

# Decision Criteria for the Payment of Technical Debt in Software Projects: A Systematic Mapping Study

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**Abstract:** The term Technical Debt (TD) is used to describe the debt that a development team incurs when it takes shortcuts in the software development process, but that may increase the complexity and maintenance cost in the long-term. If a development team does not manage TD, this debt can cause significant long-term problems such as high maintenance costs. An important goal of the management of the debt is to evaluate the appropriate time to pay a TD item and to effectively apply decision-making criteria to balance the short-term benefits against long-term costs. However, although there are different studies that have proposed strategies for the management of TD, decision criteria are often discussed in the background and, sometimes, they are not even mentioned. Thus, the purpose of this work is to identify, by performing a systematic mapping study of the literature, decision-making criteria that have been proposed to support the management of TD. We identified 14 decision-making criteria that can be used by development teams to prioritize the payment of TD items and a list of types of debt related to the criteria. In addition, the results show possible gaps where further research may be performed.

## 1 INTRODUCTION

The term Technical Debt (TD) is used to describe the debt that a development team incurs when it takes shortcuts in the software development process, but that may increase the complexity and maintenance cost in the long-term (Brown *et al.*, 2010) (Kruchten *et al.*, 2012). In this work, we use the term “TD item” to refer to an instance of TD.

According to Brown *et al.* (2010), if a development team does not manage a TD item, this debt can cause significant long-term problems such as high maintenance costs. In this sense, effective management of TD is an important step to achieve a good quality in the software maintenance (Guo *et al.*, 2014).

Management strategies have been proposed in order to minimize negative impacts of management of debt. The main goal of these strategies is to evaluate the appropriate time to pay a TD item, i.e. the time for the development team change the system

and eliminate the debt. Thus, knowing decision criteria used to choose the most suitable time for the payment of TD items is important to balance their short-term benefits against long-term costs.

Although there are different studies that have proposed strategies for the management of TD (Snipes *et al.*, 2012) (Seaman *et al.*, 2012) (Power, 2013) (Codabux and Williams, 2013) (Guo *et al.*, 2014) (Mamun *et al.*, 2014), none of them provides a deep discussion on decision-making criteria for the payment of TD. On these works, decision criteria are often discussed in the background, sometimes they are not even mentioned. Thus, despite their importance, there is not a comprehensive view on the existing criteria.

In this context, this paper presents a systematic mapping study over studies published up to 2014 that focus on management strategies of TD. This allowed us to investigate how researches are being conducted in this field and to address the following research questions:

- **RQ1.** *What decision-making criteria have been proposed for the payment of TD?*
- **RQ2.** *What are the types of TD related to the decision-making criteria for the payment of TD?*
- **RQ3.** *Which empirical evaluations have been performed to evaluate the criteria?*

We held searches in three digital libraries (ACM Digital Library, IEEE Xplorer, and Scopus). 38 studies were considered relevant to answer the research questions. The results provide a list of 14 criteria that can be used to support decision-making on the payment of TD, and a list of types of TD that have been considered in approaches that focus on the payment of debt.

Besides this introduction, this paper has six other sections. Section 2 discusses some related work. Section 3 details the systematic mapping method. Next, in section 4, the results of the mapping study are presented. Some implications of this work for researchers and practitioners are discussed in section 5. Next, Section 6 shows the threats to validity. Finally, Section 7 presents the conclusions and directions for future researches.

## 2 RELATED WORK

In this section, we present other secondary studies in the TD area.

The study performed by Tom *et al.* (2013) reported an exploratory case study that involves multivocal literature review, supplemented by interviews with software practitioners and academics to consolidate understanding of the nature of TD and its implications for the software development. The results of this study included the creation of a useful theoretical framework, consisting of a set of TD dimensions, attributes, precedents and outcomes, as well as the phenomenon itself and a taxonomy that describes and encompasses different forms of TD.

Villar and Matalonga (2013) performed a systematic mapping study in order to understand the feasibility of using the TD metaphor as a tool for project management. The main purpose was to identify the current state of TD definitions. The results show that there is no agreed definition of the technical debt term.

In another systematic review, Ampatzoglou *et al.* (2015) investigated how the financial aspects are defined in the context of TD and how they are related to the concepts of software engineering. The results indicate: (i) the most common financial terms used in TD researches: principal and interest, and (ii) the

financial approaches that have been more frequently applied for managing TD: real options, portfolio management, cost-benefit analysis, and value-based analysis. Furthermore, the authors emphasize that the application of such approaches lacks consistency, i.e., the same strategy is differently applied in different studies, and in some cases lacks a clear mapping between financial and software engineering concepts.

