Measures for Project Outcomes Survey Results
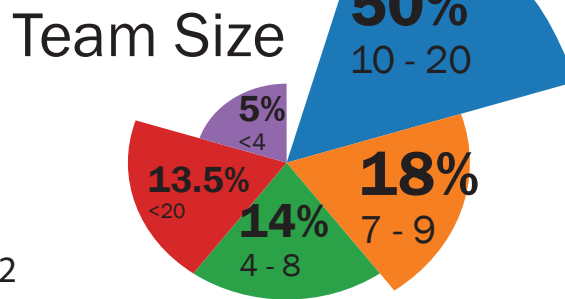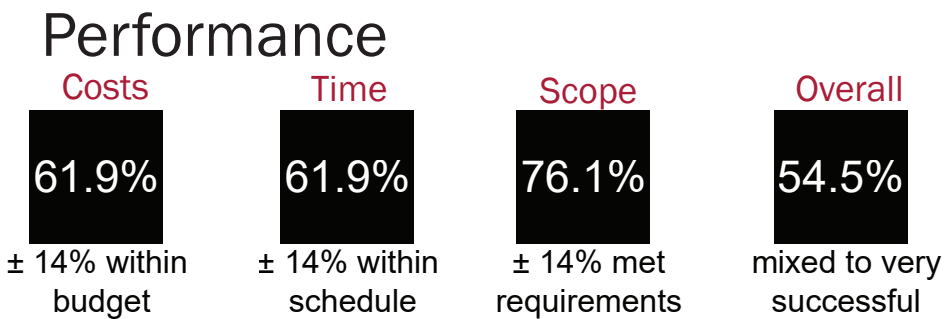
Gloria J. Miller and Robert Trender
December 2019

While Agile projects are reported to deliver superior performance when compared to traditional waterfall projects, there is little literature on how their performance is measured. The aim of this survey is to understand the how success is measured at the end of an iteration or sprint in agile projects or a phase for non-agile projects.

