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survey title:

Scott Ambler's State of the IT Union Survey
(November 2009) [Edit Title](#)

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Response Summary

Total Started Survey: 452
Total Completed Survey: 397

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Page: Who Are You?

1. POSITION: Which best describes your current position?

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	Response Percent	Response Count
Business Stakeholder	1.8%	8
Consultant	9.1%	41
Data Professional	4.4%	20
Developer	44.9%	203
Operations/Support	3.3%	15
IT Manager	8.0%	36
Modeler (Analyst/Designer/Architect)	10.6%	48
Project Manager	6.9%	31
QA/Test	0.9%	4
Team Lead/Scrum Master	7.1%	32
Other	3.1%	14
answered question		452
skipped question		0

2. EXPERIENCE: How many years of work experience in IT/systems do you have? [Create Chart](#) [Download](#)

	Response Percent	Response Count
None <input type="checkbox"/>	0.2%	1
Less than 2 years <input type="checkbox"/>	1.1%	5
2 to 5 years <input type="checkbox"/>	3.8%	17
5 to 10 years <input type="checkbox"/>	10.8%	49
10 to 20 years <input type="checkbox"/>	34.1%	154
20+ years <input type="checkbox"/>	50.0%	226
<i>answered question</i>		452
<i>skipped question</i>		0

3. IT ORGANIZATION SIZE: Number of IT/Systems/Development people in your organization [Create Chart](#) [Download](#)

	Response Percent	Response Count
1 to 10 <input type="checkbox"/>	24.1%	109
11 to 50 <input type="checkbox"/>	23.2%	105
51 to 100 <input type="checkbox"/>	10.0%	45
101 to 500 <input type="checkbox"/>	13.5%	61
501 to 1000 <input type="checkbox"/>	8.4%	38
1000+ <input type="checkbox"/>	20.8%	94
<i>answered question</i>		452
<i>skipped question</i>		0

4. SECTOR: In which sector is your organization? [Create Chart](#) [Download](#)

		Response Percent	Response Count
e-Commerce	<input type="checkbox"/>	2.4%	11
Financial	<input type="checkbox"/>	14.2%	64
Government	<input type="checkbox"/>	9.5%	43
IT Consulting	<input type="checkbox"/>	9.7%	44
Health Care	<input type="checkbox"/>	6.0%	27
Manufacturing	<input type="checkbox"/>	9.1%	41
Retail	<input type="checkbox"/>	2.2%	10
Shipping	<input type="checkbox"/>	0.9%	4
Software	<input checked="" type="checkbox"/>	25.9%	117
Technology (non-Software)	<input type="checkbox"/>	5.3%	24
Other	<input type="checkbox"/>	14.8%	67
answered question			452
skipped question			0

5. LOCATION: Where are you located? [Create Chart](#) [Download](#)

		Response Percent	Response Count
North America	<input checked="" type="checkbox"/>	72.8%	329
South/Central America	<input type="checkbox"/>	2.9%	13
Europe	<input type="checkbox"/>	16.6%	75
Asia	<input type="checkbox"/>	3.8%	17
Australia/NZ	<input type="checkbox"/>	2.4%	11
Africa	<input type="checkbox"/>	1.5%	7
answered question			452
skipped question			0

6. AGILE EXPERIENCE: How much experience at agile software development do you personally have? For the sake of this questionnaire, on an agile software development project the team follows an iterative process which is as lightweight, highly collaborative, self-organizing, and quality focused as your situation permits. Examples of agile processes include but are not limited to OpenUP, Scrum, and XP.

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		Response Percent	Response Count
None	<input type="checkbox"/>	35.0%	158
< 1 year	<input type="checkbox"/>	18.1%	82
1-2 years	<input type="checkbox"/>	16.8%	76
3-4 years	<input type="checkbox"/>	17.3%	78
5-10 years	<input type="checkbox"/>	8.8%	40
> 10 years	<input type="checkbox"/>	4.0%	18
answered question			452
skipped question			0

7. AGILE ADOPTION: To your knowledge, has your organization applied agile techniques/strategies/processes on one or more IT projects?