In another work in this area, Li *et al.* (2015) conducted a systematic mapping in order to obtain a comprehensive understanding of TD and an overview of the current state of research on its management. The results pointed out 10 types of TD, 8 TD management activities, and 29 tools for TD management.

In this same sense, Alves *et al.* (2016) performed a systematic mapping study. Their results include an initial taxonomy of types of TD, a list of indicators that was proposed to identify TD, management strategies, and an analysis of the current state of the art, which allows to identify possible gaps and research topics.

These studies are different from the mapping study presented in this paper. They provide a broad view of the TD management through different perspectives. This work focuses on identifying a set of criteria to be used in the decision-making on the payment of TD items. Therefore, our mapping study and the works discussed above are complementary to each other.

## 3 SYSTEMATIC MAPPING METHOD

Systematic mappings are used to evaluate and interpret relevant works relating to a research question, an area or a phenomenon of interest (Kitchenham and Charters, 2007). A systematic mapping study follows a set of well-defined steps, according to a protocol, to reduce the bias inherent in an informal review of the literature (Petersen *et al.*, 2008). We chose to conduct a mapping study because it allows accessing and analyzing the primary studies aiming to summarize the evidences related to our research questions and carry out future researches. We describe the steps of the mapping method below.

### 3.1 Research Questions

Our general purpose is to better understand the decision-making criteria on the payment of TD

through a systematic mapping study. Thus, we defined three research questions which guide this study and reflect our goals. These questions and their motivations are described at the following:

**RQ1.** *What decision-making criteria have been proposed for the payment of TD?*

In order to achieve the software quality, a TD item must be effectively managed. In this sense, evaluating whether a TD must be paid and the suitable time for this may reduce the negative impacts of debt on the quality of the software project. Knowing decision criteria used to choose the appropriate time to pay off the debt may support this task.

This question intends to identify and classify these decision criteria.

**RQ2.** *What are the types of TD related to the decision-making criteria for the payment of TD?*

A TD item can be inserted at any moment in the software development life cycle and may be related to several immature artifacts such as bad design, incomplete documentation, and missing tests. These immature artifacts may be seen as a type of debt that may burden software maintenance in the future (Alves *et al.*, 2016).

Different types of debt can bring different consequences to the software project, influencing what we need to consider when deciding if a debt should be paid and when.

In order to effectively manage TD, it is important to know the relation between types of debt and decision criteria. Thus, the purpose of this question is to identify types of TD that have been studied in the works that focus on debt payment criteria.

**RQ3.** *Which empirical evaluations have been performed to evaluate the decision criteria?*

Alves *et al.* (2016) reported that most of the proposals in the TD management area still require more empirical evaluation. In this context, this question investigates which types of validation have been used in studies that focus on decision criteria for the payment of TD. This information is important to analyze the level of the maturity of the proposed approaches.

### 3.2 Search Strategy

In consonance with Petersen *et al.* (2008), the first step in conducting the mapping study is to look for primary studies into the defined scope. To define the search string, we considered the following aspects and keywords:

- Population: Technical Debt;
- Intervention: management of TD;

- Results: methods, criteria, and process to support decision on payment of TD.

We used these keywords and OR and AND operators to assemble the terms. Table 1 presents the complete search string used in this work. We applied the search string to titles and abstracts in some digital database. We did not use full text search because full text search resulted in a very large number of studies from domains other than software projects. The search covered papers published up to 2014.

### 3.3 Databases and Study Selection

We chose three digital libraries to the search process: (i) ACM Digital Library, (ii) IEEE Xplore, and (iii) Scopus. We selected these databases because, according to Alves *et al.* (2016), they have a large concentration of studies in the TD area.

To support the study selection process, we defined the following inclusion and exclusion criteria:

- *Inclusion Criteria:* the study needs to explore a theory, a practice, or an approach related to the management of TD.
- *Exclusion Criteria:* we excluded studies that do not address management of TD. Surveys and secondary empirical studies were removed, since they report approaches from others. Challenges, showcases, and abstracts were also excluded, such as Tamburri *et al.* (2013) and Shah *et al.* (2014).

The selection of papers was divided into three steps. Figure 1 shows the selection process. After the search, we had 450 studies, published between 1991 and 2014. In the first step, we removed the duplicate studies. Next, we read the titles and abstract of resulting selection in order to analyze if the papers were into our scope. Finally, in the last step, we completely read each study in order to analyze it.

The first step returned 332 studies. The second step reduced the list to 61 papers. Our final step resulted in 38 studies, published between 2010 and 2014, to be further analyzed and classified. A whole list of the studies is available at <https://goo.gl/RivQ16>. Table 2 shows the number of papers by publishing type.

