Q1 I will answer this survey from the following point of view:
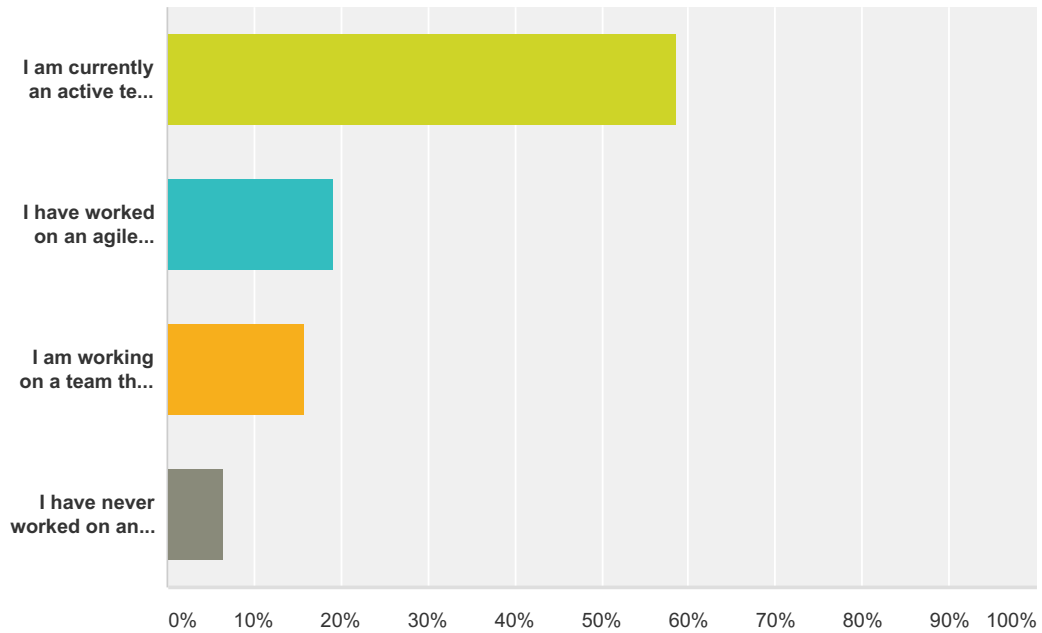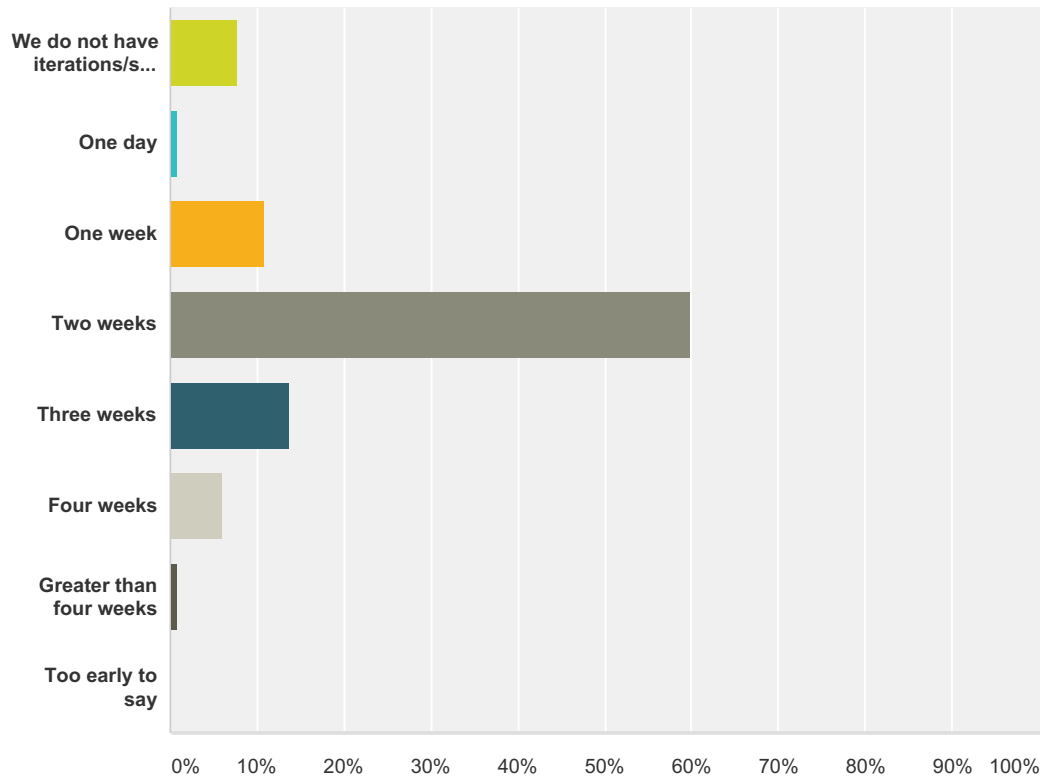
Answered: 157   Skipped: 1

Answer Choices	Responses	
I am currently an active team member on an agile team	**58.60%**	92
I have worked on an agile team in the recent past	**19.11%**	30
I am working on a team that is at the initial stages of adopting agile approaches	**15.92%**	25
I have never worked on an agile team	**6.37%**	10
Total		**157**

Q2 Our iteration/sprint length is:

