 (team mebers are in different time zones to being in the same room), since its creators preferred it in this way. For the transformation of the results to a Likert scale 1-7 for the *Collocation* practice, the formula (3.1) [24] was used.

$$x_2 = (1.5 * x_1) - 0.5 \tag{3.1}$$

The employees that were asked to answer to the surveys where all members of the software development teams which consisted of software and quality assurance (QA) engineers. All of the participating employees have been in the company for over a year and most of them have more than five years of work experience in an agile environment. Employees who had been working for less than six months in the company were not asked to participate, since it was considered they were not fully aware of the company's procedures or that they were not familiar enough with them. Although code review is practised, it was avoided asking the code reviewers to take the same survey for the same team because it would not provide more value to the results and in addition, it might result in losing their interest on answering the surveys.

Each participant replied to 176 questions in total. Initially, 34 surveys were expected to be filled in, but in the end 30 of them were filled in, since some employees chose not to participate.

3.3.2 Data Preparation

For the analysis of the data a preparation for them was needed. All three of the tools have different amount of questions and cover different practices. For this reason, we

Table 3.6: Areas covered by TAA

TAA Areas	
• Product Ownership • Release Planning and Tracking • Iteration Planning and Tracking	• Team • Testing Practices • Development Practices / Infrastructure

preferred to do a grouping of the questions based on the practices/areas in which they belong. In the following pages we present a mapping between the questions used from the PAM and TAA tools with the practices from OPP and the strategies from OPS.

Team Agility Assessment - Areas

Team Agility Assessment (TAA) does not claim that it covers specific agile practices, but rather areas important for a team. It focuses on product ownership for Scrum teams but also on the release, and iteration planning and tracking. The team factor plays a great role, as well as the development practices and the working environment. Automated testing is important here as well. Finally, it is worth mentioning that it is the only tool focusing to such an extent on the release planning. In Table 3.6 one can see TAA's areas.

Perceptive Agile Measurement - Practices

The Perceptive Agile Measurement (PAM) tool focuses on the iterations during software development but also on the stand-up meetings for the team members, their collocation and the retrospectives they have. The customers access and their acceptance criteria have a high importance as well. Finally, the continuous integration and the automated unit testing are considered crucial in order to be agile. In Table 3.7 one can see PAM's practices.

Table 3.7: Agile practices covered by PAM

PAM Practices	
• Iteration Planning	• Stand-up Meetings
• Iterative Development	• Customer Access
• Continuous Integration and Testing	• Customer Acceptance Tests
• Collocation	• Retrospectives

Objectives, Principles, Strategies (OPS) - Practices

Objectives, Principles, Strategies (OPS) Framework is the successor of the Objectives, Principles, Practices (OPP) Framework [56]. OPP identified 27 practices as implementations of the principles which later on were transformed into 17 strategies. In Table 3.8 one can see OPP's practices.

Practices Covered Among The Tools

As can be clearly seen in Tables 3.6, 3.7 and 3.8, the OPP, and as a consequence the OPS, covers more agile practices than the other tools. In the next pages a mapping between OPP and PAM (see Table 3.9) and OPP and TAA (see Table 3.10) follows.

We have abstracted some of the OPP practices to OPS strategies in order to avoid repetition of the questions' mapping. These OPP practices are a) *Frequent Face-to-Face Communication*, b) *Physical Setup Reflecting Agile Philosophy*, and c) *Collocated Customers* and we have abstracted them to the OPS strategy *High-Bandwidth Communication* [55, p. 57]. In the same way, we have abstracted the OPP *Automated test builds* practice to the OPS strategy *Continuous Integration* [55, p. 57].

The connection between the practices and strategies is done based on the questions of each tool. The aforementioned connections are depicted with symbols. When a practice has more than one symbol, it is because it covers more practices from the other tool.

Mapping of questions among tools

PAM has its questions been divided based on agile practices, while on the other hand, TAA has divided them based on areas considered important. As one can see from the

Have to rewrite this part again. Maybe move this to the Data Analysis section

Table 3.8: Agile practices covered by OPP

OPP Practices	
• Iterative and Incremental Development	• Appropriate Distribution of Expertise
• Continuous Feedback	• Self-Organizing Teams
• Evolutionary Requirements	• Client-Driven Iterations
• Smaller and Frequent Product Releases	• Product Backlog
• Customer/User Acceptance Testing	• Agile Project Estimation
• Frequent Face-to-Face Communication	• Adherence to Coding Standards
• Refactoring	• Physical Setup Reflecting Agile Philosophy
• Automated Test Builds	• Daily Progress Tracking Meetings
• Software Configuration Management	• Minimal or Just Enough Documentation
• Test Driven Development	• Minimal Big Requirements Up Front and Big Design Up Front
• Iteration Progress Tracking and Reporting	• Collocated Customers
• Code Ownership	• Constant Velocity
• Retrospectives Meetings	• Pair Programming
• Just-in-Time Refinement of Features /Stories/Tasks	

tables above, while all practices/areas from PAM and TAA are mapped to OPP and OPS, not all of their questions are under OPP practices or OPS strategies. This can be explained due to the different perception/angle, of the creators of the tools, of what is important for an organization/team to be agile. The detailed mapping of the tools can be viewed in Appendix D.

3.3.3 Data Analysis

The data gathered from the surveys were grouped on the basis of the practices covered by the OPP, and as a consequence, the OPS as one can see in subsection 3.3.2. From the 18 practices in total, four of them, a) Minimal or Just Enough Documentation b) Customer User Acceptance Testing c) Evolutionary Requirements d) Constant Velocity, are covered

Table 3.9: Relation of OPP/OPS and PAM practices

PAM	OPP/OPS
Iteration Planning ✦	Iteration Progress Tracking and Reporting ✦
Iterative Development ✤	Iterative and Incremental Development ✦ ✤
Continuous Integration and Testing ❇	Continuous Integration ❇
Collocation ✻	Software Configuration Management ❇
Stand-up Meetings ✷	Test Driven Development ❇ ✳
Customer Access ✣	High-Bandwidth Communication ✣ ✻
Customer Acceptance Tests ✳	Daily Progress Tracking Meetings ✷
Retrospectives ✠	Client-Driven Iterations ✣ ✦
	Evolutionary Requirements ✳
	Customer/User Acceptance Testing ✳
	Retrospectives Meetings ✠
	Self-Organizing Teams ✦

only by one tool. The rest of the practices were covered by at least two.

Correlation Analysis

The initial thought was to analyse the data for each team separately, but team A has such a small number of members that the results would be inadequate to work with. As a result, it was preferred to form the data sets for each practice based on the answers from all the teams. In Table 3.11, one can see the structure of the collected data.

Table 3.11: Collected Data Structure

Practice	Participants	PAM	TAA	OPS
Practice1	Participant1	Score1	Score1	Score1
	⋮	⋮	⋮	⋮
	ParticipantN	ScoreN	ScoreN	ScoreN

Table 3.10: Relation of OPP/OPS and TAA practices/areas

TAA	**OPP/OPS**
Product Ownership ✻	Iterative and Incremental Development ✻
Release Planning and Tracking ✷	Product Backlog ✻
Iteration Planning and Tracking ✦	Smaller and Frequent Product Releases ✷
Team ✠	Customer/User Acceptance Testing ✦ ✷
Testing Practices ❃	Constant Velocity ✦
Development Practices/Infrastructure ✣	Iteration Progress Tracking and Reporting ✦
	Self-Organising Teams ✠ ✷ ✦ ✣
	Appropriate Distribution of Expertise ✠
	High-Bandwidth Communication ✠
	Daily Progress Tracking Meetings ✠
	Retrospectives Meetings ✠ ✦ ✷
	Test Driven Development ❃
	Refactoring ✣
	Software Configuration Management ✣
	Adherence to Coding Standards ✣
	Pair Programming ✣
	Continuous Integration ✣ ❃

Based on the analysis for PAM, TAA and OPS which was performed in Subsection 3.3.2, it is clear that OPS covers more agile practices/areas. As a result, it was decided to use these practices in order to check the correlation of the tools. In Appendix D, one can see how the questions are grouped based on the OPS practices. The data sets consist of the answers which were sorted by team as stated previously and have the same order in all practices (i.e. the nth answer in every practice is given by the same person).

For the mathematical calculations the RStudio™[47] was selected since it has a wide support from its community.

The correlation analysis was selected for the data analysis, as it has been used in other cases of tool comparisons [16, 28].

In order to select for which correlation analysis method to choose, the data were checked whether they had normal distribution or not. For this, the Shapiro-Wilk test was selected as it appears to be the most powerful normality test according to a recent paper published by Razali and Wah [45]. In order for a distribution to be considered normal, the p-value must be greater than the alpha level so as not to reject the null hypothesis and consider that the data are normally distributed. The chosen alpha level was 0.05 as it is the most common one.

Out of the 42 normality checks (three for each of the 14 practices), only 17 concluded that the data are normally distributed. The low level of normally distributed data gave a strong indication that the "Spearman's rank correlation coefficient" which is more adequate for non-parametric data, was more appropriate to use, rather than the "Pearson product-moment correlation".

In order to use "Spearman's rank correlation coefficient", two prerequisites must be satisfied

1. The two variables should be measured at the interval or ratio scale
2. There needs to be a monotonic relationship between the two variables

The first prerequisite was covered thanks to the Likert scale. In order to check for the monotonicity, plots were drawn between the results of each tool for all 14 practices. The plots surprisingly showed that only 8 out of 42 were monotonic, which does not allow the use of 'Spearman's rank correlation coefficient" for the rest. Table 3.12 summarizes the practices and the relationships which are monotonic and 'Spearman's rank correlation coefficient" can be used. The monotonic relationships are marked in green while the non-monotonic in red.

Direct Match Questions Analysis

At the beginning we had to find which questions are the same among the tools. In order to achieve this, the mapping described in subsection 3.3.2 was used. Afterwards, the questions were checked one by one to identify the ones which had the same meaning. When we concluded to the group of questions which were the same, we requested from the same employees who were taking the pilot surveys to verify if they believed the

Table 3.12: Monotonic Relationships

Adherence to Standards • PAM-TAA • PAM-OPS • TAA-OPS	Appropriate Distribution of Expertise • PAM-TAA • PAM-OPS • TAA-OPS	Client Driven Iterations • PAM-TAA • PAM-OPS • TAA-OPS
Continuous Feedback • PAM-TAA • PAM-OPS • TAA-OPS	Continuous Integration • PAM-TAA • PAM-OPS • TAA-OPS	High Bandwidth Communication • PAM-TAA • PAM-OPS • TAA-OPS
Iteration Progress Tracking • PAM-TAA • PAM-OPS • TAA-OPS	Iterative and Incremental Development • PAM-TAA • PAM-OPS • TAA-OPS	Product Backlog • PAM-TAA • PAM-OPS • TAA-OPS
Refactoring • PAM-TAA • PAM-OPS • TAA-OPS	Self Organizing Teams • PAM-TAA • PAM-OPS • TAA-OPS	Smaller and Frequent Releases • PAM-TAA • PAM-OPS • TAA-OPS
Software Configuration Management • PAM-TAA • PAM-OPS • TAA-OPS	Test Drive Development • PAM-TAA • PAM-OPS • TAA-OPS	Constant Velocity • PAM-TAA • PAM-OPS • TAA-OPS
Minimal or Just Enough Documentation • PAM-TAA • PAM-OPS • TAA-OPS	Customer User Acceptance Testing • PAM-TAA • PAM-OPS • TAA-OPS	Evolutionary Requirements • PAM-TAA • PAM-OPS • TAA-OPS

groups were correctly formed. Their answer was affirmative so continued by checking if the answers of the subjects were the same. In order to depict the results we used heatmaps generated by RStudio^{TM}[47]. Heatmaps were considered as ideal since the similarities or differences in the colours would make it crystal clear to the viewer to see the results.

In Table 3.13 one can see the number of direct matches among the tools. Surprisingly OPS-TAA have 20 questions with the same meaning while OPS-PAM and TAA-PAM only 4 and 3 respectively. The direct match list of questions can be viewed in Appendix E.

Table 3.13: Direct Match Questions Among Tools - Results

Direct Match Questions Results		
OPS - TAA	**OPS - PAM**	**TAA - PAM**
20	4	3

4

Results

This chapter presents the results of the surveys and analyses the reasons behind them.