Table 1: Search String.

Population	("Technical Debt")
Intervention	AND (Management OR Monitoring OR Control)
Results	AND (Criteria OR Method OR Process))

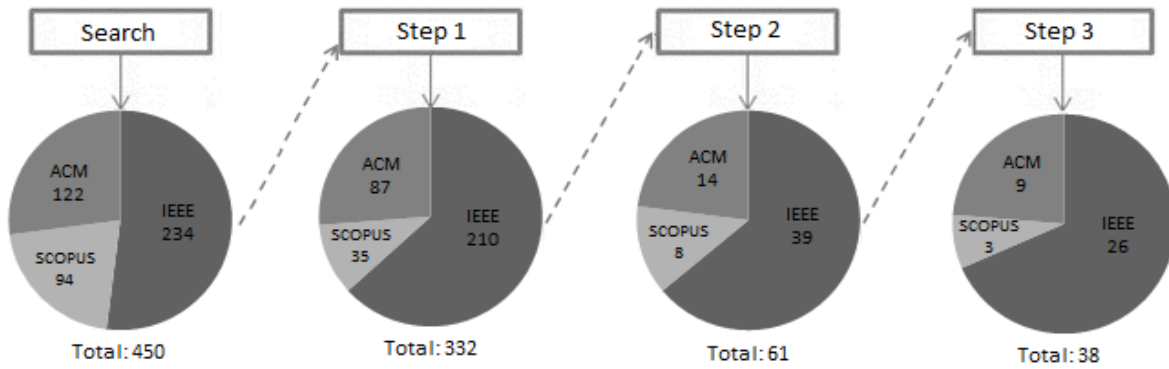


Figure 1: Study selection process.

### 3.4 Classification Scheme

We defined three categories to classify the papers and answer the research questions:

- **Decision-making Criteria on Payment of TD (RQ1):** in order to classify the criteria, a researcher collected the decision-making criteria and their definitions following the terminology straight from the studies. We assumed as a criterion the strategy that supports decisions about when and if a TD item should be paid;
- **Types of TD Related to the Decision-making Criteria (RQ2):** this category lists the types of TD that were related to any criterion in the studies. We used the types of debt proposed by Alves *et al.* (2014);
- **Empirical Evaluation (RQ3):** we verified whether the proposed criterion has been evaluated through empirical methods and, if so, which method was used. We considered that a study has an empirical evaluation if it brings at least one section with some discussion dedicated to this topic.

Table 2: Number of papers by publishing type.

Type	Number of papers
Conference	18
Journal	9
Symposium	1
Workshop	1

## 4 RESULTS

This section presents the main results of the data extraction activity. The extracted data were recorded

on a spreadsheet that is available at <https://goo.gl/Akdu8r>. We analyzed the extracted data in an effort to answer our research question.

### 4.1 Decision-making Criteria (RQ1)

In this section, the decision-making criteria found in the literature and their definitions will be presented. We classified them into four categories:

- **Nature of the TD:** criteria that are related to the TD’s properties, such as their severity and time when the debt was incurred;
- **Customer:** criteria into this category concern about the impact that debts have on the customers;
- **Effort:** criteria that are related to the cost of TD, such as the impact of the TD on the project and what effort will be applied to pay the TD item.
- **Project:** criteria that are related to the projects’ properties, such as their lifetime and their possibility of evolution.

These categories may help the development team on better understand the decision criteria and decide the suitable time to pay off a TD item. For instance, in a specific situation, it may be more important for the team to prioritize the customer category. Thus, criteria related to the category customer may be applied in order to perform the management of TD items. On the other hand, whether the cost to pay a TD item is more important than its impact on customer, criteria related to category effort will be more relevant to decide which and when a TD will be paid.

We identified 14 decision-making criteria to support the choice of the suitable time for the payment of debt. Table 3 presents criteria found in this mapping study (sorted by category), as well as their definitions, and the papers that discussed each one.

Figure 2 shows criteria distribution over the investigated years. From this figure, we highlight two outcomes:

(i) *Debt impact on the project* and *Cost-Benefit* are the most explored criteria by the analyzed studies (both studies had 8 citations). Moreover, they appear nearly every years covered by this mapping. This may indicate that the biggest concern at the moment of decision-making on payment of a TD item is the impact and extra cost that a debt may cause on the project;

(ii) most criteria have clearly been not much explored. Five criteria were approached by two studies and other four only by one study. In this same sense, decision-making criteria were covered in less than 50% (17 from 38 papers) of the studies that focused on management of TD. This set of results indicates that these criteria need further investigation in order to improve their maturity.