Answered: 130   Skipped: 28

Answer Choices	Responses	
We do not have iterations/sprints	**7.69%**	10
One day	**0.77%**	1
One week	**10.77%**	14
Two weeks	**60.00%**	78
Three weeks	**13.85%**	18
Four weeks	**6.15%**	8
Greater than four weeks	**0.77%**	1
Too early to say	**0.00%**	0
Total		**130**

Q3 We deploy a working solution INTERNALLY, perhaps into a demo or pre-production testing environment, on the following cadence:
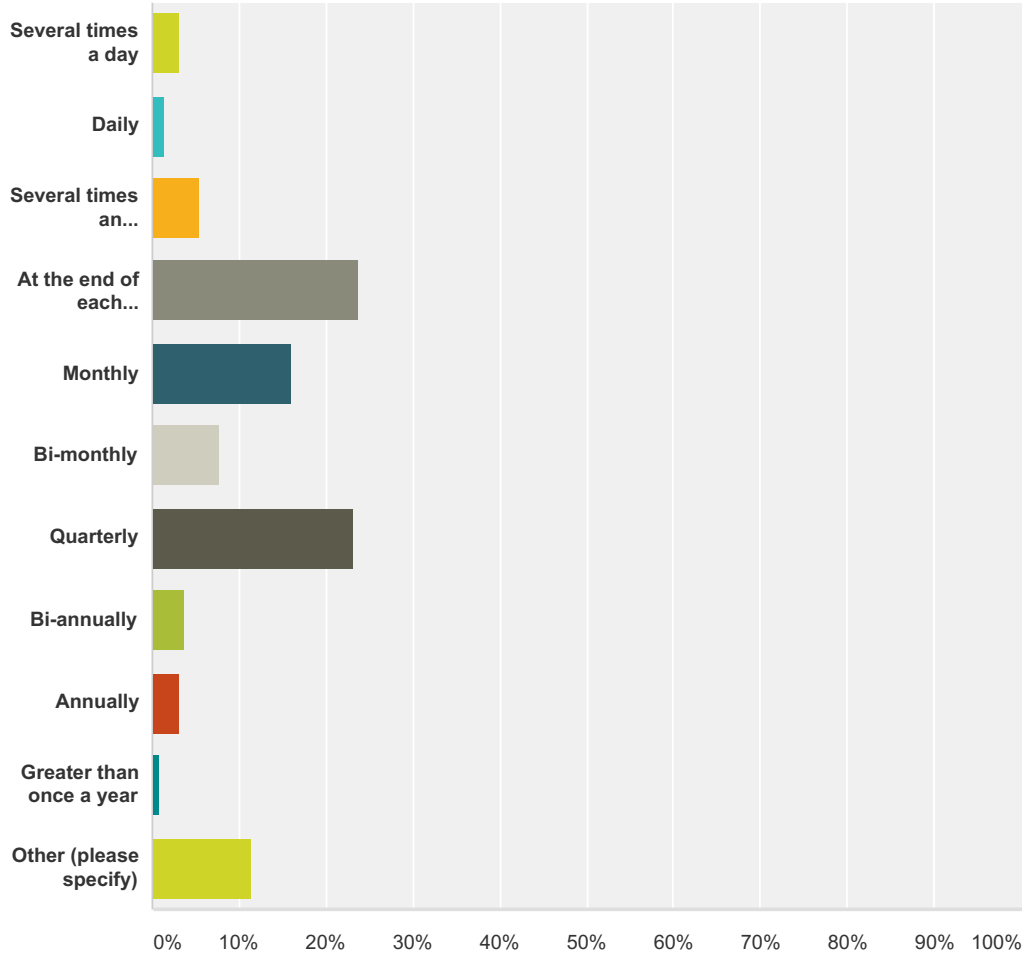
Answered: 130   Skipped: 28
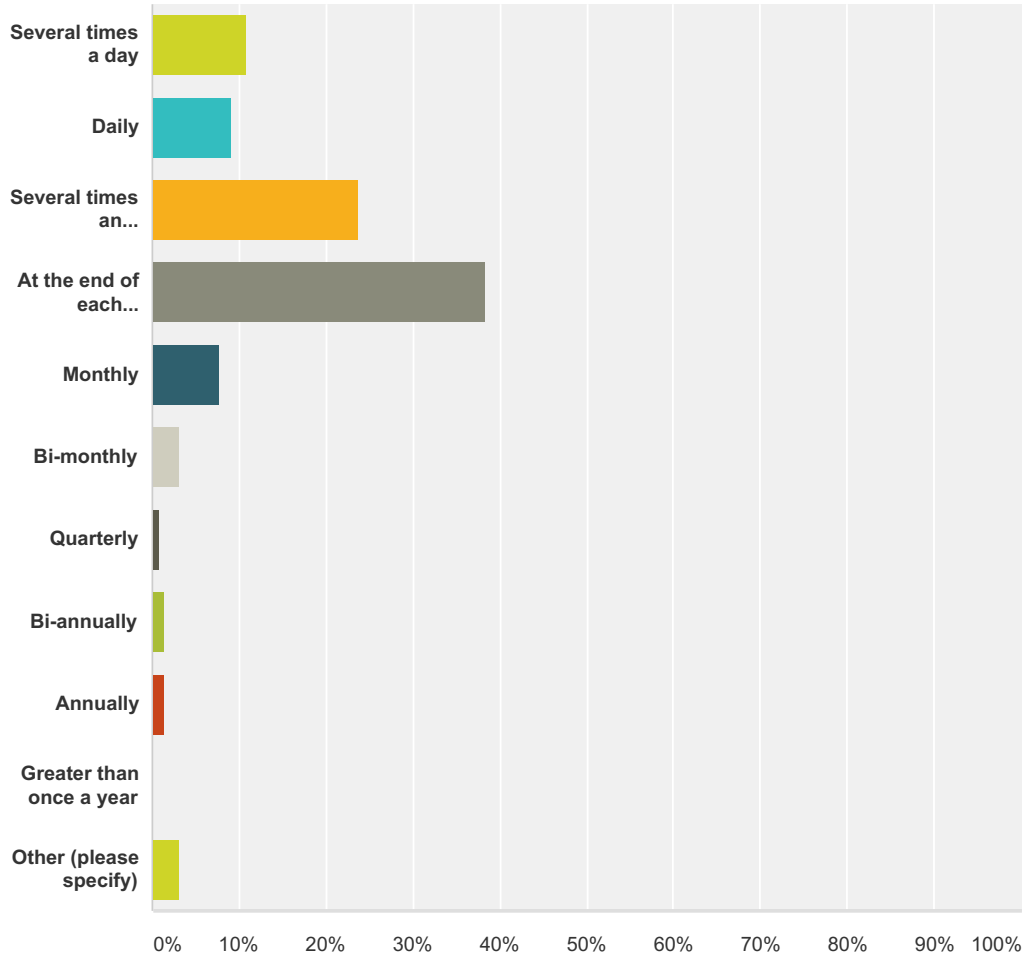
Answer Choices	Responses	
Several times a day	**10.77%**	14
Daily	**9.23%**	12
Several times an iteration/sprint	**23.85%**	31
At the end of each iteration/sprint	**38.46%**	50
Monthly	**7.69%**	10
Bi-monthly	**3.08%**	4
Quarterly	**0.77%**	1
Bi-annually	**1.54%**	2