4.1 Correlation Results

As it was seen in the previous chapter only 8 out of 42 plots were monotonic. In Table 4.7 one can see that half of the correlations are between PAM and OPS. In addition, from the 8 monotonic plots we can clearly see in Table 4.3 we have a negative correlation which is surprising since it should not exist.

Table 4.1: Continuous Feedback Correlations

Continuous Feedback			
	PAM	TAA	OPS
PAM	1.000	NA	0.459
TAA	NA	1.000	NA
OPS	0.459	NA	1.000

Table 4.2: Client Driven Iterations Correlations

Client Driven Iterations			
	PAM	TAA	OPS
PAM	1.000	NA	0.161
TAA	NA	1.000	NA
OPS	0.161	NA	1.000

Table 4.3: High Bandwidth Communication Correlations

High Bandwidth Communication			
	PAM	TAA	OPS
PAM	1.000	0.322	-0.023
TAA	0.322	1.000	0.237
OPS	-0.023	0.237	1.000

Table 4.4: Refactoring Correlations

Refactoring			
	PAM	TAA	OPS
PAM	1.000	0.097	-0.050
TAA	0.097	1.000	0.181
OPS	-0.050	0.181	1.000

Table 4.5: Continuous Integration Correlations

Continuous Integration			
	PAM	TAA	OPS
PAM	1.000	0.398	0.249
TAA	0.398	1.000	0.115
OPS	0.249	0.115	1.000

Table 4.6: Iterative and Incremental Development Correlations

Iterative and Incremental Development			
	PAM	TAA	OPS
PAM	1.000	0.204	0.396
TAA	0.204	1.000	-0.228
OPS	0.396	-0.228	1.000

Table 4.7: Frequency of correlation between tools

Frequency	
PAM-OPS	4
PAM-TAA	3
TAA-OPS	1

In Table 4.8 one can see the descriptive statistics of the data gathered.

Table 4.8: Descriptive Statistics

Practice	**Statistics**	**PAM**	**TAA**	**OPS**	**Practice**	**Statistics**	**PAM**	**TAA**	**OPS**
Adherence to Standards	Mean	1.00	11.67	8.10	Appropriate Distribution of Expertise	Mean	1.00	11.13	27.20
	Sd	0.00	2.17	2.12		Sd	0.00	2.10	3.51
	Median	1	12	8		Median	1.0	11.5	27.0
	Min	1	7	6		Min	1	6	21
	Max	1	14	12		Max	1	14	35

Table 4.8: Descriptive Statistics

Practice	Statistics	PAM	TAA	OPS	Practice	Statistics	PAM	TAA	OPS
Client-Driven Iterations	Mean	8.63	1.00	13.87	Continuous Feedback	Mean	4.87	1.00	9.20
	Sd	3.20	0.00	2.78		Sd	1.25	0.00	1.88
	Median	8.5	1.0	14.0		Median	5.0	1.0	9.5
	Min	3	1	9		Min	2	1	5
	Max	14	1	21		Max	7	1	14
Continuous Integration	Mean	21.97	24.13	48.10	High-Bandwidth Communication	Mean	36.73	22.87	60.30
	Sd	4.40	3.82	4.23		Sd	4.11	3.25	5.69
	Median	21.0	24.5	48.5		Median	38	23	60
	Min	11	16	40		Min	29	13	51
	Max	31	31	56		Max	42	28	75
Iteration Progress Tracking and Reporting	Mean	21.67	71.73	31.73	Iterative and Incremental Development	Mean	27.10	8.43	14.47
	Sd	6.42	15.62	1.55		Sd	2.71	2.11	2.13
	Median	22.5	72.5	32.0		Median	27.0	8.5	15.0
	Min	8	40	27		Min	22	4	11
	Max	35	100	35		Max	34	13	18
Product Backlog	Mean	1.00	4.97	15.80	Refactoring	Mean	2.03	10.80	20.67
	Sd	0.00	0.85	2.14		Sd	0.85	2.27	3.66
	Median	1.0	5.0	15.5		Median	2.0	11.0	20.5
	Min	1	3	12		Min	1	6	14
	Max	1	6	19		Max	4	14	28
Self-Organizing Teams	Mean	3.6	62.9	36.5	Smaller and Frequent Product Releases	Mean	5.6	5.8	24.8
	Sd	1.19	6.57	5.20		Sd	1.19	0.81	1.24
	Median	3.5	63.0	37.0		Median	6	6	25
	Min	2	48	26		Min	2	4	22
	Max	6	75	45		Max	7	7	28

Table 4.8: Descriptive Statistics

Practice	Statistics	PAM	TAA	OPS	Practice	Statistics	PAM	TAA	OPS
Software Configuration Management	Mean	1	7	7	Test Driven Development	Mean	10.90	6.57	9.10
	Sd	0	0	0		Sd	2.90	3.28	1.97
	Median	1	7	7		Median	10.5	6.0	9.0
	Min	1	7	7		Min	6	3	6
	Max	1	7	7		Max	17	15	13
Minimal or Just Enough Documentation	Mean	1.0	1.0	17.8	Customer User Acceptance Testing	Mean	17.37	1.00	1.00
	Sd	0.00	0.00	3.16		Sd	7.04	0.00	0.00
	Median	1	1	18		Median	17.5	1.0	1.0
	Min	1	1	10		Min	5	1	1
	Max	1	1	23		Max	33	1	1
Evolutionary Requirements	Mean	1.00	1.00	20.13	Constant Velocity	Mean	1.00	5.93	1.00
	Sd	0.00	0.00	2.21		Sd	0.00	1.01	0.00
	Median	1	1	20		Median	1	6	1
	Min	1	1	17		Min	1	4	1
	Max	1	1	25		Max	1	7	1

In *Continuous Feedback* PAM and OPS have a moderate positive correlation of $\rho = 0.459$. Both tools focus on getting feedback from the customer, while OPS also checks whether the product is developed according to the customer's needs and expectations.

In *Client-Driven Iterations* PAM and OPS have a low positive correlation of $\rho = 0.161$. Both tools check for the possibility of the requirements having been prioritized by the customer, while OPS additionally focuses on the customers' requests and needs.

In *Continuous Integration* PAM and OPS have a low positive correlation of $\rho = 0.249$. The common areas are continuous builds, multiple submits and story acceptance. There is a small difference regarding whether the developers should sync to the latest available code that is supported by the PAM.

In *Iterative and Incremental Development* PAM and OPS have a low positive correlation of $\rho = 0.396$. The OPS focuses on the stories estimation and prioritization, while PAM on the deadlines that have to be meet and on the software progress.

In *High Bandwidth Communication* PAM and TAA have a low positive correlation of $\rho = 0.322$. Both of them check for the team collocation, while TAA also checks for the communication with the customers. PAM and OPS surprisingly have a correlation of $\rho =$

-0.023 which means there is no correlation at all. They both focus on the communication, but OPS does that to a huge extent, leading to this result. In addition, OPS checks for effectively using the time for meetings. TAA and OPS have a positive correlation of $\rho = 0.237$. It is worth mentioning that this is the only practice for which correlation can be calculated for all the tools.

In *Refactoring* PAM and TAA have a correlation of $\rho = 0.097$, which means there is almost no correlation at all. TAA focuses on continuous refactoring, while on the other hand PAM focuses on the unit testing of unit testing for refactoring.

4.1.1 Reasons behind correlation results

The plots showed an unexpected and very interesting result. Not only do not the tools have a correlation, but they do not have a monotonic relationship either between one another for the agile practices covered (see Table 3.12). This could indicate two things. The first one is that the results are random and the second one, is that all three of the tools measure agility differently.

As far as the aspect of the correlation results being random is concerned, there is a possibility of being true. Maybe another approach on forming the data samples could provide different results, but the approach followed was evaluated as the most suitable at the beginning of the study.

On the other hand, the absence of monotonicity and the negative or extremely low correlations show that the questions used by the tools in order to cover an agile practice, do it differently and that PAM, TAA and OPS measure the agility of software development teams in their own unique way. Each of the tools was constructed and statistically validated during its development by its creators having the agile concept in mind, but apparently following a different path in order to accomplish it. This is quite clear by looking on the different ways that each practice is covered (see Appendix D) where many of the questions have a different perspective on measuring a practice although they focus on the same one. The reasons for this unexpected phenomenon are explained in the next paragraphs.

Few or no questions for measuring a practice

Another reason for not being able to calculate the correlation of the tools is that they cover slightly or even not at all some of the practices. An example of this is the *Smaller and Frequent Product Releases* practice. OPS has four questions for it, while on the other hand, PAM and TAA have a single one each. Furthermore, *Appropriate Distribution of Expertise* is not covered at all by PAM while it is by the rest of the tools. In case the single question gets a low score, this will affect how effectively the tool will measure an agile practice. On the contrary, multiple questions can better cover the practice by examining more factors that affect it. Apart from measuring a practice more precisely, this also has the benefit that even if one question gets a low score, the rest of them are candidates for getting a higher one.

The same practice is measured differently

Something very interesting that came up during the data analysis was that although the tools cover the same practices, they do it in different ways, leading to different results. An example of this is the practice of *Refactoring* (check figure F.10). PAM checks whether there are enough unit tests and automated system tests to allow the safe code refactoring. In case the course unit/system tests are not developed by a team, the respondents will give low scores to the question, as the team members in company A did. Nevertheless, this does not mean that the team never refactors the software or it does it with bad results. All teams in company A choose to refactor when it adds value to the system, but the level of unit tests is very low and they exist only for specific teams. On the other hand, TAA and OPS check how often the teams refactor among other factors.

The same practice is measured in opposite questions

The *Continuous Integration* practice has a unique paradox among TAA, PAM and OPS. The first two tools have a question about the members of the team having synced to the latest code, while OPS checks for the exact opposite. According to Soundararajan [55], it is preferable for the teams not to share the same code in order to measure the practice. It is quite doubtful though how correct this question can be, since the *Continuous Integration* requires frequent submits from the developers and thus the rest of the team will also have a local version of the code.

Questions phrasing

Although the tools might cover the same areas for each practice, the results could differ because of how a question is structured. An example of this is the *Test Driven Development* practice. Both TAA and PAM ask about automated code coverage, while OPS just asks about the existence of code coverage. Furthermore, TAA focuses on 100% automation while PAM doesn't. Thus, if a team has code coverage but it is not automated, then the score of the respective question should be low. In case of TAA, if it is not fully automated, it should be even lower. It is evident that the abstraction level of a question has a great impact. The more specific it is, the more its answer will differ, resulting in possible low scores.

Survey answering

According to Wagner and Zeglovits [64] survey responses are affected mainly by two factors. One of them is the comprehension of a question and the other one is the judgement of a question. Although all respondents were free to ask questions for anything they did not understand, there is always the possibility that for their own reasons they preferred not to do it, maybe resulting in misunderstanding of a question's meaning. Moreover, the judgement of a person is extremely subjective which can lead to different approaches in giving an answer. Furthermore, Fowler [19] argues that respondents can

so a problem with measuring agility is the right abstraction level. So we don't know how, or at what level, agility should be measured. Inter-

also answer to a question in a way that they will look good to the person reading the answers.

How people perceive agility — Maybe add this at the final discussion of the document?

Although the concept of agility is not new, people do not seem to fully understand it as Conboy and Wang [14] also mention. This is actually the reason for having so many tools in the field trying to measure how agile the teams are or the methodologies used. Teams implement agile methodologies differently and researchers create different measurement tools. There are numerous definitions about what agility is [29, 30, 37, 44], and each of the tools creator adopt or adapt the tools to match their needs. Their only common basis is the agile manifesto [7] and its twelve principles [6], which are (and should be considered as) a compass for the agile practitioners. Nevertheless, they are not enough and this resulted in the saturation of the field. Moreover, Conboy and Fitzgerald [13] state that the Agile Manifesto principles do not provide practical understanding of the concept of Agility. Consequently, all the reasons behind the current survey results are driven by the way in which tool creators and tool users perceive agility.

The questions in the surveys were all based on how their creators perceived the agile concept which is quite vague as Tsourveloudis and Valavanis [62] have pointed out. As the reader has seen in previous chapters, PAM, TAA and OPS focus on some common areas/practices, such as *Smaller and Frequent Product Releases* and *High-Bandwidth Communication*, while many are different. None of the Soundararajan [55], So and Scholl [54], Leffingwell [34] claimed of course to have created the most complete measurement tool, but still this leads to the oxymoron that the tools created by specialists to measure the agility of software development tools, actually do it differently without providing substantial solution to the problem. On the contrary, this leads to more confusion for the agile practitioners who are at a loose ends.