#### 4.2 Types of TD Related to Decision-making Criteria (RQ2)

In order to answer this question, we identified types of TD that were discussed with regards to the decision-making criteria. Table 4 presents the relation between types of TD and criteria. We can see that although many types of TD had already been discussed in several researches, only Defect Debt and Design Debt were related to criteria. As different types of debt can bring different consequences to the software project, influencing what we need to consider when deciding if a debt should be paid and when, the lack of relation between other types of debt and decision criteria provides us the following open question: *“Are criteria independent of types of TD or there is some kind of influence between them?”*. We do not have evidences to answer this question. This gap needs to be explored by academics in further researches.

Table 3: Decision-making criteria.

Category	Criteria	Definition	Studies
Nature of the TD	Severity of the Debt	Debt items with high level of severity should be paid.	S1, S9
	Existence of workaround	The payment of debt items that have a workaround may be delayed.	S1, S14, S9
	Existence time of debt items in the project.	Debt items that are a long time in the project should be paid.	S9
	Localization of TD	If the debt is located in a resource that will change due to a development or maintenance activity, the software engineer should take advantage of the change to pay the debt.	S38
Customer	Visibility	The visible debt must be paid.	S5
	Analysis when the refactored part will be used	Pay debt items that are in widely used parts of the system.	S4, S33
	Debt impact on customer	Debt items that impact directly on the customer should be prioritized.	S1, S9
Effort	Debt impact on the project	Debt items that offer the greatest impact on the project should be paid.	S2, S3, S5, S8, S9, S1, S24, S38
	Scope of tests	Debt items with smaller scope of tests to validate their adjustment should be prioritized.	S1, S9
	Cost-Benefit	Debt items with good cost-benefit should be paid. If the cost of the debt is less than the cost of paying it off, the payment can be delayed.	S1, S14, S4, S10, S23, S9, S24, S28
	Effort to implement the proposed correction	Debt items that require less effort to be paid must be removed first.	S1, S3, S9
Project	Nature of the project	Debt items of critical projects must be paid quickly.	S11, S24
	Lifetime of the system	Debt items in projects that will be discontinued soon should not be paid.	S12, S14, S24
	Need of evolution of the system or features	Debt items of systems or modules that will stop evolving or is stable and will not be affected by future changes should not be paid.	S21

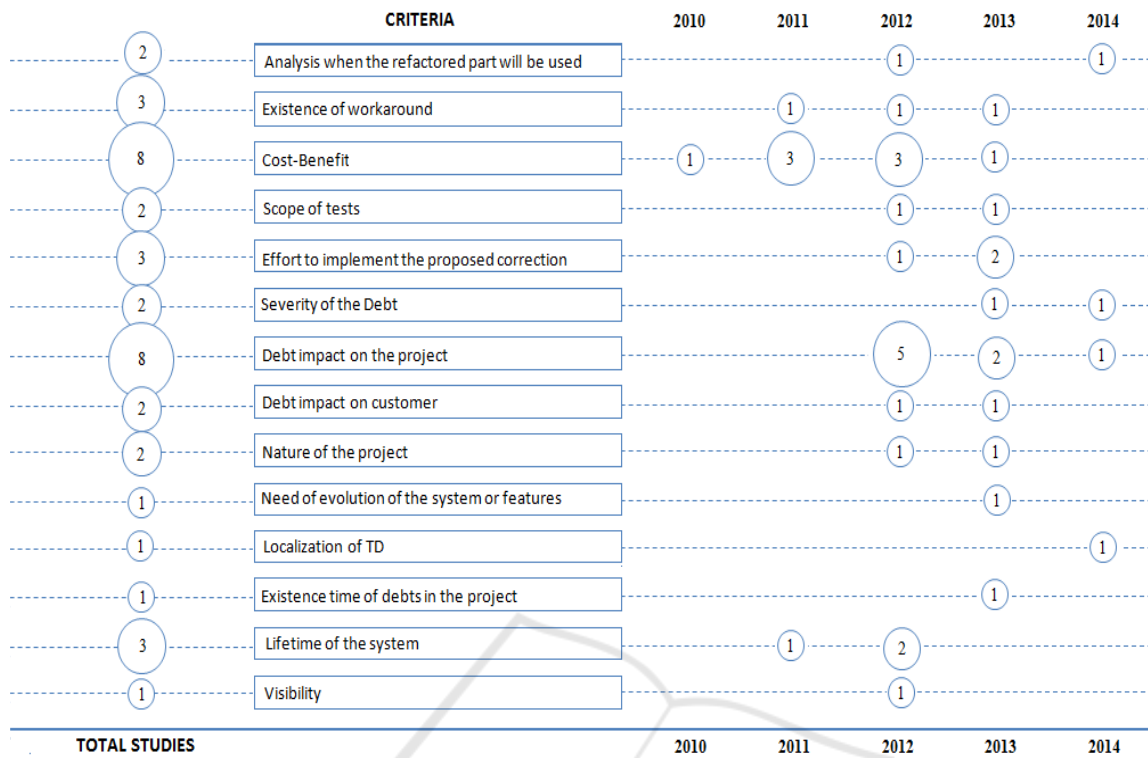


Figure 2: Criteria distribution over the investigated years.