Annually	**1.54%**	2
Greater than once a year	**0.00%**	0
Other (please specify)	**3.08%**	4
Total		**130**

Q4 We deploy a working solution into PRODUCTION (or the marketplace) on the following cadence:

Answered: 130   Skipped: 28

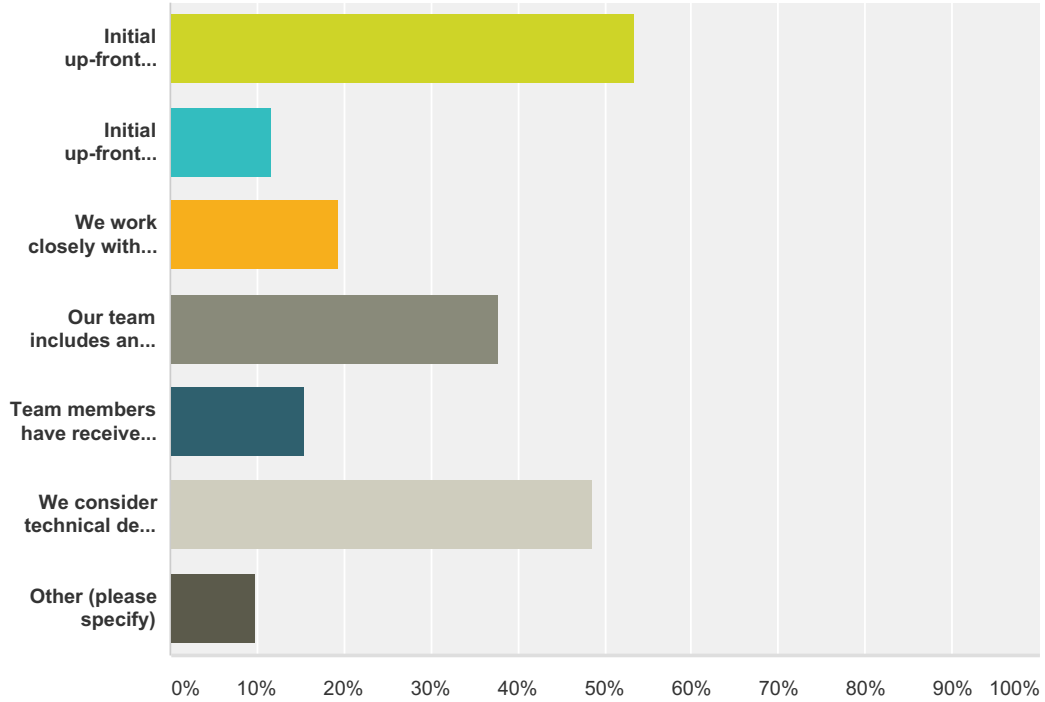| Answer Choices	Responses	
Several times a day	3.08%	4
Daily	1.54%	2
Several times an iteration/sprint	5.38%	7
At the end of each iteration/sprint	23.85%	31
Monthly	16.15%	21
Bi-monthly	7.69%	10
Quarterly	23.08%	30
Bi-annually	3.85%	5
Annually	3.08%	4

Greater than once a year	**0.77%**	1
Other (please specify)	**11.54%**	15
Total		**130**