Considering that the researchers and specialists in the agile field perceive the concept of agility differently, it would be naive to say that the teams do not do the same. The answers in surveys are subjective and people answer them depending on how they understand them. This is also corroborated by the fact that although a team works at the same room and follows the same processes for weeks, it is rather unlikely if its members will have the same understanding of what a retrospection or a releasing planning meeting means for them.

4.2 Direct Match Questions Results

The groups of direct match questions showed some unexpectedly amazing results. One would expect that questions which are considered to be the same would yield the same results. On the contrary, this did not happen for any of the groups of questions, apart from group G13. The heatmaps (see Appendix G) which were generated by the answers made it crystal clear that the respondents gave different scores.

Table 4.9: Frequency of Same Answers

Group	Frequency	Group	Frequency	Group	Frequency
G1	12	G2	9	G3	7
G4	8	G5	12	G6	16
G7	13	G8	12	G9	10
G10	13	G11	19	G12	16
G13	30	G14	18	G15	13
G16	12	G17	6		

Table 4.9 displays the group of questions and the frequency of the same answers given by the respondents. As it can be seen, G13 is the only group of questions in which all the respondents gave the exact same answer. G13 is about the existence of software control management and Company A uses version control management software for every single line of code written. On the other hand, G17 which is about backlog prioritization had the lowest score with only 6 respondents giving the same answer. The maximum difference in answers was up to 2 likert-scale points.

For a better view in the results, one can see the heatmaps in Appendix G.

4.3 Reasons Behind Matches Results

As it was explained in section 4.2 almost all groups had different responses for the same questions. This could be due to two reasons. The first one, is that the groups of direct match questions were not correctly formed and and the second one, is that people have the tendency to judge differently a question. As far as the aspect of the groups of direct match questions not being correctly formed in concerned, it is considered to have a low possibility since they were verified by employees whose opinion was asked as it was mentioned in subsection 3.3.3. On the other hand, according to Lacy and Lewis [32] survey respondents tend to give different answers to the same questions even weeks apart, something which is a common issue in surveys.

4.4 Research Question recap

Regarding RQ #2, *"In what ways do the tools correlate"*, it was seen that the agile practices correlations almost do not exist at all between PAM, TAA and OPS. Only 8 our 42 relationships have a correlation and they are mostly positive but low.

4.5 Chapter Summary

In this chapter was presented how complete were the tools among them. OPS covers both PAM and TAA to a large extent. In the second part the case study took place

which showed that only 8 out of 42 relationships between the agile practices do correlate. The rest lack monotonicity due to a) measuring a practice in the same way, b) having few or no questions for measuring a practice, c) measuring the same practice differently, d) measuring the same practice in opposite questions, e) questions phrasing.

5

Measuring Agility More Completely

This chapter makes an effort to combine PAM, TAA and OPS in a more enhanced one, based on OPS's structure.

Chapter not finished

5.1 Introduction

As it was discussed in Section **??**, OPP and subsequently OPS covers all the practices and areas of both PAM and TAA. In this chapter, there will be an effort to combine the tools in a way to provide a more complete tool in measuring agility.

5.2 OPS Enhancement

The combination of the tools took place based on the analysis performed in Section **??**. Since OPS is more complete, it was selected to remain as it is and be enhanced with the questions from PAM and TAA which have been transformed to match the style of OPS.

Although the case study performed in Section **??** used only the "Effectiveness" survey from OPS, it was selected to enhance the "Capability" part as well, since some of the PAM and TAA questions fit there more.

5.2.1 Questions Excluded

The questions excluded belong only to TAA. Most of them were referring to product ownership and were needless, since OPS focuses on measuring teams practising agile development methods like eXtreme Programming, Crystal, First Driven Development

and not agile project management methods like Scrum. The other question excluded was about iteration defects being fixed within the iteration. Although a software without defects is always welcome, trying to mitigate all of them throws away some of the team's agility, since the release could be delayed. Defects should be fixed with a delay in the software's release only if they are a stopper for the business of the customer.

5.2.2 Questions Added

The questions which already existed in OPS remained as they were, apart from the question "To what extent are the code bases not shared" which was changed based on the reasons described in Section 4.1.1. The questions which were added, were formulated and positioned under the appropriate OPS indicator. When an indicator did not cover the questions added, a new one was created. The OPS questions follow the pattern of starting a question with the phrase "To what extent ...". The same pattern was used in the additional questions. In Table 5.1, one can see the number of indicators and questions added.

Table 5.1: Summary of Indicators and Questions Added

	Indicators Introduced	**Questions Introduced**
Capability	3	7
Effectiveness	9	46

In total, 11 indicators and 53 questions were introduced. The questions did not exist in OPS and they cover a variety of aspects which were considered important by the creators of PAM and TAA. The OPS now has in total 46 indicators and 77 questions for "Capability" and 45 indicators and 126 questions for "Effectiveness". Although OPS supports 17 strategies, and "Velocity" is one of them, it was not used in the surveys. On the contrary, questions in PAM and TAA supported this strategy and thus it was added in both "Capability" and "Effectiveness". In Table 5.2, one can see in more details the numbers of indicators and questions for each strategy. In Appendix H, one can see the enhanced OPS. Below is the list of symbols that describe the type of addition.

- strategy addition - ✹
- indicator addition - ✯
- question addition - ★

5.3 Chapter Summary

In this chapter there was an effort to enhance OPS with questions from PAM and TAA. The questions added cover OPS's weaknesses. After the changes, OPS has in total 46

Table 5.2: Numbers of indicators and questions in the enhanced OPS

Strategy	**Capability**		**Effectiveness**	
	No. of Indicators	**No. of Questions**	**No. of Indicators**	**No. of Questions**
Iterative Progression	3	4	4	18
Incremental Development	3	4	2	8
Short Delivery Cycles	1	1	3	4
Evolutionary Requirements	3	4	3	5
Continuous Feedback	2	2	3	5
Distribution of Expertise	1	3	1	6
Test-first development	3	5	3	5
Refactoring	3	9	2	7
Adherence to standards	5	6	2	3
Continuous Integration	4	10	4	15
Configuration Management	2	6	1	1
Minimal Documentation	3	3	1	4
High bandwidth Communication	4	9	5	21
Self-Managing Teams	5	6	4	9
Client-driven Iterations	1	2	3	4
Retrospection	2	2	3	10
Velocity	1	1	1	1
Total	**46**	**77**	**45**	**126**

indicators and 77 questions for “Capability” and 45 indicators and 126 questions for “Effectiveness”.

6

Discussion

6.1 Threats to Validity

6.1.1 Construct Validity

Construct validity mainly deals with obtaining the right method for the concept under study [69].

Structural? Convergent validity?

Anonymity in surveys

6.1.2 Internal Validity

Internal validity deals with the issues that may affect the casual relationship between treatment and results [69]. The creators of PAM, TAA and OPS have already tried to mitigate this when creating their tools. Yet, there are still some aspects of internal validity, such as selection bias maturation and learning effect. As far as maturation is concerned, this comes to fatigue and boredom on the responses given by the teams. Although the surveys were small in size and did not require more than 15-20 minutes each, still the similar and possibly repetitive questions on the topic could cause tiredness and boredom to the subjects resulting in giving random answers to the survey questions. The mitigation for this threat was to separate the surveys in three different weeks. In addition, the respondents could stop the survey at any point and continue whenever they wanted. As far as the learning effect is concerned, this threat could not be mitigated. The learning effect threat applies in pre-post design studies only, but due to the same topic of the surveys, the subjects were to some extent more aware of what questions to expect in the second and third surveys. Finally, selection could not be mitigated as well since the case study focused on a specific company only.

6.1.3 Conclusion Validity

Conclusion validity concerns the possibility of reaching a wrong conclusion [69]. Although the questions of the surveys have been carefully phrased by their creators, still there may be uncertainty about them. In order to mitigate this, for each survey a pilot one was conducted to spot any questions which would be difficult to understand. In addition, the participants could ask the author of this Master's Thesis for any questions they had concerning the survey questions. Finally the statistical tests were run only to the data that satisfied the prerequisites, to mitigate the possibility of incorrect results.

6.1.4 External Validity

External validity deals with the ability to generalize the outcomes of the case study [69]. This Master's Thesis was conducted in collaboration with one company and 30 subjects only. Consequently, it is hard for the outcomes to be generalisable. Nevertheless, we believe that any researcher replicating the case study in another organization with teams which follow the same agile practices as those used in company A and identified in Table 3.1 should have similar results.

6.1.5 Reliability

Reliability validity concerns on the dependence of the data and the analysis on the specific researchers [69]. To provide the ability to other researchers to conduct a similar study, the steps followed have been described and the reasons for the decisions made have been explained. Furthermore, all the data exist in digital format which can be provided to anyone who wants to review them.

7

Conclusions and Future Work

7.1 Conclusions

7.2 Future Work

Appendices

A

Objectives Principles Strategies - Effectiveness

The items marked with ✗ are the ones not included in the surveys to the teams.

- Refactoring
  - Minimizing Technical Debt
    - To what extent do the teams manage technical debt?
    - To what extent do the teams minimize technical debt when developing new systems?
    - To what extent does the system and the development environment allow Technical Debt to be minimized?
  - Buy-in for Refactoring
    - To what extent does the management support the implementation of refactoring?
    - To what extent do the teams implement refactoring?
- Test First Development
  - Code coverage
    - To what extent did the developers provide adequate code coverage from the tests?
  - Customer Satisfaction
    - To what extent is the product developed so far in-sync with the customers' needs and expectations?

  - Testing first
    * To what extent do developers write tests first before writing code?
    * To what extent are the test plans created before the developers start coding?

- Distribution of expertise
  - Process Outcomes for Distribution of Expertise
    * To what extent do the team members have the requisite expertise to complete the tasks assigned to them?
    * To what extent is the work assigned to the team members commensurate with their expertise?
    * To what extent does the team effectively complete the work that they have committed to?
    * To what extent do the teams have members in leadership positions that can guide the others?
    * To what extent do the teams not rely on knowledge external to their teams?

- Configuration Management
  - Project Environment for Configuration Management
    * To what extent do teams use appropriate tools for version control and management?

- Adherence to standards
  - Estimation
    * To what extent are the estimates for the amount of work to be done during each iteration accurate?
  - Coding Standards
    * To what extent do the team members agree with the set coding standards?
    * To what extent do the team members adhere to the set coding standards?

- Continuous Integration
  - Project Environment for Continuous Integration
    * To what extent are automated test suites developed?
    * To what extent are the code bases not shared?
  - Story Completeness
    * To what extent has each story been coded?
    * To what extent has each story been unit tested?

        - To what extent has each story been refactored?
        - To what extent has each story been checked into the code base?
        - To what extent has each story been integrated with the existing code base?
        - To what extent has each story been reviewed?
        - To what extent has each story been accepted by the customer?
    - Daily/Frequent builds
        - To what extent do automated builds run one or more times everyday?

- Self-managing teams
    - Team Empowerment
        - To what extent do the team members determine the amount of work to be done?
        - To what extent do the team members take ownership of work items?
        - To what extent do the team members hold each other accountable for the work to be completed?
        - To what extent do the team members ensure that they complete the work that they are accountable for?
    - Autonomy
        - To what extent do the team members determine, plan, and manage their day-to-day activities under reduced or no supervision from the management?
        - To what extent do the developers form ad-hoc groups to determine and refine requirements just-in-time?
    - Management support
        - To what extent does the management support the self-managing nature of the teams?

- High-bandwidth communication
    - Customer Satisfaction
        - To what extent is the product developed so far in-sync with the customers' needs and expectations?
    - Scheduling
        - To what extent is the time allocated for the release planning meetings utilized effectively?
        - To what extent is the time allocated for the iteration planning meetings utilized effectively?
        - ✗ To what extent is the time allocated for the retrospective meetings utilized effectively?