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		Response Percent	Response Count
Yes	<input type="checkbox"/>	55.1%	249
No	<input type="checkbox"/>	36.1%	163
Don't know/not applicable	<input type="checkbox"/>	8.8%	40
answered question			452
skipped question			0

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Page: Agile in Practice Questions

8. GEOGRAPHIC DISTRIBUTION: How distributed are/were the members on your successful agile project teams?(Please check all that apply) [Create Chart](#) [Download](#)

		Response Percent	Response Count
Some teams are co-located (everyone in a single room)	<input type="checkbox"/>	46.2%	98
Some teams have people working in different cubicles or rooms within the same building	<input type="checkbox"/>	59.9%	127
Some teams have people working in different buildings that are within driving distance	<input type="checkbox"/>	20.8%	44
Some teams have people working from home	<input type="checkbox"/>	30.2%	64
Some teams have people working at very distant locations	<input type="checkbox"/>	47.2%	100
Don't know	<input type="checkbox"/>	5.7%	12
answered question			212
skipped question			240


9. TEAM SIZE: What sizes of project teams (just counting the IT people) has your organization attempted with agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

		Response Percent	Response Count
10 IT people or less	<input type="checkbox"/>	77.4%	164
11 to 20 IT people	<input type="checkbox"/>	25.9%	55
21 to 30 IT people	<input type="checkbox"/>	11.8%	25
31 to 50 IT people	<input type="checkbox"/>	6.1%	13
51 to 100 IT people	<input type="checkbox"/>	2.8%	6
101 to 200 IT people	<input type="checkbox"/>	2.8%	6
answered question			212
skipped question			240

9. TEAM SIZE: What sizes of project teams (just counting the IT people) has your organization attempted with agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

201 to 500 IT people	<input type="checkbox"/>	0.9%	2
More than 500 IT people	<input type="checkbox"/>	0.5%	1
Don't know	<input type="checkbox"/>	6.6%	14
answered question			212
skipped question			240

10. REGULATORY COMPLIANCE: In which regulatory environments has your organization successfully applied agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

		Response Percent	Response Count
Basel II	<input type="checkbox"/>	0.9%	2
FDA	<input type="checkbox"/>	1.9%	4
HIPAA	<input type="checkbox"/>	9.0%	19
IFRS	<input type="checkbox"/>	0.9%	2
Sarbanes-Oxley	<input type="checkbox"/>	12.7%	27
SEC	<input type="checkbox"/>	1.4%	3
Don't know/Not applicable	<input type="checkbox"/>	82.1%	174
 Show replies Other (please specify)			5
answered question			212
skipped question			240

11. GOVERNANCE FRAMEWORKS: With which governance frameworks has your organization successfully applied agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

	Response Percent	Response Count
answered question		212
skipped question		240

11. GOVERNANCE FRAMEWORKS: [Create Chart](#) [Download](#)

With which governance frameworks has your organization successfully applied agile approaches? (Please check all that apply)

CMMI	<input type="checkbox"/>	9.0%	19
COBIT	<input type="checkbox"/>	2.4%	5
DODAF/MODAF	<input type="checkbox"/>	2.4%	5
ISO 900x	<input type="checkbox"/>	9.4%	20
ITIL	<input type="checkbox"/>	6.6%	14
SIX SIGMA	<input type="checkbox"/>	7.1%	15
TOGAF	<input type="checkbox"/>	2.4%	5
Don't know/Not applicable	<input type="checkbox"/>	78.8%	167

 [Show replies](#) Other (please specify) 11

answered question 212

skipped question 240

12. DOMAIN COMPLEXITY: From the [Create Chart](#) [Download](#)

point of view of the problem/business domain, what is the most complex situation in which your organization has successfully applied agile techniques?