Greater than once a year	**0.77%**	1
Other (please specify)	**11.54%**	15

## Q5 Which of the following strategies, if any, does your team follow to AVOID technical debt?

Answered: 103   Skipped: 55

Answer Choices	Responses	
Initial up-front architecture modeling/sketching - Light weight	**53.40%**	55
Initial up-front architecture modeling/sketching - Detailed	**11.65%**	12
We work closely with our enterprise architects	**19.42%**	20
Our team includes an Architecture Owner/Agile Architect	**37.86%**	39
Team members have received explicit training/coaching in technical debt	**15.53%**	16
We consider technical debt when designing new functionality	**48.54%**	50
Other (please specify)	**9.71%**	10
Total Respondents: 103		

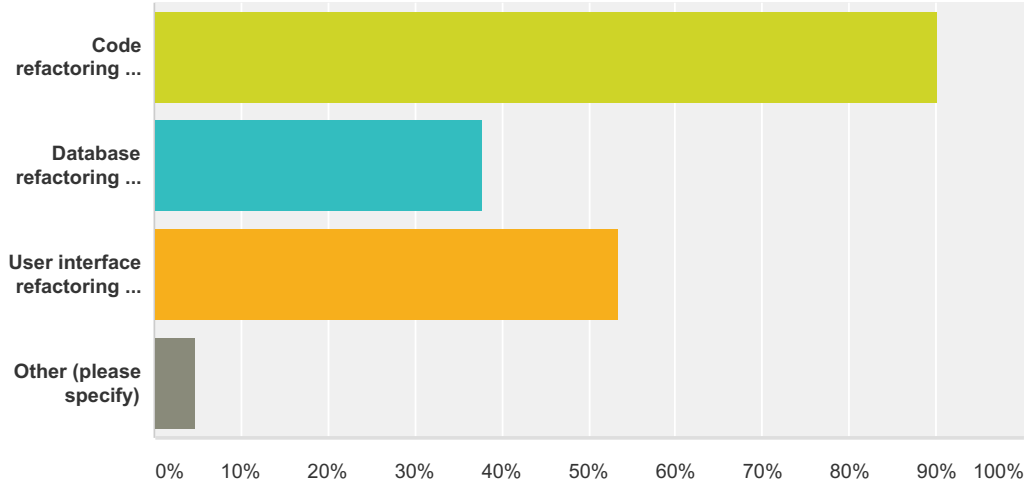## Q6 Which of the following strategies, if any, does your team follow to IDENTIFY existing technical debt?

Answered: 102   Skipped: 56
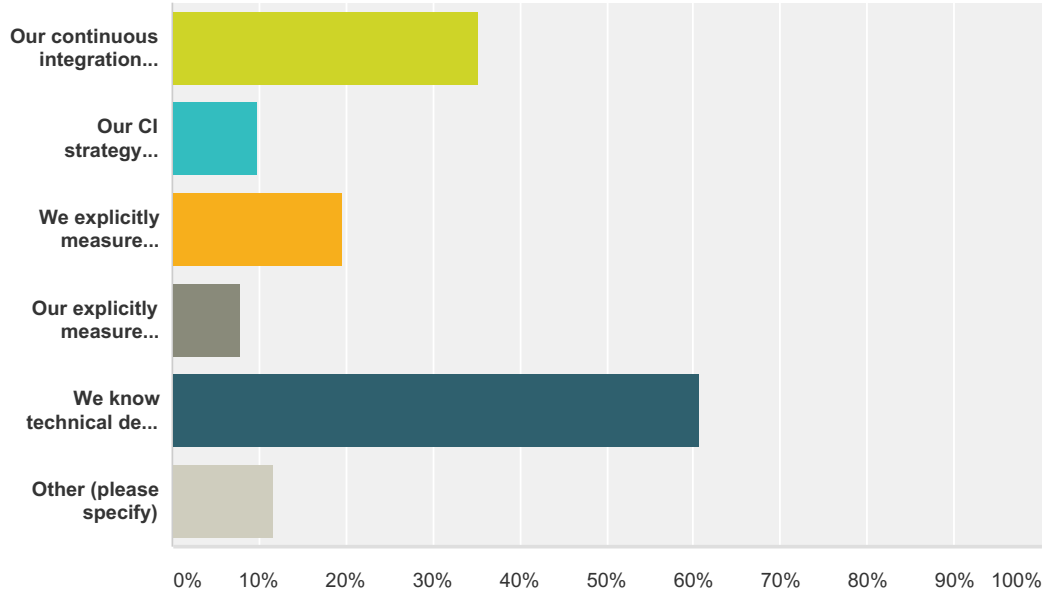
Answer Choices	Responses	
Our continuous integration (CI) strategy includes code analysis tools	**35.29%**	36
Our CI strategy includes database/schema analysis tools	**9.80%**	10
We explicitly measure technical debt within our team	**19.61%**	20
Our explicitly measure technical debt across our IT department	**7.84%**	8
We know technical debt when we see it	**60.78%**	62
Other (please specify)	**11.76%**	12
Total Respondents: 102		

Q7 Which of the following strategies, if any, does your team follow to REMOVE existing technical debt?