  - ✗ To what extent is the time allocated for the daily progress tracking meetings utilized effectively?
  - * To what extent do the scheduled meetings (except the daily progress tracking meetings) begin and end on time?
  - * To what extent do the meetings (except the daily progress tracking meetings) take place as scheduled?
- Inter- and intra-team communication
  - * To what extent does open communication prevail between the business and the development team?
  - * To what extent does open communication prevail between the manager and the developers and testers?
  - * To what extent does open communication prevail between the developers and the testers?
  - * To what extent does open communication prevail among the developers?
  - * To what extent does open communication prevail between the external customer/user and the business?
  - * To what extent does open communication prevail between the external customer/user and the development team?
  - * To what extent does open communication prevail between members of different teams?

- Client-driven Iterations
  - Requirements Prioritization
    - * To what extent do the customers establish the priorities of the story?
  - Customer Satisfaction
    - * To what extent is the product developed so far in-sync with the customers' needs and expectations?
  - Customer Requests
    - * To what extent are the changes requested by the customers accommodated?

- Short delivery cycles
  - Development time-frames
    - * To what extent is software released frequently? (length of a release cycle is one year or less)
    - * To what extent is software released frequently? (length of an iteration is four weeks or less)
  - Customer Satisfaction

        - To what extent is the product developed so far in-sync with the customers' needs and expectations?
    - Roll-backs
        - To what extent are the deployments not rolled back?

- Iterative Progression
    - Estimation
        - To what extent are the estimates for the amount of work to be done during each iteration accurate?
    - Iteration length
        - To what extent are the iterations timeboxed?
        - To what extent is the length of an iteration 4 weeks or less?
    - Requirements Management for Iterations
        - To what extent is an iteration backlog maintained?
        - To what extent are the stories fully estimated when added to the backlog?
        - To what extent are the stories prioritized when added to the backlog?

- Incremental Development
    - Requirements Management for Releases
        - To what extent is a product backlog maintained?
        - To what extent are the features priorotized when they are added to the backlog?
        - To what extent are the features fully estimated before they are added to the backlog?
    - Timeboxing Releases
        - To what extent are the release cycles timeboxed?
        - To what extent are only a subset of the identified features developed during a release cycle?

- Evolutionary Requirements
    - Requirements Reprioritization
        - To what extent are the features reprioritized as and when new features are identified?
    - Customer Requests
        - To what extent are the changes requested by the customers accommodated?
    - Minimal Big Requirements Up Front and Big Design Up Front
        - To what extent are only the high level features identified upfront?

        * To what extent are the architecture requirements allowed to evolve over time?

- Minimal Documentation
  - Maintaining documentation
    * To what extent is minimal documentation supported by teams?
    * To what extent is minimal documentation created/developed?
    * To what extent is minimal documentation recorded/archived?
    * To what extent is minimal documentation maintained?

B

Perceptive Agile Measurement

The items marked with ✗ are the ones not included in the surveys to the teams.

- Iteration Planning
  - All members of the technical team actively participated during iteration planning meetings
  - All technical team members took part in defining the effort estimates for requirements of the current iteration
  - When effort estimates differed, the technical team members discussed their underlying assumption
  - All concerns from team members about reaching the iteration goals were considered
  - The effort estimates for the iteration scope items were modified only by the technical team members
  - Each developer signed up for tasks on a completely voluntary basis
  - The customer picked the priority of the requirements in the iteration plan
- Iterative Development
  - We implemented our code in short iterations
  - The team rather reduced the scope than delayed the deadline
  - When the scope could not be implemented due to constraints, the team held active discussions on re-prioritization with the customer on what to finish within the iteration
  - We kept the iteration deadlines
  - At the end of an iteration, we delivered a potentially shippable product

  - The software delivered at iteration end always met quality requirements of production code
  - Working software was the primary measure for project progress

- Continuous Integration And Testing
  - The team integrated continuously
  - Developers had the most recent version of code available
  - Code was checked in quickly to avoid code synchronization/integration hassles
  - The implemented code was written to pass the test case
  - New code was written with unit tests covering its main functionality
  - Automated unit tests sufficiently covered all critical parts of the production code
  - For detecting bugs, test reports from automated unit tests were systematically used to capture the bugs
  - All unit tests were run and passed when a task was finished and before checking in and integrating
  - There were enough unit tests and automated system tests to allow developers to safely change any code

✗ Stand-Up Meetings
  - ✗ Stand up meetings were extremely short (max. 15 minutes)
  - ✗ Stand up meetings were to the point, focusing only on what had been done and needed to be done on that day
  - ✗ All relevant technical issues or organizational impediments came up in the stand up meetings
  - ✗ Stand up meetings provided the quickest way to notify other team members about problems
  - ✗ When people reported problems in the stand up meetings, team members offered to help instantly

- Customer Access
  - The customer was reachable
  - The developers could contact the customer directly or through a customer contact person without any bureaucratical hurdles
  - The developers had responses from the customer in a timely manner
  - The feedback from the customer was clear and clarified his requirements or open issues to the developers

- Customer Acceptance Tests

  - How often did you apply customer acceptance tests?
  - A requirement was not regarded as finished until its acceptance tests (with the customer) had passed
  - Customer acceptance tests were used as the ultimate way to verify system functionality and customer requirements
  - The customer provided a comprehensive set of test criteria for customer acceptance
  - The customer focused primarily on customer acceptance tests to determine what had been accomplished at the end of an iteration

✗ Retrospectives

  ✗ How often did you apply retrospectives?
  ✗ All team members actively participated in gathering lessons learned in the retrospectives
  ✗ The retrospectives helped us become aware of what we did well in the past iteration(s)
  ✗ The retrospectives helped us become aware of what we should improve in the upcoming iteration(s)
  ✗ In the retrospectives (or shortly afterwards), we systematically assigned all important points for improvement to responsible individuals
  ✗ Our team followed up intensively on the progress of each improvement point elaborated in a retrospective

- Co-Location
  - Developers were located majorly in Greece
  - All members of the technical team (including QA engineers, db admins) were located in Greece
  - Requirements engineers were located with developers in Greece
  - The project/release manager worked with the developers in Greece
  - The customer was located with the developers in Greece

C

Team Agility Assessment

The items marked with ✗ are the ones not included in the surveys to the teams.

- ✗ Product Ownership
  - ✗ Backlog prioritized and ranked by business value
  - ✗ Backlog estimated at gross level
  - ✗ Product owner defines acceptance criteria for stories
  - ✗ Product owner and stakeholders participate at iteration and release planning
  - ✗ Product owner and stakeholders participate at iteration and release review
  - ✗ Product owner collaboration with team is continuous
  - ✗ Stories sufficiently elaborated prior to planning meetings
- Release Planning and Tracking
  - Release theme established and communicated
  - Release planning meeting attended and effective
  - Release backlog defined
  - Release backlog ranked by priority
  - Release backlog estimated at plan level
  - The team has small and frequent releases
  - The team has a common language and metaphor to describe the release
  - Release progress tracked by feature acceptance
  - ✗ Team completes and product owner accepts the release by the release date
  - ✗ Release review meeting attended and effective

  - Team inspects and adapts (continuous improvement) the release plan
  - Team meets its commitments to release

- Iteration Planning and Tracking
  - Iteration theme established and communicated
  - Iteration planning meeting attended and effective
  - Team velocity measured and used for planning
  - Iteration backlog defined
  - Iteration backlog ranked by priority
  - Team develops and manages iteration backlog
  - Team defines, estimates, and selects their own work (stories and tasks)
  - Team discusses acceptance criteria during iteration planning
  - Team manages interdependencies and constraints
  - Iteration progress tracked by task to do (burn-down chart) and card acceptance (velocity)
  - ✗ Work is not added by the product owner during the iteration
  - ✗ Team completes and product owner accepts the iteration
  - Iterations are of a consistent fixed length
  - Iterations are no more than four weeks in length
  - ✗ Iteration review meeting attended and effective
  - Team inspects and adapts (continuous improvement) the Iteration Plan

- Team
  - The whole team is present at release planning meetings
  - Team is cross-functional with integrated product owner, development, documentation and QA
  - Team is colocated
  - Team is 100% dedicated to the release (no time-slicing)
  - Team is smaller than 15 people
  - Team works in a physical environment that fosters collaboration
  - Team works at a sustainable pace
  - Team members complete commitments
  - ✗ Daily standup on time, fully attended and effectively communicates
  - Team leads communication; communication not managed
  - Team self-polices and reinforces use of agile practices and rules

  - Team inspects and adapts (continuous improvement) the overall process
  - ✗ Team Coach/Scrum Master exists, is full-time, and is effective
  - The team has an effective channel for obstacle escalation

- Testing Practices
  - All testing is done within the iteration and does not lag behind
  - Iteration defects are fixed within that iteration
  - Unit tests written before development
  - Acceptance tests written before development
  - 100% automated unit test coverage
  - Automated acceptance tests

- Development Practices/Infrastructure
  - Source control system exists
  - Continuous build with 100% successful builds
  - Developers integrate code multiple times per day
  - Team has administrative access to their own workstations
  - Team has administrative control over their development environment
  - Team is permitted to refactor anywhere in the code base
  - Adequate and effective code review practices
  - Coding standards exist and applied
  - Stories accepted and demonstrated on integrated build
  - Refactoring is continuous
  - Pair programming is practiced
  - Identical builds for developers' workstations

D

Mapping

D.1 Questions to Practices/Strategies

In order to distinguish the questions among the tools the following annotation has been used.

★ Team Agility Assessment - Direct match

☆ Team Agility Assessment - Relevant match

❄ Team Agility Assessment - Non Relevant

✱ Perceptive Agile Management - Direct match

✳ Perceptive Agile Management - Relevant match

Iterative and Incremental Development

★ Stories sufficiently elaborated prior to planning meetings

☆ Team discusses acceptance criteria during iteration planning

✳ We kept the iteration deadlines

✳ The software delivered at iteration end always met quality requirements of production code

✳ The team rather reduced the scope than delayed the deadline

✳ At the end of an iteration, we delivered a potentially shippable product

✳ Working software was the primary measure for project progress

- ✯ To what extent are the estimates for the amount of work to be done during each iteration accurate?
- ✯ To what extent are the stories fully estimated when added to the iteration backlog?
- ✯ To what extent are the stories prioritized when added to the iteration backlog?

Product Backlog

- ★ Backlog prioritized and ranked by business value
- ☆ Backlog estimated at gross level
- ✯ To what extent is a product backlog maintained?
- ✯ To what extent are the features prioritized when they are added to the product backlog?
- ✯ To what extent are the features fully estimated before they are added to the product backlog?

Smaller and Frequent Product Releases

- ★ The team has small and frequent releases
- ✱ We implemented our code in short iterations
- ✯ To what extent is software released frequently? (length of a release cycle is one year or less)
- ✯ To what extent is software released frequently? (length of an iteration is four weeks or less)
- ✯ To what extent is the product developed so far in-sync with the customers' needs and expectations?
- ✯ To what extent are the deployments not rolled back?

Customer/User Acceptance Testing

- ✳ The customer provided a comprehensive set of test criteria for customer acceptance
- ✳ How often did you apply customer acceptance tests?
- ✳ The customer focused primarily on customer acceptance tests to determine what had been accomplished at the end of an iteration
- ✳ Customer acceptance tests were used as the ultimate way to verify system functionality and customer requirements

⁜ A requirement was not regarded as finished until its acceptance tests (with the customer) had passed

Constant Velocity

☆ Team works at a sustainable pace

Iteration Progress Tracking and Reporting

★ Iteration backlog ranked by priority

★ Iteration planning meeting attended and effective

★ Iterations are no more than four weeks in length

★ Iterations are of a consistent fixed length

☆ Iteration backlog defined

☆ Iteration theme established and communicated

☆ Team velocity measured and used for planning

☆ Release theme established and communicated

☆ Release planning meeting attended and effective

☆ Release backlog defined

☆ Release backlog ranked by priority

☆ Release backlog estimated at plan level

☆ Release progress tracked by feature acceptance

☆ The whole team is present at release planning meetings

☆ Iteration progress tracked by task to do (burn-down chart) and card acceptance (velocity)

⁜ All members of the technical team actively participated during iteration planning meetings

⁜ All technical team members took part in defining the effort estimates for requirements of the current iteration

⁜ All concerns from team members about reaching the iteration goals were considered

⁜ When effort estimates differed, the technical team members discussed their underlying assumption

- ✳ The effort estimates for the iteration scope items were modified only by the technical team members
- ✯ To what extent is an iteration backlog maintained?
- ✯ To what extent is the length of an iteration 4 weeks or less?
- ✯ To what extent are the iterations timeboxed?
- ✯ To what extent are the release cycles timeboxed?
- ✯ To what extent are only a subset of the identified features developed during a release cycle?