		Response Percent	Response Count
Pilot projects only	<input type="checkbox"/>	7.5%	16
Straightforward domain problem	<input type="checkbox"/>	11.8%	25
Medium complexity	<input type="checkbox"/>	35.4%	75
Complex	<input type="checkbox"/>	21.7%	46
Very complex/high risk	<input type="checkbox"/>	17.9%	38
Don't know	<input type="checkbox"/>	5.7%	12

answered question 212

skipped question 240

13. ORGANIZATION DISTRIBUTION: In [Create Chart](#) [Download](#)
which of the following situations has your organization successfully applied agile techniques? (Please check all that apply)

		Response Percent	Response Count
All team members work for a single organization	<input type="checkbox"/>	66.5%	141
Some projects include consultants/contractors	<input type="checkbox"/>	51.9%	110
Some projects include people from more than one business division within our organization	<input type="checkbox"/>	36.3%	77
Some projects include people from other countries who work for our organization	<input type="checkbox"/>	29.7%	63
Some projects include people from partner organizations	<input type="checkbox"/>	25.0%	53
Some projects outsource some of the work to external organizations	<input type="checkbox"/>	17.0%	36
Don't know	<input type="checkbox"/>	4.7%	10
answered question			212
skipped question			240

14. TECHNICAL COMPLEXITY: In which [Create Chart](#) [Download](#)
technical situations has your organization successfully applied agile approaches? (Please check all that apply)

		Response Percent	Response Count
"Greenfield" development of a new system from scratch	<input type="checkbox"/>	59.4%	126
Stand-alone/silo system	<input type="checkbox"/>	33.5%	71
Package implementation (also called COTS implementation)	<input type="checkbox"/>	15.1%	32
answered question			212
skipped question			240

14. TECHNICAL COMPLEXITY: In which technical situations has your organization successfully applied agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)


Integration with existing systems/services/components	<input type="checkbox"/>	61.8%	131
Access existing data source(s)	<input type="checkbox"/>	42.0%	89
Single platform system (e.g. just J2EE or just .Net)	<input type="checkbox"/>	49.1%	104
Multiple platform system (e.g. some J2EE and some .Net and some PHP)	<input type="checkbox"/>	34.4%	73
Don't know	<input type="checkbox"/>	6.1%	13
answered question			212
skipped question			240

15. ORGANIZATIONAL COMPLEXITY: What challenges has your organization encountered while adopting agile approaches? (Please check all that apply) [Create Chart](#) [Download](#)

		Response Percent	Response Count
Waterfall/serial/plan-driven culture	<input type="checkbox"/>	54.2%	115
Lack of trust between groups/individuals	<input type="checkbox"/>	32.1%	68
Stakeholder involvement difficult to get	<input type="checkbox"/>	51.9%	110
Existing governance framework reflects waterfall/serial strategy	<input type="checkbox"/>	32.1%	68
Existing IT staff specialized in a single job function	<input type="checkbox"/>	30.7%	65
Command and control culture	<input type="checkbox"/>	32.1%	68
Other competing visions as to how to approach development	<input type="checkbox"/>	29.2%	62
IT management resisted agile	<input type="checkbox"/>	14.2%	30
answered question			212
skipped question			240

15. ORGANIZATIONAL COMPLEXITY: [Create Chart](#) [Download](#)

What challenges has your organization encountered while adopting agile approaches? (Please check all that apply)

Stakeholders resisted agile	<input type="checkbox"/>	15.1%	32
Needed to build a training/education/mentoring program	<input type="checkbox"/>	32.5%	69
Don't know	<input type="checkbox"/>	12.3%	26
 Show replies Other (please specify)			11
answered question			212
skipped question			240

16. ENTERPRISE DISCIPLINE: Have [Create Chart](#) [Download](#)

your agile project teams successfully worked with any of the following teams within your organization? (Please check all that apply)