**Answered: 103   Skipped: 55**

Answer Choices	Responses	
Code refactoring to remove code quality problems	**90.29%**	93
Database refactoring to remove data quality problems	**37.86%**	39
User interface refactoring to remove UI quality problems	**53.40%**	55
Other (please specify)	**4.85%**	5
Total Respondents: 103		

## Q8 Which of the following strategies, if any, does your team follow to FUND removal of existing technical debt?
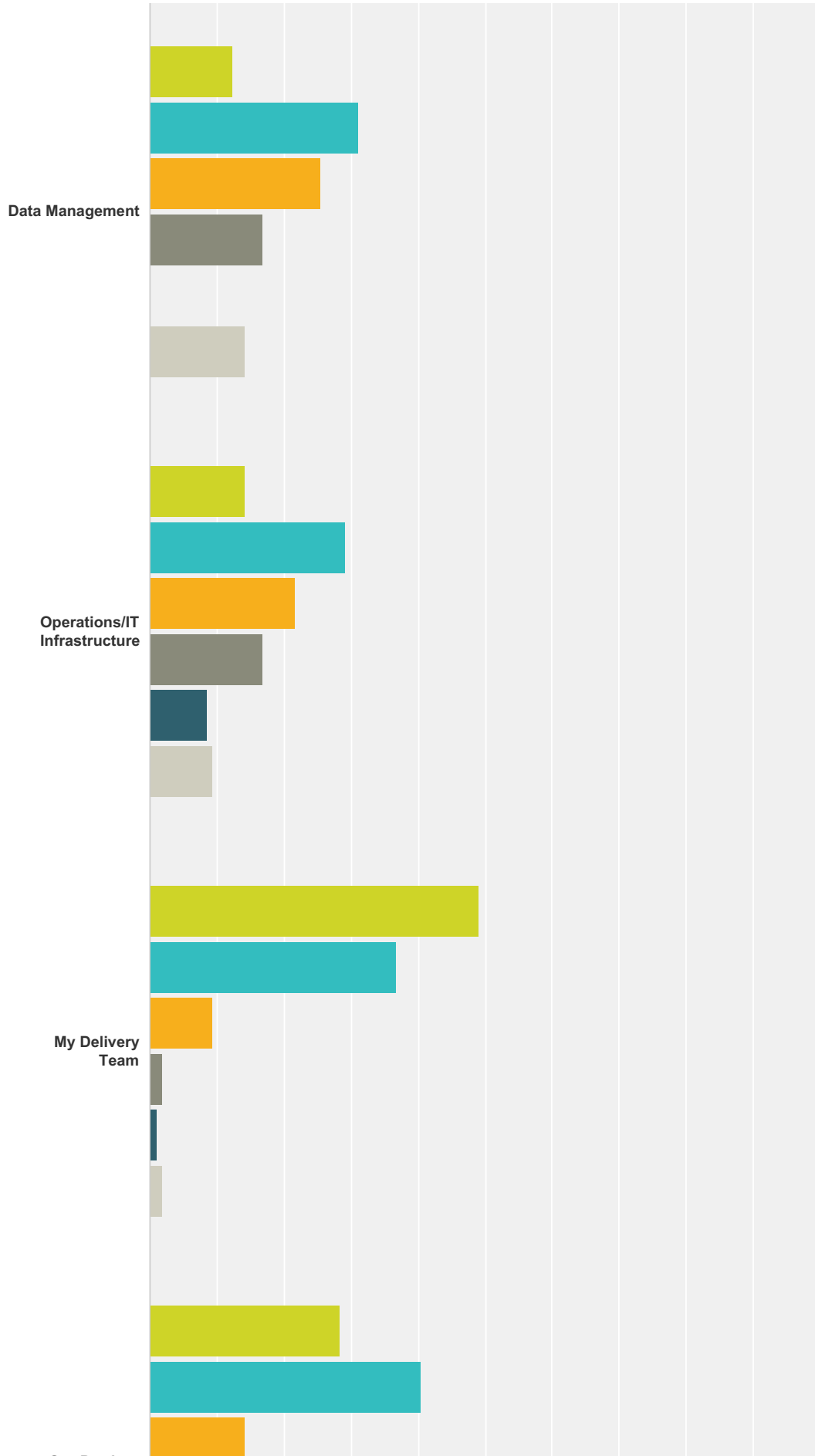
Answered: 92   Skipped: 66
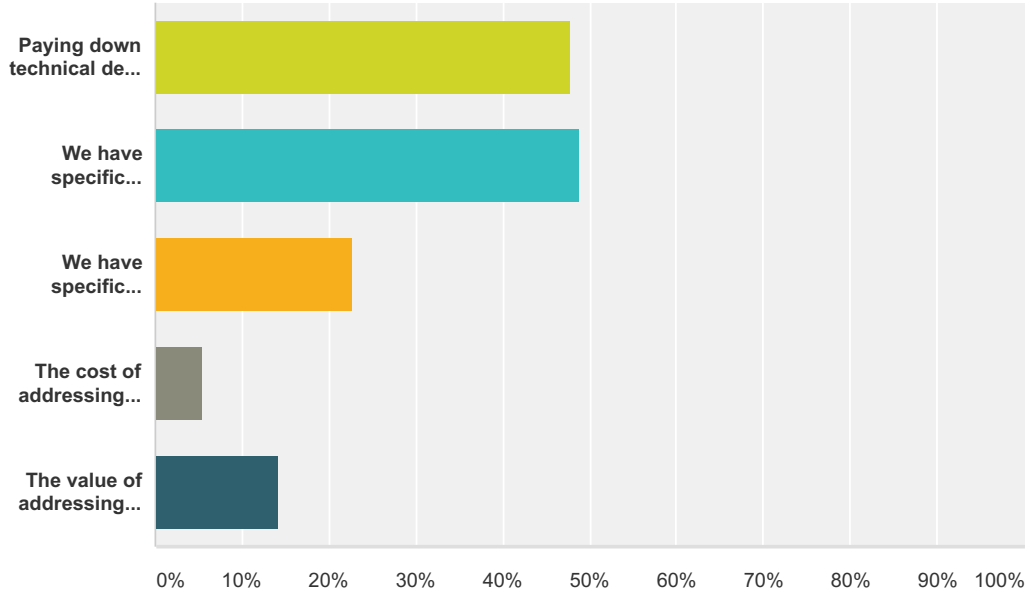
Answer Choices	Responses	
Paying down technical debt is an everyday aspect of development that is automatically funded	**47.83%**	44
We have specific requirements (e.g. technical stories) to pay down debt	**48.91%**	45
We have specific projects whose focus is to address technical debt	**22.83%**	21
The cost of addressing technical debt is tracked in our organization	**5.43%**	5
The value of addressing technical debt is tracked in our organization	**14.13%**	13
Total Respondents: 92		