Self-Organizing Teams

- ★ Team defines, estimates, and selects their own work (stories and tasks)
- ☆ Team leads communication; communication not managed
- ☆ Team develops and manages iteration backlog
- ☆ Team manages interdependencies and constraints
- ☆ Team has administrative access to their own workstations
- ☆ Team has administrative control over their development environment
- ☆ Team is 100% dedicated to the release (no time-slicing)
- ☆ Team meets its commitments to release
- ☆ The team has a common language and metaphor to describe the release
- ☆ Team self-polices and reinforces use of agile practices and rules
- ☆ Team is smaller than 15 people
- ✱ Each developer signed up for tasks on a completely voluntary basis
- ✯ To what extent do the team members determine the amount of work to be done?
- ✯ To what extent do the team members take ownership of work items?
- ✯ To what extent do the team members hold each other accountable for the work to be completed?
- ✯ To what extent do the team members ensure that they complete the work that they are accountable for?
- ✯ To what extent do the team members determine, plan, and manage their day-to-day activities under reduced or no supervision from the management?

- ✯ To what extent do the developers form ad-hoc groups to determine and refine requirements just-in-time?
- ✯ To what extent does the management support the self-managing nature of the teams?

Appropriate Distribution of Expertise

- ★ Team members complete commitments
- ☆ Team is cross-functional with integrated product owner, development, documentation and QA
- ✯ To what extent do the team members have the requisite expertise to complete the tasks assigned to them?
- ✯ To what extent is the work assigned to the team members commensurate with their expertise?
- ✯ To what extent does the team effectively complete the work that they have committed to?
- ✯ To what extent do the teams have members in leadership positions that can guide the others?
- ✯ To what extent do the teams not rely on knowledge external to their teams?

High-Bandwidth Communication

- ★ Release planning meeting attended and effective
- ★ Team works in a physical environment that fosters collaboration
- ☆ Team is collocated
- ☆ The team has an effective channel for obstacle escalation
- ✳ The customer was reachable
- ✳ The developers could contact the customer directly or through a customer contact person without any bureaucratical hurdles
- ✳ Developers were located majorly in ...
- ✳ All members of the technical team (including QA engineers, db admins) were located in ...
- ✳ Requirements engineers were located with developers in ...
- ✳ The project/release manager worked with the developers in ...

- ⁜ The customer was located with the developers in ...
- ⁜ The developers had responses from the customer in a timely manner
- ✯ To what extent is the product developed so far in-sync with the customers' needs and expectations?
- ✯ To what extent is the time allocated for the release planning meetings utilized effectively?
- ✯ To what extent is the time allocated for the iteration planning meetings utilized effectively?
- ✯ To what extent is the time allocated for the retrospective meetings utilized effectively?
- ✯ To what extent do the scheduled meetings (except the daily progress tracking meetings) begin and end on time?
- ✯ To what extent do the meetings (except the daily progress tracking meetings) take place as scheduled?
- ✯ To what extent does open communication prevail between the business and the development team?
- ✯ To what extent does open communication prevail between the manager and the developers and testers?
- ✯ To what extent does open communication prevail between the developers and the testers?
- ✯ To what extent does open communication prevail among the developers?
- ✯ To what extent does open communication prevail between the external customer/user and the business?
- ✯ To what extent does open communication prevail between the external customer/user and the development team?
- ✯ To what extent does open communication prevail between members of different teams?

Daily Progress Tracking Meetings

- ☆ Daily stand up on time, fully attended and effectively communicates
- ⁜ Stand up meetings were to the point, focusing only on what had been done and needed to be done on that day
- ⁜ Stand up meetings were extremely short (max. 15 minutes)

- ⁜ All relevant technical issues or organizational impediments came up in the stand up meetings
- ⁜ Stand up meetings provided the quickest way to notify other team members about problems
- ⁜ When people reported problems in the stand up meetings, team members offered to help instantly
- ✯ To what extent is the time allocated for the daily progress tracking meetings utilized effectively?

Retrospective Meetings

- ☆ Iteration review meeting attended and effective
- ☆ Release review meeting attended and effective
- ☆ Team inspects and adapts (continuous improvement) the overall process
- ☆ Team inspects and adapts (continuous improvement) the Iteration Plan
- ☆ Team inspects and adapts (continuous improvement) the release plan
- ⁜ How often did you apply retrospectives?
- ⁜ The retrospectives helped us become aware of what we did well in the past iteration(s)
- ⁜ The retrospectives helped us become aware of what we should improve in the upcoming iteration(s)
- ⁜ All team members actively participated in gathering lessons learned in the retrospectives
- ⁜ In the retrospectives (or shortly afterwards), we systematically assigned all important points for improvement to responsible individuals
- ⁜ Our team followed up intensively on the progress of each improvement point elaborated in a retrospective
- ✯ To what extent were practices that worked well during the iteration or the release cycle and hence should be used in the future identified?
- ✯ To what extent were practices that did not yield the expected results and hence should be discontinued identified?
- ✯ To what extent were new practices that may better suit the team's needs identified?
- ✯ To what extent were the retrospective goals set during the previous iteration met?

Test Driven Development

★ Unit tests written before development

★ 100% automated unit test coverage

☆ Acceptance tests written before development

✳ New code was written with unit tests covering its main functionality

✳ The implemented code was written to pass the test case

✳ Automated unit tests sufficiently covered all critical parts of the production code

✯ To what extent did the developers provide adequate code coverage from the tests?

✯ To what extent is the product developed so far in-sync with the customers' needs and expectations?

✯ To what extent do developers write tests first before writing code?

✯ To what extent are the test plans created before the developers start coding?

Refactoring

★ Refactoring is continuous

☆ Team is permitted to refactor anywhere in the code base

✳ There were enough unit tests and automated system tests to allow developers to safely change any code

✯ To what extent do the teams manage technical debt?

✯ To what extent do the teams minimize technical debt when developing new systems?

✯ To what extent does the system and the development environment allow Technical Debt to be minimized?

✯ To what extent does the management support the implementation of refactoring?

Software Configuration Management

★ Source control system exists

✯ To what extent do teams use appropriate tools for version control and management?

Adherence to Standards

☆ Coding standards exist and applied

- ☆ Pair programming is practised
- ☆ Adequate and effective code review practices
- ✯ To what extent do the team members agree with the set coding standards?
- ✯ To what extent do the team members adhere to the set coding standards?

Continuous Integration

- ★ Automated acceptance tests
- ☆ Developers integrate code multiple times per day
- ☆ Stories accepted and demonstrated on integrated build
- ☆ Continuous build with 100% successful builds
- ☆ Identical builds for developers' workstations
- ✱ Developers had the most recent version of code available
- ⁜ Code was checked in quickly to avoid code synchronization/integration hassles
- ⁜ The team integrated continuously
- ⁜ All unit tests were run and passed when a task was finished and before checking in and integrating
- ⁜ For detecting bugs, test reports from automated unit tests were systematically used to capture the bugs
- ✯ To what extent has each story been coded?
- ✯ To what extent has each story been unit tested?
- ✯ To what extent has each story been refactored?
- ✯ To what extent has each story been checked into the code base?
- ✯ To what extent has each story been integrated with the existing code base?
- ✯ To what extent has each story been reviewed?
- ✯ To what extent are automated test suites developed?
- ✯ To what extent are the code bases not shared?
- ✯ To what extent do automated builds run one or more times everyday?
- ✯ To what extent has each story been accepted by the customer?

Client-Driven Iterations

✱ The customer picked the priority of the requirements in the iteration plan

✳ When the scope could not be implemented due to constraints, the team held active discussions on re-prioritization with the customer on what to finish within the iteration

✯ To what extent do the customers establish the priorities of the story?

✯ To what extent is the product developed so far in-sync with the customers' needs and expectations?

✯ To what extent are the changes requested by the customers accommodated?

Minimal or Just Enough Documentation

✯ To what extent is minimal documentation supported by teams?

✯ To what extent is minimal documentation created/developed?

✯ To what extent is minimal documentation recorded/archived?

✯ To what extent is minimal documentation maintained?

Continuous Feedback

✳ The feedback from the customer was clear and clarified his requirements or open issues to the developers

✯ To what extent do the customers provide feedback to the business and the development team?

✯ To what extent is the product developed so far in-sync with the customers' needs and expectations?

Evolutionary Requirements

✯ To what extent are the features reprioritized as and when new features are identified?

✯ To what extent are the changes requested by the customers accommodated?

✯ To what extent are only the high level features identified upfront?

✯ To what extent are the architecture requirements allowed to evolve over time?

D.2 Non Relevant Questions

- ❄ Product owner defines acceptance criteria for stories
- ❄ Product owner and stakeholders participate at iteration and release planning
- ❄ Product owner and stakeholders participate at iteration and release review
- ❄ Product owner collaboration with team is continuous
- ❄ Team completes and product owner accepts the release by the release date
- ❄ Work is not added by the product owner during the iteration
- ❄ Team completes and product owner accepts the iteration
- ❄ All testing is done within the iteration and does not lag behind
- ❄ Iteration defects are fixed within that iteration
- ❄ Team Coach/Scrum Master exists, is full-time, and is effective

E

Direct Match Questions

For answering the research questions of this Master's Thesis the *Effectiveness* part of OPS was filled in by the employees of company A. Some of the direct match questions though exist in both *Capability* and *Effectiveness* parts. As a result the questions following below are separated based on which OPS part they belong.

Table E.1: Direct Match Questions (OPS Effectiveness)

Group	**OPS**	**TAA**	**PAM**	**Figure**
G1	To what extent are the stories fully estimated when added to the iteration backlog?	Stories sufficiently elaborated prior to planning meetings		G.12
G2	To what extent are the features prioritized when they are added to the product backlog?	Backlog prioritized and ranked by business value		G.17
G3	To what extent is software released frequently?	The team has small and frequent releases	We implemented our code in short iterations	G.15
G4	To what extent are the stories prioritized when added to the iteration backlog?	Iteration backlog ranked by priority		G.8

Table E.1: Direct Match Questions (OPS Effectiveness)

Group	OPS	TAA	PAM	Figure
G5	To what extent is the time allocated for the iteration planning meetings utilized effectively?	Iteration planning meeting attended and effective		G.9
G6	To what extent is the length of an iteration 4 weeks or less?	Iterations are no more than four weeks in length		G.10
G7	To what extent are the iterations timeboxed?	Iterations are of a consistent fixed length		G.7
G8	To what extent do the team members determine, plan, and manage their day-to-day activities under reduced or no supervision from the management?	Team defines, estimates, and selects their own work (stories and tasks)		G.14
G9	To what extent does the team effectively complete the work that they have committed to?	Team members complete commitments		G.1
G10	To what extent is the time allocated for the release planning meetings utilized effectively?	Release planning meeting attended and effective		G.6
G11	To what extent did the developers provide adequate code coverage from the tests?	100% automated unit test coverage		G.11

Table E.1: Direct Match Questions (OPS Effectiveness)

Group	OPS	TAA	PAM	Figure
G12	To what extent do the teams implement refactoring?	Refactoring is continuous		G.13
G13	To what extent do teams use appropriate tools for version control and management?	Source control system exists		G.16
G14	To what extent are automated test suites developed?	Automated acceptance tests		G.3
G15	To what extent do the customers establish the priorities of the features?		The customer picked the priority of the requirements in the iteration plan	G.2
G16		Identical builds for developers' workstations	Developers had the most recent version of code available	G.4
G17		Developers integrate code multiple times per day	The team integrated continuously	G.5

Table E.2: Direct Match Questions (OPS Capability)

OPS	**TAA**	**PAM**
Is the physical environment conducive to supporting high bandwidth communication?	Team works in a physical environment that fosters collaboration	
To what extent is the time allocated for the daily progress tracking meetings utilized effectively?	Daily stand up on time, fully attended and effectively communicates	
Are the developers expected to write unit tests first for their code?	Unit tests written before development	
Is it expected that each team creates and adopts a set of coding standards?	Coding standards exist and applied	
Is it expected that the code be kept up to date?	Developers had the most recent version of code available	Identical builds for developers' workstations
Are the team members expected to integrate their code every few hours?	Developers integrate code multiple times per day	The team integrated continuously