		Response Percent	Response Count
Enterprise technical architecture team	<input type="checkbox"/>	32.5%	69
Enterprise business architecture team	<input type="checkbox"/>	12.3%	26
Enterprise data team	<input type="checkbox"/>	17.0%	36
Reuse team	<input type="checkbox"/>	6.6%	14
Portfolio management	<input type="checkbox"/>	10.4%	22
Process engineering/improvement team	<input type="checkbox"/>	18.4%	39
Governance team/body	<input type="checkbox"/>	10.8%	23
Operations team	<input type="checkbox"/>	32.1%	68
Support team	<input type="checkbox"/>	31.1%	66
Don't know/none of the above	<input type="checkbox"/>	42.0%	89
answered question			212
skipped question			240

17. LIFE CYCLE: Which aspects of the delivery life cycle do you apply agile approaches to? (Please check all that apply) [Create Chart](#) [Download](#)

		Response Percent	Response Count
Project selection	<input type="checkbox"/>	18.9%	38
Project initiation	<input type="checkbox"/>	59.2%	119
Construction	<input checked="" type="checkbox"/>	93.0%	187
Transition/Release	<input type="checkbox"/>	57.2%	115
Operations/Support	<input type="checkbox"/>	32.3%	65
Maintenance	<input type="checkbox"/>	50.2%	101
answered question			201
skipped question			251

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Page: Lack of Agile Adoption

18. FUTURE AGILE ADOPTION: When, if at all, do you believe that your organization will begin to adopt agile approaches to development? [Create Chart](#) [Download](#)

		Response Percent	Response Count
Never	<input type="checkbox"/>	24.5%	37
Within 1 year	<input type="checkbox"/>	9.9%	15
1-2 years	<input type="checkbox"/>	11.9%	18
3-4 years	<input type="checkbox"/>	5.3%	8
5 or more years	<input type="checkbox"/>	4.6%	7
Don't know/no opinion	<input type="checkbox"/>	43.7%	66
answered question			151
skipped question			301

19. REASON: What reasons does your organization have for not adopting agile approaches to development? [Create Chart](#) [Download](#)

		Response Percent	Response Count
We have geographically distributed teams	<input type="checkbox"/>	23.0%	32
We outsource development to a 3rd party vendor	<input type="checkbox"/>	11.5%	16
We do mostly package/COTS implementations	<input type="checkbox"/>	6.5%	9
We have very large teams	<input type="checkbox"/>	10.1%	14
We have regulatory compliance issues	<input type="checkbox"/>	18.7%	26
We must conform to frameworks such as CMMI or ISO 900x	<input type="checkbox"/>	13.7%	19
We have a very complex business environment	<input type="checkbox"/>	12.9%	18
We have a very complex technical environment	<input type="checkbox"/>	13.7%	19
We have several organizations involved in development	<input type="checkbox"/>	20.1%	28
We have a culture that isn't easy to change	<input type="checkbox"/>	59.0%	82
Our customers don't want to take an agile approach	<input type="checkbox"/>	11.5%	16
Our business stakeholders don't want to take an agile approach	<input type="checkbox"/>	13.7%	19
Our senior IT management doesn't want to take an agile approach	<input type="checkbox"/>	33.1%	46
We don't have the resources needed for proper training and mentoring	<input type="checkbox"/>	46.8%	65
		answered question	139
		skipped question	313


20. HOW WELCOME: How welcoming or friendly do you find the agile community to you as a professional? [Create Chart](#) [Download](#)

	Response Percent	Response Count
Very welcome <input type="checkbox"/>	13.9%	21
Welcome <input type="checkbox"/>	22.5%	34
Neutral <input type="checkbox"/>	23.2%	35
Unwelcome <input type="checkbox"/>	2.6%	4
Very unwelcome	0.0%	0
Don't know/care <input type="checkbox"/>	37.7%	57
<i>answered question</i>		151
<i>skipped question</i>		301

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Page: Thank You...

21. Please provide your email address so we may contact you if you are drawn. Your email address will not be used for any other purpose and will be kept private. [Download](#)

	Response Count
 Show replies	370
<i>answered question</i>	370
<i>skipped question</i>	82

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