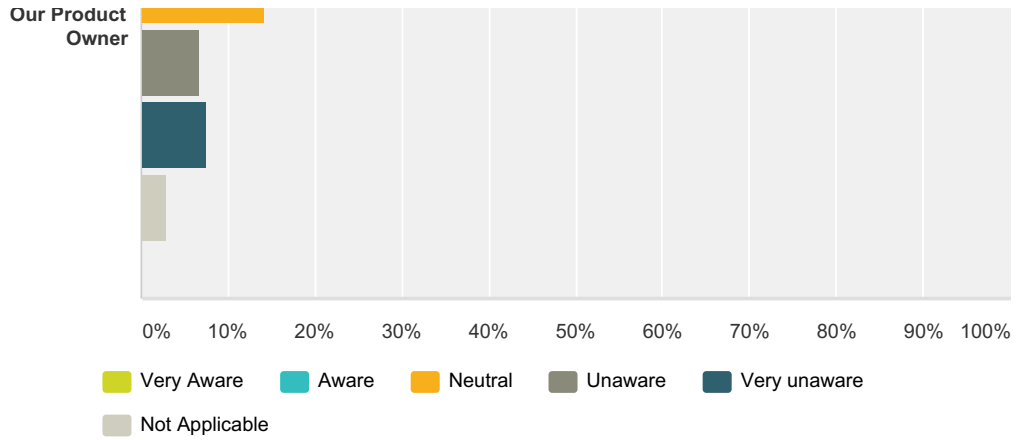## Q9 How aware of technical debt, and its implications, are the following groups of people in your organization?

Answered: 106   Skipped: 52
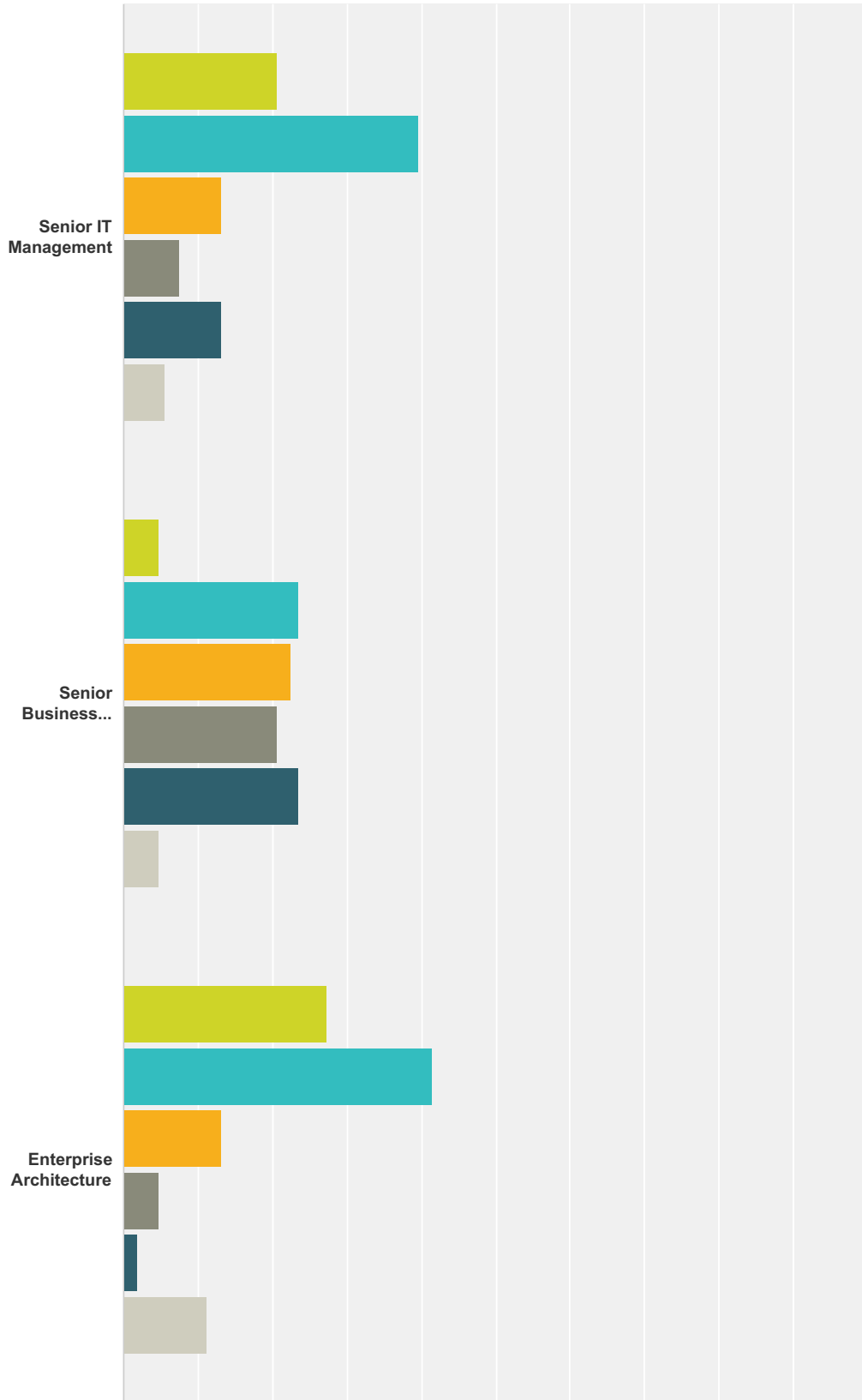
Agile State of the Art - 2015 Q1