F

Data Plots

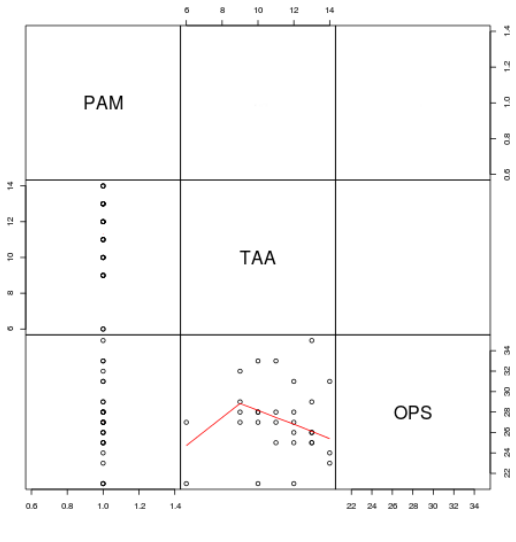

Figure F.1: Appropriate Distribution of Expertise

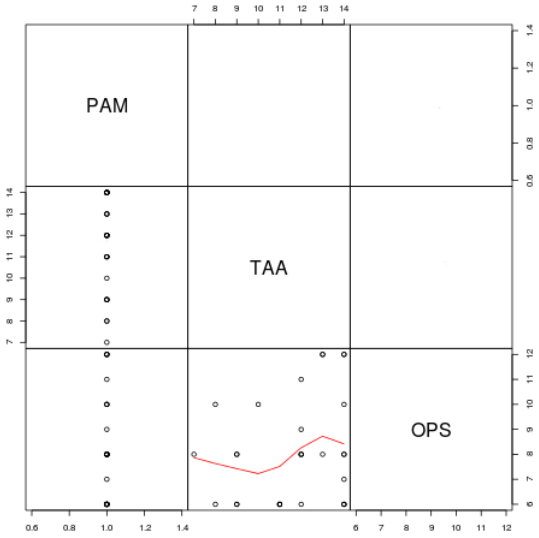

Figure F.2: Adherence to Standards

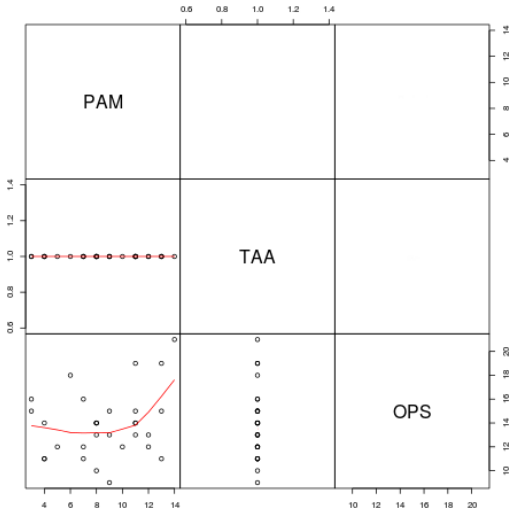

Figure F.3: Client-Driven Iterations

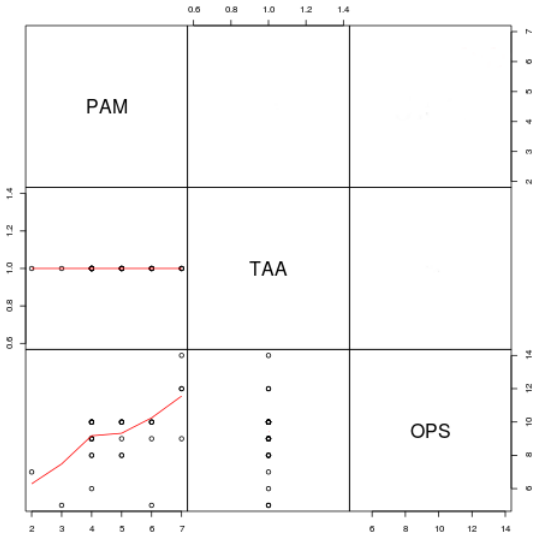

Figure F.4: Continuous Feedback

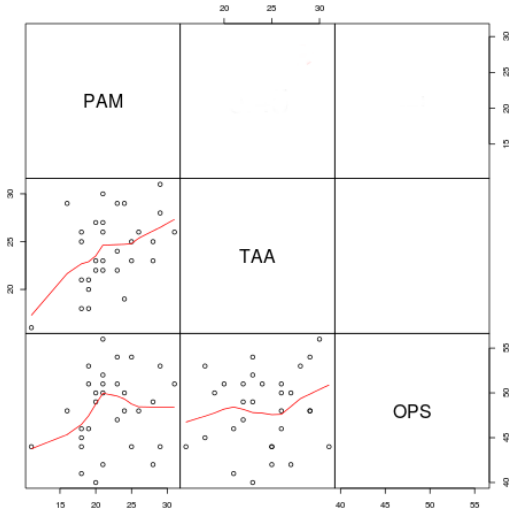

Figure F.5: Continuous Integration

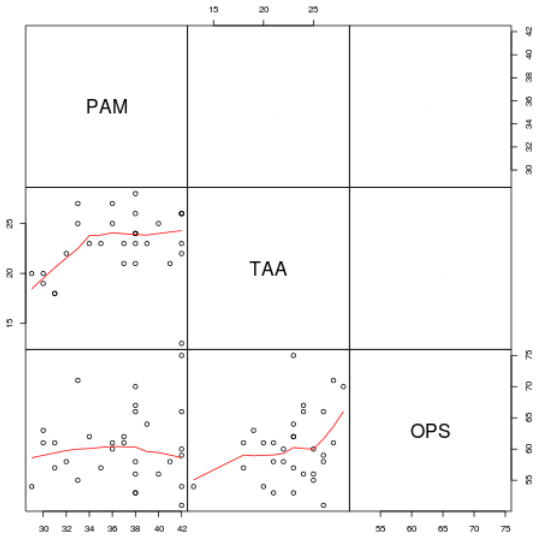

Figure F.6: High-Bandwidth Communication

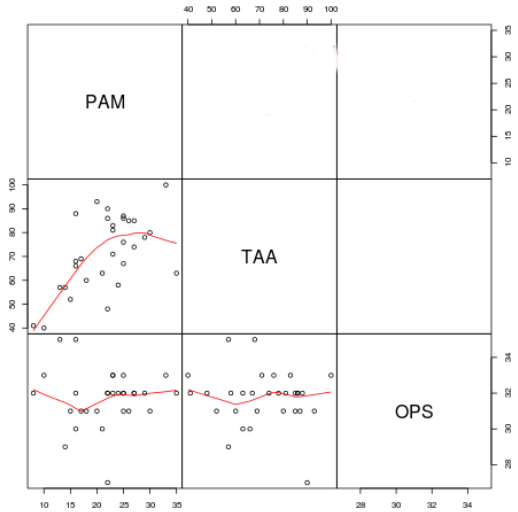

Figure F.7: Iteration Progress Tracking and Reporting

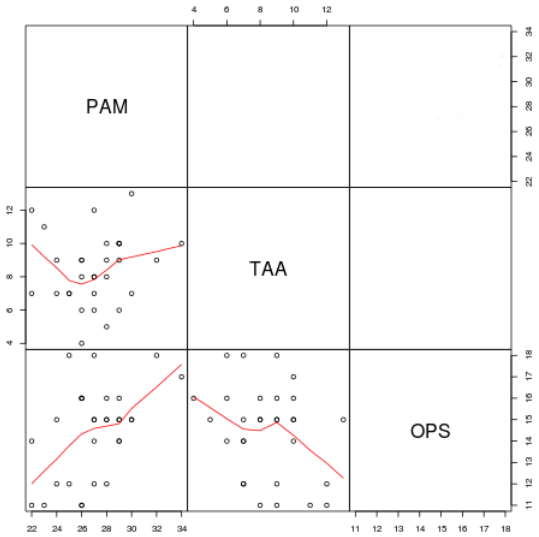

Figure F.8: Iterative and Incremental Development

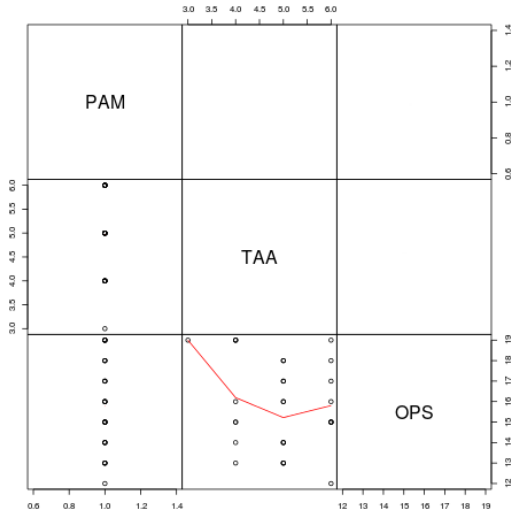

Figure F.9: Product Backlog

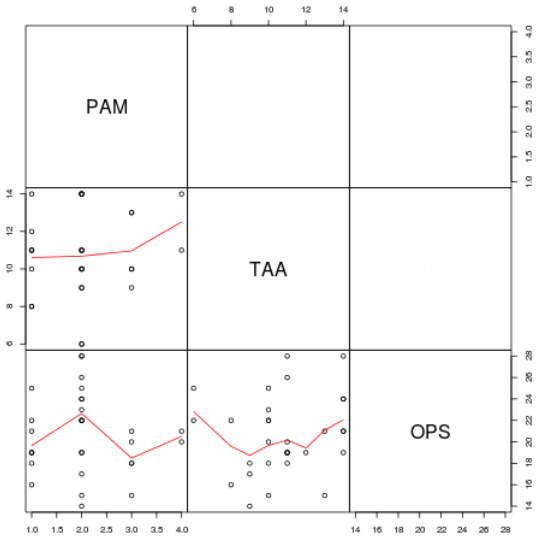

Figure F.10: Refactoring

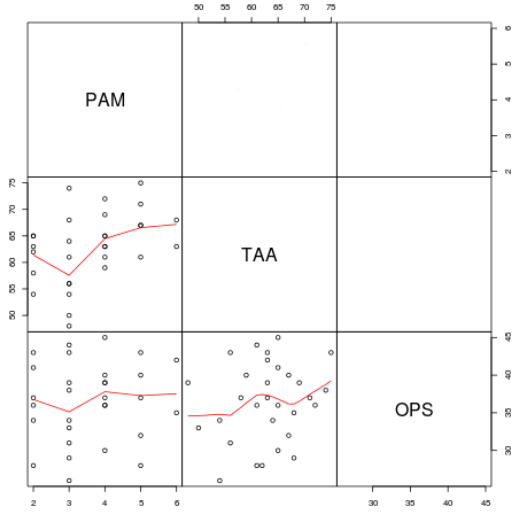

Figure F.11: Self-Organizing Teams

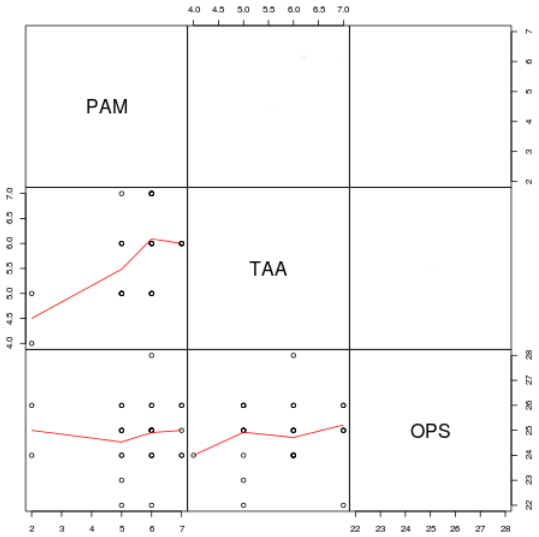

Figure F.12: Smaller and Frequent Product Releases

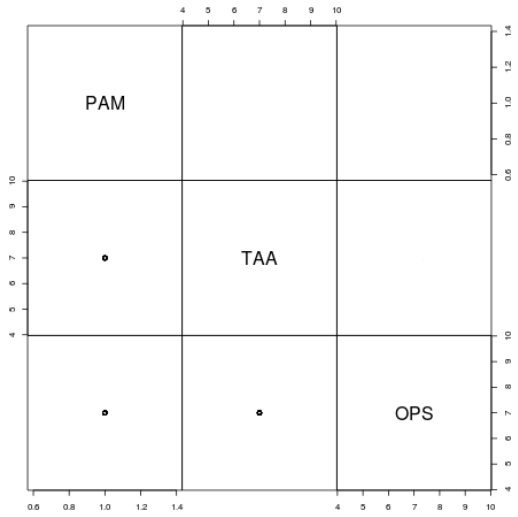

Figure F.13: Software Configuration Management

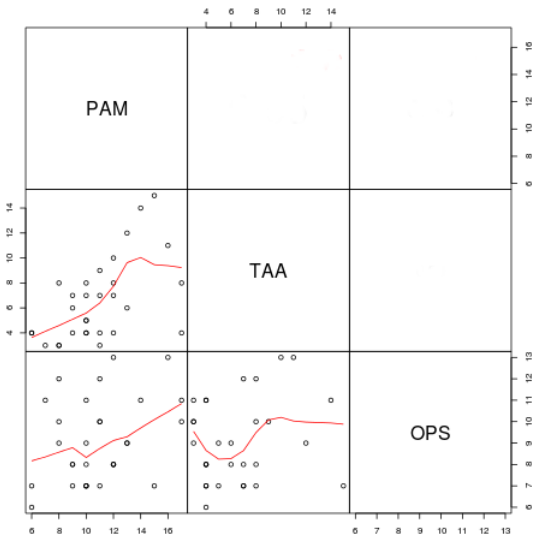

Figure F.14: Test Driven Development

G

Direct Matches - HeatMaps

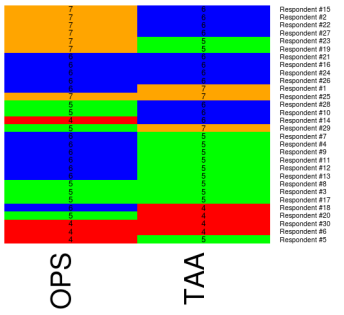

Figure G.1: Appropriate Distribution of Expertise

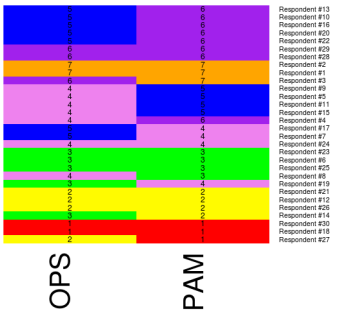

Figure G.2: Client-Driven Iterations

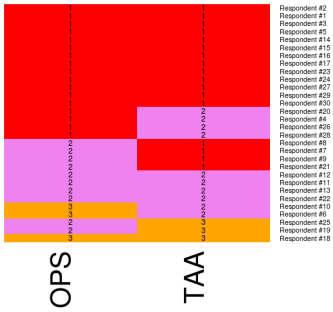

Figure G.3: Continuous Integration #1

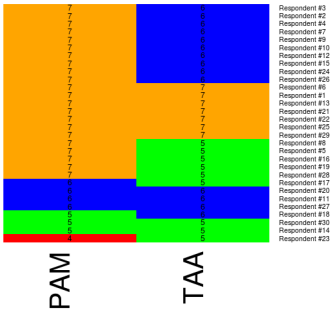

Figure G.4: Continuous Integration #2

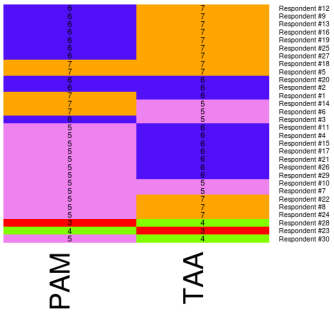

Figure G.5: Continuous Integration #3

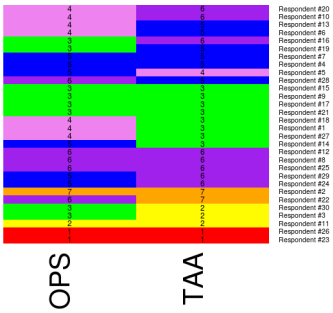

Figure G.6: High-Bandwidth Communication

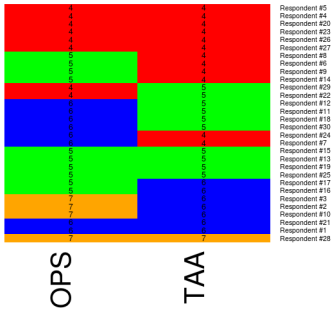

Figure G.7: Iteration Progress Tracking and Reporting #1

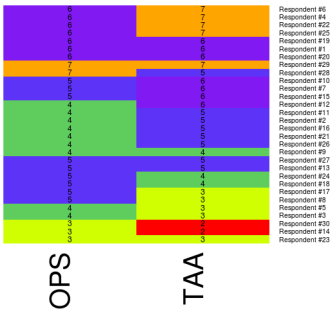

Figure G.8: Iteration Progress Tracking and Reporting #2

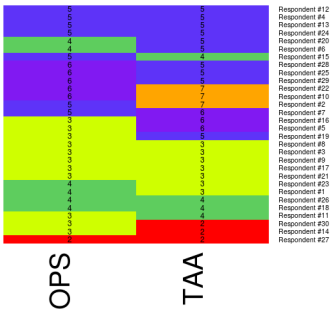

Figure G.9: Iteration Progress Tracking and Reporting #3

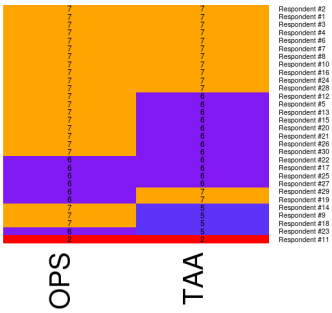

Figure G.10: Iteration Progress Tracking and Reporting #4

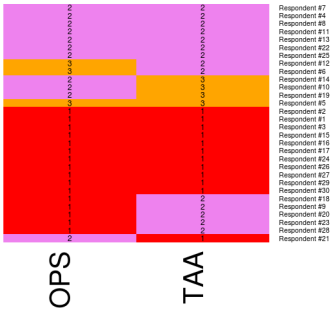

Figure G.11: Test Driven Development

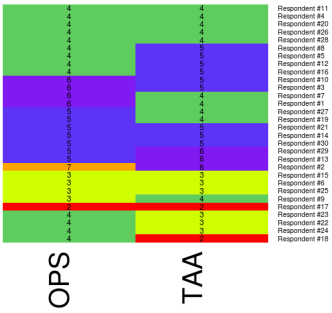

Figure G.12: Iterative and Incremental Development

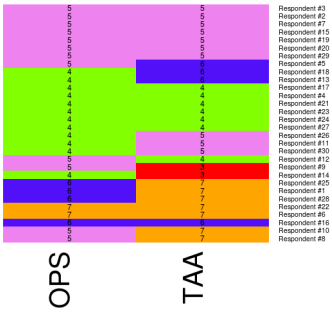

Figure G.13: Refactoring

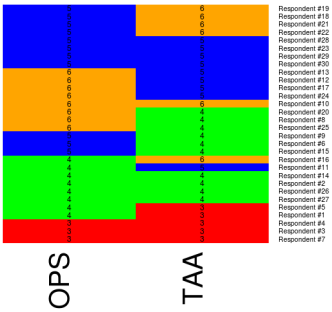

Figure G.14: Self-Organizing Teams

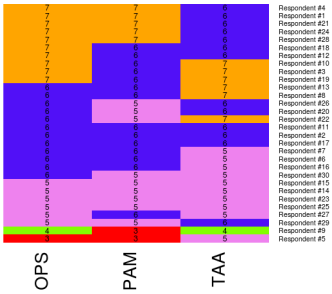

Figure G.15: Smaller and Frequent Product Releases

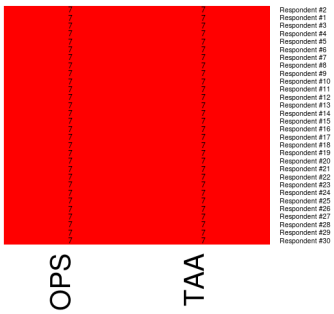

Figure G.16: Software Configuration Management

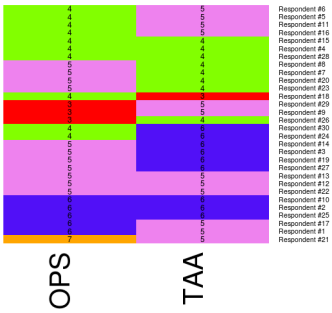

Figure G.17: Product Backlog

H

OPS, PAM, TAA

H.1 Capability

- Refactoring
  - Support for Refactoring
    - Is refactoring an expected activity?
    - Is it feasible to implement code refactoring?
    - Is it feasible to implement architecture refactoring?
  - Buy-in for Refactoring
    - Are the teams receptive to implementing refactoring?
    - ★ Are the teams permitted to refactor anywhere in the code base?
    - Is the management receptive to supporting refactoring efforts?
  - Minimizing Technical Debt
    - Is it expected that a well-defined process be adopted to minimize technical debt?
    - Is it expected that a well-defined process be adopted to manage technical debt?
    - Is minimizing technical debt a high priority activity?
- Test First Development
  - Process Support for Test-First Development
    - Is test-first development an expected activity?
    - Are the customers expected to specify the acceptance criteria for the features and stories before the developers begin coding?
    - ★ Are the developers expected to write acceptance tests first for their code?

  - Tool Support for Test First Development
    - Do appropriate testing tools exist?
