

Interview Protocol

Semi-structured interview questions for individual interviews to address research question are indicated below. Interview questions will be in stages:

Participant ID:

STAGE 1: Some information about the participant

1. Introduction to the study. Check they have read the Participant Information Sheet, signed the Consent Form and their participation is voluntary. Invite questions for clarification.
2. Obtain demographic information from participant:
Please can you tell me your current job role in the organisation?
Further probe – Where is your position in the organisational structure of the organisation?
 - How long have you been employed in this organisation?
 - Are you supervised by other members of staff? If so please explain.
 - Do you supervise other members of staff in your organisation and agile project team? If so please explain.

Is interviewee a middle manager? Yes *No*
3. Record any previous experience in IT, agile methodologies, agile software development, and agile project management:
Please can you tell me your professional background?
Further probe - How many years of IT experience do you have?
 - How many years of IT experience do you have using agile methodologies?
 - What agile methodologies have you used for agile IT projects?
4. Record current experience in IT, agile methodologies, and agile project management.
What agile IT project are you currently working on? Please describe.
Further probe – If there is no current agile IT project being worked on, what was the most recent agile IT project you worked on? Please describe.

STAGE 2: Example questions relating to project governance and middle management in case organisations' agile IT projects

5. What does the term 'agile project governance' mean to you in relation to agile IT projects?
6. How important is project governance in your agile IT project? Please explain.
7. How is project governance applied/performed in your agile IT project? Please describe the step-by-step process.
Further probe – Who are the stakeholders involved in each step/stage?
 - What are the responsibilities of those involved in each step/stage? What do they do?
 - What is the expected/desired outcome of each step/stage of the project governance process?
 - What are the tools and artefacts used in project governance in your agile IT project in terms of software, documents, reports, methods, etc.?
 - What rules, norms, policies, regulations or procedures do you follow for project governance in your agile IT project?
8. Why do you perform project governance in your agile IT project?
Further probe – What is the desired outcome from performing project governance in your agile IT project?

9. What is your role and contribution in the project governance of your agile IT project in terms of (A) project monitoring, (B) coordinating, (C) project goal setting, (D) capability building, (E) assigning of roles, and decision-making, and (F) incentives (e.g., rewards, bonus, promotion)? Please explain with examples.
- Further probe – How do you do it? What specific actions do you take?
- What kind of tools and artefacts (e.g., software, documents, etc.) do you use for project governance in your agile project with regards to (A) project monitoring, (B) coordinating, (C) goal setting, (D) capability building, (E) assigning of roles, and decision-making, and (F) incentives (e.g., rewards, bonus, promotion)? Please explain the purpose of each tool and artefact?
 - What rules, norms, procedures, policies or regulations do you follow and adhere to for project governance in terms of (A) project monitoring, (B) coordinating, (C) project goal setting, (D) capability building, (E) assigning of roles, and decision-making, and (F) incentives?
 - What are the responsibilities of other people involved in (A) project monitoring, (B) coordinating, (C) project goal setting, (D) capability building, (E) assigning of roles, and decision-making, and (F) incentives?
 - Do you interface with other business functions, and stakeholders in your agile IT project? Please explain with specific examples.
10. **Skip this question if interviewee is a middle manager based on question 2 above:**
 What is the role and contribution of middle managers in the project governance of your agile IT project in terms of (A) project monitoring, (B) coordinating, (C) project goal setting, (D) capability building, (E) assigning of roles, and decision-making, and (F) incentives? Please explain with examples.
- Further probe – What tools, artefacts, or documents do middle managers use for (A) project monitoring, (B) coordinating, (C) project goal setting, (D) capability building, (E) assigning of roles, and decision-making, and (F) incentives?
- What rules, norms, procedures, policies or regulations do middle managers follow and adhere to for (A) project monitoring, (B) coordinating, (C) project goal setting, (D) capability building, (E) assigning of roles, and decision-making, and (F) incentives?
11. What challenges, obstacles, tensions or disadvantages have you experienced in your agile IT project(s) when dealing with: (A) internal team (B) external team (C) middle managers (D) senior management (E) rules, processes, policies, procedures and regulations, (F) tools, software and other artefacts used at work? Please explain with specific examples.
- Further probe – How did you overcome the challenges, obstacles, tensions or disadvantages?
12. What is the history of project governance practice with regards to your agile IT projects?
- Further probe - Is there any difference between past project governance processes or procedures and current processes or procedures? Please explain with examples.
13. Can you explain how your agile teams make decisions? Please explain with specific examples.
- Further probe – How important is decision-making?
- What decisions can/do you make? Please include specific examples.
 - What is your decision-making authority/rights/power in the agile IT project? What is the decision-making power/authority of the middle managers?
14. Do you have any other thing to add?