Data Management

Operations/IT Infrastructure

My Delivery Team

	Very Aware	Aware	Neutral	Unaware	Very unaware	Not Applicable	Total
Senior IT Management	**20.75%** 22	**39.62%** 42	**13.21%** 14	**7.55%** 8	**13.21%** 14	**5.66%** 6	106
Senior Business Management	**4.72%** 5	**23.58%** 25	**22.64%** 24	**20.75%** 22	**23.58%** 25	**4.72%** 5	106
Enterprise Architecture	**27.36%** 29	**41.51%** 44	**13.21%** 14	**4.72%** 5	**1.89%** 2	**11.32%** 12	106
Data Management	**12.26%** 13	**31.13%** 33	**25.47%** 27	**16.98%** 18	**0.00%** 0	**14.15%** 15	106
Operations/IT Infrastructure	**14.15%** 15	**29.25%** 31	**21.70%** 23	**16.98%** 18	**8.49%** 9	**9.43%** 10	106
My Delivery Team	**49.06%** 52	**36.79%** 39	**9.43%** 10	**1.89%** 2	**0.94%** 1	**1.89%** 2	106
Our Product Owner	**28.30%** 30	**40.57%** 43	**14.15%** 15	**6.60%** 7	**7.55%** 8	**2.83%** 3	106

Q10 How many years of software development work experience do you have?

Answered: 112   Skipped: 46
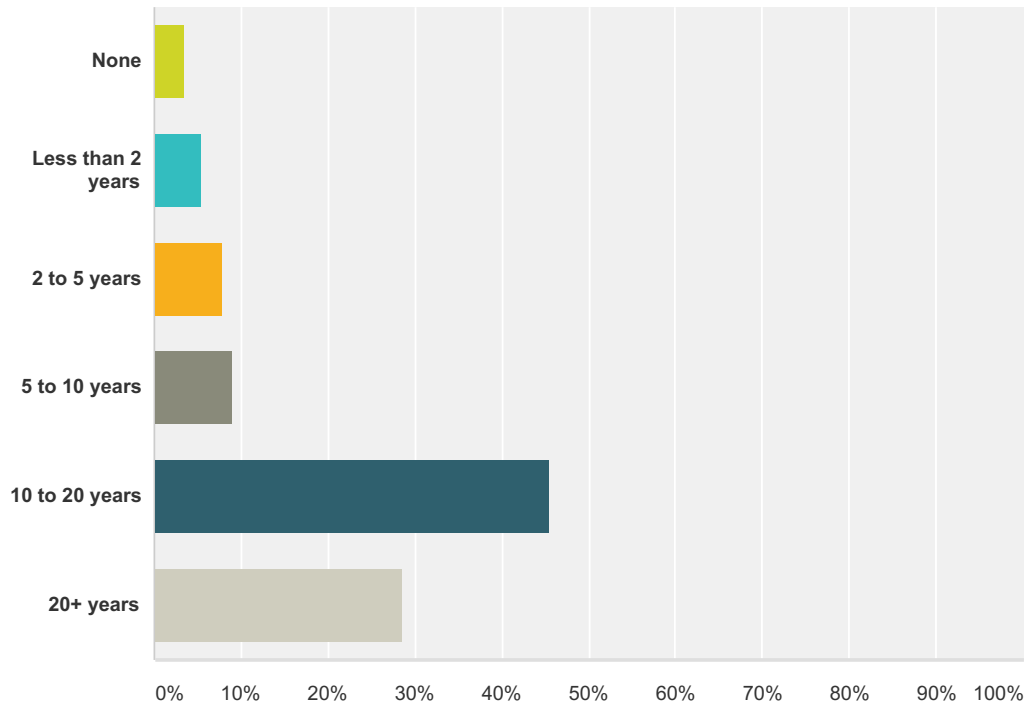
Answer Choices	Responses	
None	3.57%	4
Less than 2 years	5.36%	6
2 to 5 years	8.04%	9
5 to 10 years	8.93%	10
10 to 20 years	45.54%	51
20+ years	28.57%	32
Total		112

Q11 Which sector is your organization primarily in?