### 4.3 Empirical Evaluations (RQ3)

We analyzed whether the papers investigated in this mapping study have conducted some type of empirical evaluation to validate the proposed criteria. Despite we identified different criteria in 17 papers, none of them has been evaluated through an empirical study.

According to Novais *et al.* (2013), empirical evaluation of technologies has increased significantly in the software engineering domain over the last years. However, we cannot observe this regarding studies that focus on decision-making criteria for the payment of TD. This implies that proposed criteria still require empirical investigation, so that their benefits and limitations can be known with increased confidence.

## 5 DISCUSSION

### 5.1 Implications for Practitioners and Researchers

The results of this mapping study point to the following implications for practitioners:

- We identified 14 decision criteria that can be used to decide and/or prioritize the payment of TD items incurred in software projects. After identifying TD items, developers can apply the criteria to each of them and decide on the payment of that item;
- We defined 4 categories to facilitate the understanding and using of the criteria: nature of TD, customer, effort, and project. Software engineers can use these categories in the initial phases of a strategy for managing the TD in their projects.

For researchers, the findings of this mapping study point to the following implications:

- Different criteria were mapped, however, we did not identified any empirical study to assess them. This indicates that the criteria still require evaluation, so that their benefits and limitations could be known;
- Although there are many types of TD, only two of them have been discussed with respect to decision-making criteria. Thus, the results were not conclusive as regards to the relation between decision criterion and types of TD. This gap needs to be further investigated.

Table 4: Relation between types of technical debt and decision criteria.

Types of TD	Criteria	Studies
Defect Debt	<ul style="list-style-type: none"> <li>- Severity of the Debt</li> <li>- Existence of workaround</li> <li>- Debt impact on customer</li> <li>- Debt impact on the project</li> <li>- Scope of tests</li> <li>- Cost-Benefit</li> <li>- Effort to implement the proposed correction</li> </ul>	S1, S16, S6
Design Debt	<ul style="list-style-type: none"> <li>- Debt impact on the project</li> <li>- Analysis when the refactored part will be used</li> <li>- Cost-Benefit</li> </ul>	S2, S4, S25

## 6 THREATS TO VALIDITY

Our study has some threats to validity. We present them below with the strategies for its mitigation.

**Selection Bias:** we selected each study based on the judgment of the inclusion and exclusion criteria. Thus, we cannot guarantee that all relevant primary studies were selected. With the intention of mitigate this threat, we discussed the study protocol among the researchers to guarantee a common understanding and searched the studies into the main digital libraries in our field.

**Data Extraction:** bias or problems on data extraction from selected studies can affect their classification. In order to reduce this bias, we discussed deeply the definitions of data items and the classification scheme.

**External Validity:** we carried out a systematic mapping study over studies published up 2014 that focused on TD management. This implies that we might have missed some relevant studies. Thus, we cannot generalize our conclusions for whole TD management approaches. However, our outcomes allow us to draw insights to guide further investigations.

## 7 CONCLUSIONS

The goal of this work was to conduct a systematic mapping study of the literature in order to identify criteria to support the decision on the payment of existent TD items in software systems. We focused on studies published up 2014 and selected 38 primary works that discuss TD management strategies.

The main contribution of this work was the identification of 14 decision criteria that can be used by development team to decide and/or prioritize the payment of TD items. In addition, we identified that only two types of TD were related to decision-making criteria. In this sense, we cannot recognize whether: (i) decision criteria are independent of types of TD, or (ii) there is some kind of influence between decision criteria and types of TD.

Considering evaluation methods, we identified that none of analyzed studies has performed any kind of empirical evaluation. This may indicate a low level of maturity of the decision-making criteria for payment of TD.

In general, the results provide some evidence and motivation for continuing to study decision criteria for TD payment. As future work, we will investigate the gaps identified in this mapping study. In particular, continuing to explore decision criteria in order to answer the following question: *Are criteria independent of types of TD or there is some kind of influence between them?* We also intend to work on the development of a TD management strategy based on the identified criteria and their combinations.

## ACKNOWLEDGEMENTS

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