  - Unit Testing
    - Are the developers expected to write unit tests first for their code?

- Retrospection
  - Support for Retrospection
    - Is retrospection an expected activity?
  - Tool Support for Retrospection
    - Are tools available for recording the outcomes of the retrospective meetings?

- Distribution of expertise
  - Appropriate team composition
    - Is a scheme for appropriate team composition defined?
    - Are the requisite skillsets for particular projects identified upfront?
    - Is it expected that the right people be chosen to accomplish the tasks?

- Configuration Management
  - Tool Support for Configuration Management
    - Do tools for version control and management exist?
  - Support for Configuration Management
    - Is it expected that the code be kept up to date?
    - Is it expected that the tests be kept up to date?
    - Is it expected that the builds be kept up to date?
    - Is it expected that the release infrastructure be kept up to date?
    - Is it expected that the documentation be kept up to date?

- Adherence to standards
  - Identifying features
    - Is it expected that well-defined techniques be used to identify the features?
  - Estimation
    - Is it expected that a well-defined approach to estimating the amount of work to be done during each release cycle and iteration be used?
  - Requirements Prioritization

        - Is it expected that a well-defined approach to prioritizing bugs/enhancements, and tasks be used?
    - Feature Decomposition
        - Is it expected that a mechanism for decomposing the selected features to be developed during the current release cycle into bugs/enhancements be defined?
    - Coding standards
        - Is it expected that each team creates and adopts a set of coding standards?
        - Is it expected that practices such as pair-programming, collective code ownership be adopted or automated tools be used to ensure adherence to the set standards?

- Continuous Integration
    - Tool Support for Continuous Integration
        - Do automated test suites exist?
        - Does the requisite test environment exist?
        - Do appropriate configuration management systems exist?
    - Process Support for Continuous Integration
        - Is continuous integration an expected activity?
        - Are the team members expected to integrate their code every few hours?
        - Is it expected that the builds, tests, and other release infrastructure be kept up to date?
        - Is it expected that automated test suites be developed?
        - Is it expected that the build process be automated?
    - Buy-in for Continuous Integration
        - Are the teams receptive to implementing continuous integration?
    - Story Completeness
        - Is it expected that the criteria for Done/Done be specified upfront?

- Self-managing teams
    - Team Empowerment
        - Are the team members expected to be involved in determining, planning, and managing their day-to-day activities?
    - Ownership
        - Are the team members expected to demonstrate individual or collective code ownership?
    - Performance Expectations

        * Is there a set of performance expectations that are agreed upon by the team and the management?
    - ✯ Communication
        - ★ Are the team members expected to have a common language?
    - ✯ System Administration
        - ★ Are the team members expected to have administrative access to their own workstations?
        - ★ Are the team members expected to have control over their development environment?

- Continuous Feedback
    - Customer Feedback
        * Does the process define a mechanism for the customers to provide feedback?
    - Customer Acceptance
        * Is it expected that the acceptance testing occur before the end of a release cycle?