Answered: 112   Skipped: 46
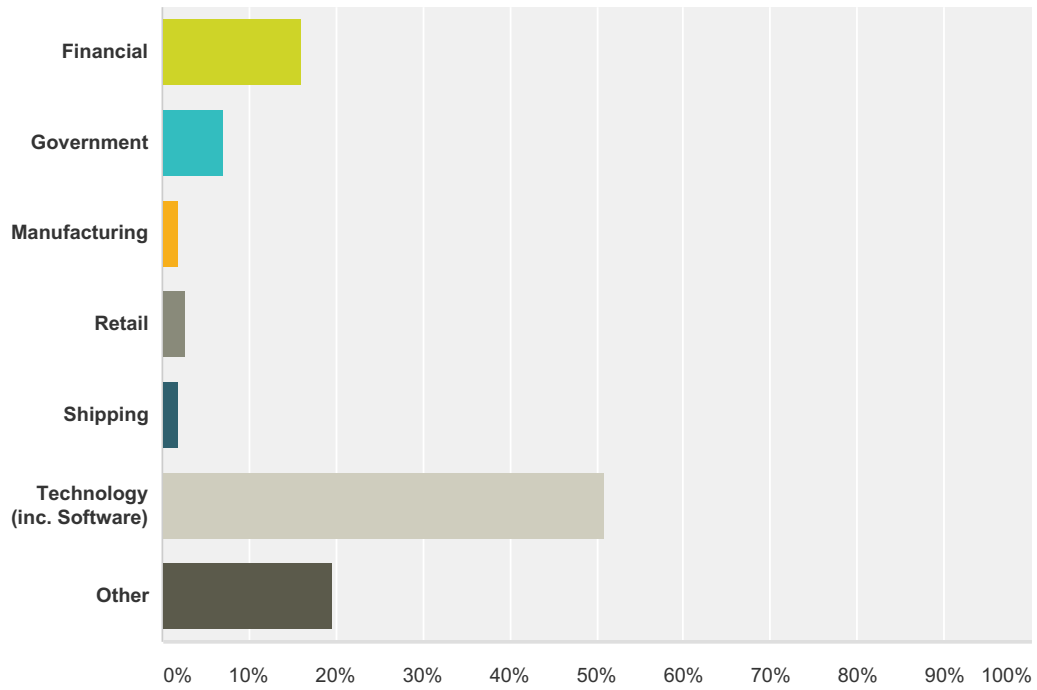
Answer Choices	Responses	
Financial	**16.07%**	18
Government	**7.14%**	8
Manufacturing	**1.79%**	2
Retail	**2.68%**	3
Shipping	**1.79%**	2
Technology (inc. Software)	**50.89%**	57
Other	**19.64%**	22
Total		**112**

Q12 Where are you located?

Answered: 112   Skipped: 46
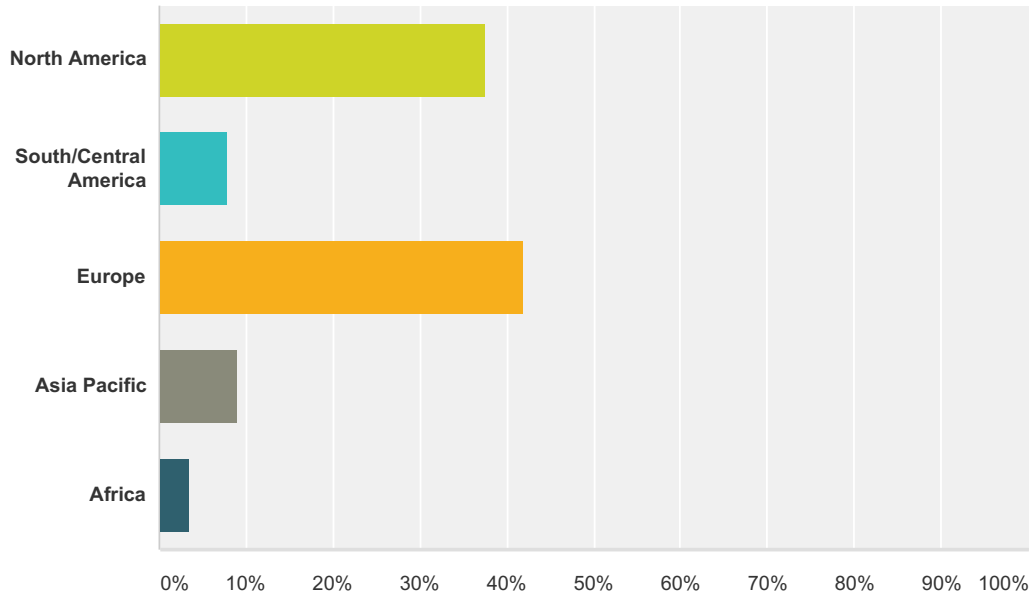
Answer Choices	Responses	
North America	**37.50%**	42
South/Central America	**8.04%**	9
Europe	**41.96%**	47
Asia Pacific	**8.93%**	10
Africa	**3.57%**	4
Total		**112**