The survey was open between 9-September and 29-October, 2019. Contacts from the researchers were ask to respond. The survey was also open on social media sites twitter, linked in, and xing. Twenty-two people started and completed the survey. This informap summarizes the survey responses.
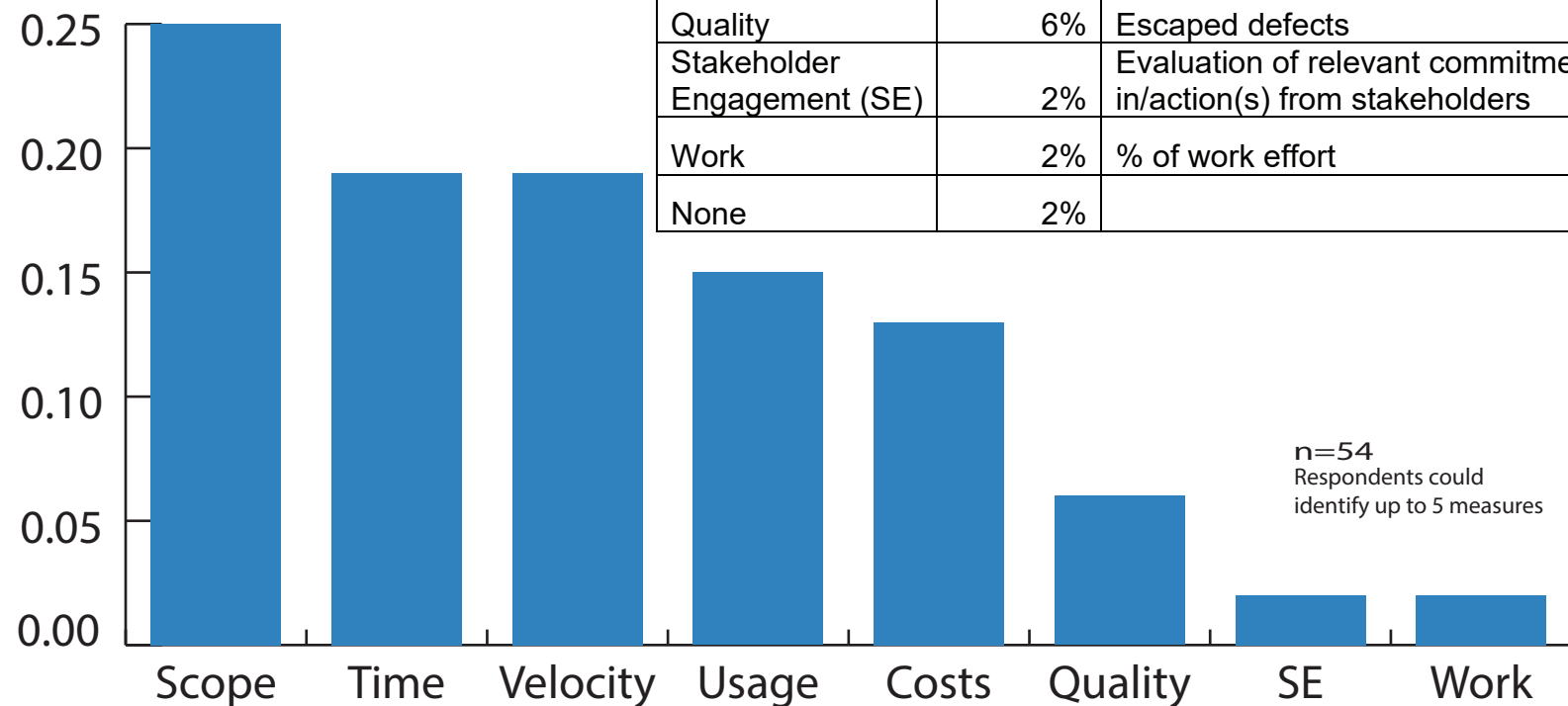
While the key focus of the measures is on the scope, it is apparent that effeciency measures such a time and costs are also relevant. The recommendation from the literature and the researchers is to focus on stakeholder engagement and usage. These measures ensure overall success and reflect business and user acceptance.
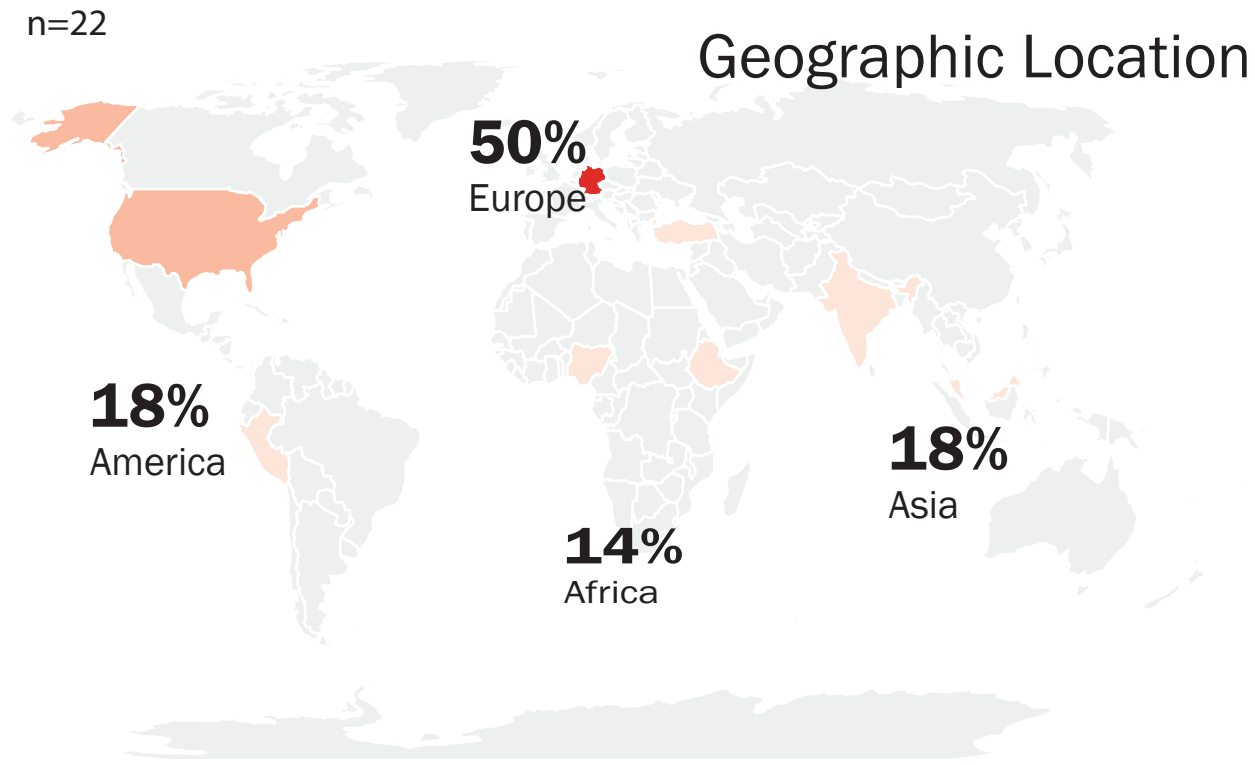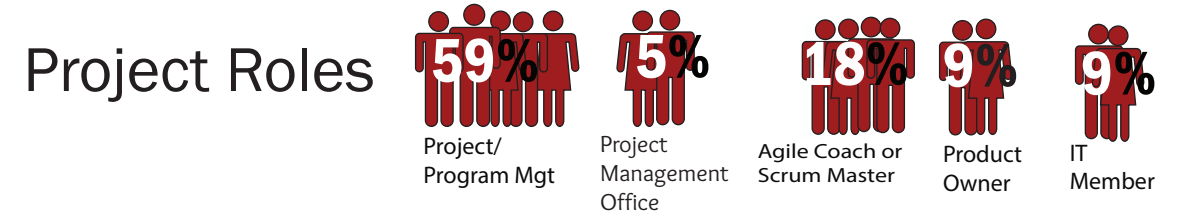
Respondent Demographics

Project Roles

59% Project/ Program Mgt
5% Project Management Office
18% Agile Coach or Scrum Master
9% Product Owner
9% IT Member

n=22

Geographic Location

50% Europe
18% America
14% Africa
18% Asia

Project Demographics

Performance

Costs	Time	Scope	Overall
61.9%	61.9%	76.1%	54.5%
± 14% within budget	± 14% within schedule	± 14% met requirements	mixed to very successful

Team Size

5% <4
13.5% <20
14% 4 - 8
18% 7 - 9
50% 10 - 20

n=22

Measures

Measure	Percent	Examples
Scope	24%	Sprint goal, stories completed, % complete requirements
Time	19%	Time observance, on-time delivery, time-to-market
Velocity	19%	Burndown, velocity, story points
Usage	15%	# (new) users, user experience
Costs	13%	Budget observance, within budget
Quality	6%	Escaped defects
Stakeholder Engagement (SE)	2%	Evaluation of relevant commitment and in/action(s) from stakeholders
Work	2%	% of work effort
None	2%	

n=54
Respondents could identify up to 5 measures

Methodology

Scrum
Waterfall
Iterative Development
Multiple agile methods
*Scaled agile method
Agile and non-agile
Lean

Agile 59.1%
Plan 27.3%
Mixed 13.6%

n=22

*Scaled agile methods -- SaFE, LESS, APM, DAD, RAGE, NEXUS, Scrum Of Scrums