- High-bandwidth communication
    - On-site Customer
        * Are the customers available onsite to answer questions and provide continuous feedback?
        * In the absence of an onsite customer, do the customers provide feedback via other means?
    - Scheduling
        * Is it expected that time be allocated for Release Planning?
        * Is it expected that time be allocated for Iteration Planning?
        * Is it expected that time be allocated for Retrospection?
        * Is it expected that time be allocated for Daily Progress Tracking meetings?
    - Inter- and intra-team communication
        * Is it expected that team members communicate and collaborate with their colleagues?
        * Do the teams have access to requisite tools to support inter- and intra-team communication?
    - Physical environment
        * Is the physical environment conducive to supporting high bandwidth communication?

- Client-driven Iterations
  - Identifying and prioritizing features
    - Are the customers expected to be involved in identifying the features?
    - Are the customers expected to establish the priorities of the features?
- Short delivery cycles
  - Development time-frames
    - Is it expected that the product be developed over short delivery cycles? For example, a product increment should be released every 6 - 12 months and iterations last for four weeks or less.
- Iterative Progression
  - Planning
    - Is the team expected to plan for each iteration?
    - ★ Is it expected that the team velocity is used for planning?
  - Estimation Authority
    - Are the developers expected to estimate the time required to complete each story?
  - Estimation
    - Is it expected that a well-defined approach to estimating the amount of work to be done during each release cycle and iteration be used?
- Incremental Development
  - Estimation Authority
    - Are the developers expected to estimate the time required to complete each story?
  - Requirements Management
    - Are tools available for managing the bugs/enhancements?
  - Identifying and prioritizing features
    - Are the customers expected to be involved in identifying the features?
    - Are the customers expected to establish the priorities of the features?

✹ Velocity

- ✯ Progress Estimation
  - ★ Is it expected that the progress is track by a burn down chart and by measuring velocity?

- Evolutionary Requirements

  - Minimal Big Requirements Up Front and Big Design Up Front
    - Is it expected that only high level features be identified upfront?
    - Is it expected that an evolutionary approach to architecting the system be followed as opposed to creating the architecture upfront?
  - Just-In-Time Refinement
    - Is it expected that the requirements be determined and refined just-in-time?
  - Feature Decomposition
    - Is it expected that a mechanism for decomposing the selected features to be developed during the current release cycle into stories be defined?

- Minimal Documentation
  - Tool Support for Minimal Documentation
    - Do tools for maintaining documentation exist?
  - Process support for Minimal Documentation
    - Is it expected that minimal documentation be maintained?
  - Buy-in for Minimal Documentation
    - Are the teams receptive to maintaining minimal or just-enough documentation?

H.2 Effectiveness

- Refactoring
  - Minimizing Technical Debt
    - To what extent do the teams manage technical debt?
    - To what extent do the teams minimize technical debt when developing new systems?
    - To what extent does the system and the development environment allow Technical Debt to be minimized?
  - Buy-in for Refactoring
    - To what extent does the management support the implementation of refactoring?
    - To what extent do the teams implement refactoring?
    - ★ To what extent are the teams permitted to refactor anywhere in the code base?
    - ★ To what extent were there enough unit tests and automated system test to allow developers to safely refactor?

- Test First Development
  - Code coverage
    - To what extent did the developers provide adequate code coverage from the tests?
  - Customer Satisfaction
    - To what extent is the product developed so far in-sync with the customers' needs and expectations?
  - Testing first
    - To what extent do developers write tests first before writing code?
    - To what extent are the test plans created before the developers start coding?
    - ★ To what extent was the implemented code written to pass the test case?
- Retrospection
  - Retrospective meetings
    - To what extent are the retrospectives applied?
  - Process Outcomes for Retrospection
    - To what extent were practices that worked well during the iteration or the release cycle and hence should be used in the future identified?
    - To what extent were practices that did not yield the expected results and hence should be discontinued identified?
    - To what extent were new practices that may better suit the team's needs identified?
    - ★ To what extent were the retrospectives helpful for seeing what worked well in the past iterations?
    - ★ To what extent were the retrospectives helpful for seeing what should be improved in the upcoming iterations?
  - Retrospective goals
    - To what extent were the retrospective goals set during the previous iteration met?
  - ✯ Team
    - ★ To what extent did team members participate in the retrospective meetings?
    - ★ To what extent does the team inspect and adapt the overall process?
    - ★ To what extent does the team continuously improve the iteration plan?

★ To what extent does the team continuously improve the release plan?

- Distribution of expertise
  - Process Outcomes for Distribution of Expertise
    - To what extent do the team members have the requisite expertise to complete the tasks assigned to them?
    - To what extent is the work assigned to the team members commensurate with their expertise?
    - To what extent does the team effectively complete the work that they have committed to?
    - To what extent do the teams have members in leadership positions that can guide the others?
    - To what extent do the teams not rely on knowledge external to their teams?
    - ★ To what extent is the team cross-functional?
- Configuration Management
  - Project Environment for Configuration Management
    - To what extent do teams use appropriate tools for version control and management?
- Adherence to standards
  - Estimation
    - To what extent are the estimates for the amount of work to be done during each iteration accurate?
  - Coding Standards
    - To what extent do the team members agree with the set coding standards?
    - To what extent do the team members adhere to the set coding standards?
- Continuous Integration
  - Project Environment for Continuous Integration
    - To what extent are automated test suites developed?
    - To what extent are the code bases not shared?
  - ★ Process Support for Continuous Integration
    - ★ To what extent do the team members integrate their code per day?
  - Story Completeness
    - To what extent has each story been coded?
    - ★ To what extent has each story been unit tested successfully?

        - To what extent has each story been refactored?
        - To what extent has each story been checked into the code base?
        - To what extent has each story been integrated with the existing code base?
        - To what extent has each story been reviewed?
        - To what extent has each story been accepted by the customer?
        - ★ To what extent were the stories accepted and demonstrated on integrated build?
    - Daily/Frequent builds
        - To what extent do automated builds run one or more times everyday?
        - ★ To what extent are the automated builds successful?
        - ★ To what extent test reports for automated were unit tests systematically used to capture the bugs?

- Self-managing teams
    - Team Empowerment
        - To what extent do the team members determine the amount of work to be done?
        - To what extent do the team members take ownership of work items?
        - To what extent do the team members hold each other accountable for the work to be completed?
        - To what extent do the team members ensure that they complete the work that they are accountable for?
    - Autonomy
        - To what extent do the team members determine, plan, and manage their day-to-day activities under reduced or no supervision from the management?
        - To what extent do the developers form ad-hoc groups to determine and refine requirements just-in-time?
        - ★ To what extend does the team self-police and reinforce the practices and rules?
    - Management support
        - To what extent does the management support the self-managing nature of the teams?
    - ✯ Commitment
        - ★ To what extent is the team dedicated to the release?

- Continuous Feedback
    - Customer Feedback

    - To what extent do the customers provide feedback to the business and the development team?

  - Customer Satisfaction
    - To what extent is the product developed so far in-sync with the customers' needs and expectations?

  - ★ Customer Acceptance
    - ★ To what extent were customer acceptance tests applied?
    - ★ To what extent did the customer focus on acceptance tests to determine what had been accomplished?
    - ★ To what extent were the acceptance tests the ultimate way to verify system functionality and customer requirements?

- High-bandwidth communication

  - ★ Customer Access
    - ★ To what extent were the responses from the customer in a timely manner?
    - ★ To what extent was the feedback from the customer clear and clarified the requirements or open issues to the developers?

  - Customer Satisfaction
    - To what extent is the product developed so far in-sync with the customers' needs and expectations?
  - Scheduling
    - To what extent is the time allocated for the release planning meetings utilized effectively?
    - To what extent is the time allocated for the iteration planning meetings utilized effectively?
    - To what extent is the time allocated for the retrospective meetings utilized effectively?
    - To what extent do the scheduled meetings (except the daily progress tracking meetings) begin and end on time?
    - To what extent do the meetings (except the daily progress tracking meetings) take place as scheduled?
  - ★ Daily progress tracking meetings
    - To what extent is the time allocated for the daily progress tracking meetings utilized effectively?
    - ★ To what extent were daily progress tracking meetings up to 15 minutes?
    - ★ To what extent did all relevant technical issues or organizational impediments came up in the daily progress tracking meetings?

★ To what extent were the daily progress tracking meetings the quickest way to notify the other team members about problems?

★ To what extent did team members offer to help when people reports problems in the daily progress tracking meetings?

★ To what extent was the daily progress tracking meeting on time?

– Inter- and intra-team communication

* To what extent does open communication prevail between the business and the development team?
* To what extent does open communication prevail between the manager and the developers and testers?
* To what extent does open communication prevail between the developers and the testers?
* To what extent does open communication prevail among the developers?
* To what extent does open communication prevail between the external customer/user and the business?
* To what extent does open communication prevail between the external customer/user and the development team?
* To what extent does open communication prevail between members of different teams?

★ To what extent does the team have an effective channel for obstacle escalation?

- Client-driven Iterations

  – Requirements Prioritization

    * To what extent do the customers establish the priorities of the story?

    ★ To what extent are the features reprioritized when the scope could not be implemented due to constraints?

  – Customer Satisfaction

    * To what extent is the product developed so far in-sync with the customers' needs and expectations?

  – Customer Requests

    * To what extent are the changes requested by the customers accommodated?

- Short delivery cycles

  – Development time-frames

    * To what extent is software released frequently? (length of a release cycle is one year or less)

        - To what extent is software released frequently? (length of an iteration is four weeks or less)
    - Customer Satisfaction
        - To what extent is the product developed so far in-sync with the customers' needs and expectations?
    - Roll-backs
        - To what extent are the deployments not rolled back?

- Iterative Progression
    - Estimation
        - To what extent are the estimates for the amount of work to be done during each iteration accurate?
        - ★ To what extent were the effort estimates for the iteration scope items modified by the team members?
        - ★ To what extent did the team discuss when effort estimates differed?
        - ★ To what extent did the team reduce the scope than delaying the deadline?
        - ★ To what extent did team members take part in defining the amount of work to be done?
        - ★ To what extent did the concerns of the team members about reaching the iteration goals were taken into consideration?
        - ★ To what extent did the team discuss the acceptance criteria during the iteration planning?
        - ★ To what extent did the team members actively participate during iteration planning meetings?
    - Iteration length
        - To what extent are the iterations timeboxed?
        - To what extent is the length of an iteration 4 weeks or less?
    - Requirements Management for Iterations
        - To what extent is an iteration backlog maintained?
        - ★ To what extent do the team members manage the iteration backlog?
        - To what extent are the stories fully estimated when added to the backlog?
        - To what extent are the stories prioritized when added to the backlog?
    - ★ Product
        - ★ To what extent was the product shippable at the end of the iteration?
        - ★ To what extent was the working software the primary measure for project progress?
        - ★ To what extent did the delivered software meet the quality requirements of production code at the end of the iteration?

★ To what extent is the progress tracked by feature acceptance?

- Incremental Development
  - Requirements Management for Releases
    - To what extent is a product backlog maintained?
    - Backlog estimated at gross level
    - To what extent are the features prioritized when they are added to the product backlog?
    - To what extent are the features fully estimated before they are added to the product backlog?
    - ★ To what extent is a release backlog maintained?
    - ★ To what extent is release backlog estimated at plan level
    - ★ To what extent are the features prioritized when they are added to the release backlog?
  - Timeboxing Releases
    - To what extent are the release cycles timeboxed?
    - To what extent are only a subset of the identified features developed during a release cycle?

✹ Velocity

✯ Pace

★ To what extent does the team work at a sustainable pace?

- Evolutionary Requirements
  - Requirements Reprioritization
    - To what extent are the features reprioritized as and when new features are identified?
  - Customer Requests
    - To what extent are the changes requested by the customers accommodated?
    - ★ To what extent is a requirement regarded as finished until its acceptance tests (with the customer) has passed?
  - Minimal Big Requirements Up Front and Big Design Up Front
    - To what extent are only the high level features identified upfront?
    - To what extent are the architecture requirements allowed to evolve over time?
- Minimal Documentation
  - Maintaining documentation

- To what extent is minimal documentation supported by teams?
- To what extent is minimal documentation created/developed?
- To what extent is minimal documentation recorded/archived?
- To what extent is minimal documentation maintained?

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