

# Integrated Program Management Division Agile EV Working Group

4/14/15

**There are differences in managerial approach and lifecycle development in the application of Earned Value (EV) and Agile software development**

## Overview

**Focus on the application of EVM in an Agile development environment. The group works to advance the understanding and use of Agile and EV to increase the probability of program cost, schedule, and technical success.**

## Leadership



**Kathy Dailey**

**Co-Chair Open**

- **Forum to exchange views and information and provide guidance and direction for projects that use Agile development methodology and EVM**
- **Contribute to efforts defining optimal Agile/EV practices**
- **Highlight successes and failures and provide a information on the use of Agile and EV**
- **Current subgroups include Data Dictionary, WBS/IMS, Change Management & Data Analysis**
- **Guide describing the application of EVMS in an Agile development environment in subgroup areas**
- **Guidance will be released in interest areas as available**

- **Participation is voluntary and open to representatives from industry, government and academia**
- **Members expected to actively participate in working group**
- **Cost of participation responsibility of participants and/or their sponsoring organizations**

# Objectives

- **Contribute to efforts defining optimal Agile/EV practices**
- **Highlight successes and failures and provide a information on the use of Agile and EV**
- **Provide guidance on the use of Agile and EV**

- **Current**
  - Data Dictionary
  - WBS/IMS
  - Change Management
  - Data Analysis
- **Proposed**
  - Estimating
  - Acquisition Data

# Data Dictionary Subgroup Objective

To produce an EVM Agile data dictionary and thesaurus of Agile terms and rationale that will create a common vernacular and a method to harmoniously blend EVM and Agile project management practices.

# Data Dictionary Subgroup Members

- **Heidi Crookston – Subgroup Lead**
- **David Bulkin**
- **Matthew Kennedy**
- **Amy Martz**
- **Larry Mattivi**
- **Leo Rodriguez**
- **Dave Scott**
- **Bob Ternes**
- **Dave Tervenon**
- **Jeffery Thomas**
- **Robin Yeman**



# Data Dictionary Activities

## Completed Activities

- Identified common EVM Agile terms based on industry definitions
- Defined rationale for the identified common terms
- Drafted the Data Dictionary and identified common terms and rationale
- Peer reviewed draft copy of Data Dictionary and consolidated peer review responses (86 comment items)

## Work in Progress with est. schedule

- Dispositioning comments from peer review feedback with target completion of dispositioning of comments
- Update definition for major and minor comment dispositions
- Submit Data Dictionary for group peer review
- Update Whitepaper and publish Data Dictionary

# Data Dictionary Status

- **Sub-team and other representatives from teams whom submitted comments are meeting twice a week to disposition comments from peer review feedback. Team has disposition 71/86 with a target completion date of 4/24.**
- **We will be assessing the major and minor rewrites and assigning them among team to update and bring back to sub-team for review. Target completion date is 5/8.**
- **Submit updated Data Dictionary for larger group peer review 5/13**
- **Update Whitepaper and publish Data Dictionary 5/29**

**“To define industry best practices around work breakdown structure establishment and maintenance that incorporates both EVM and Agile practices. These best practices will be based on a set of defined standards and/or models, and will be generic enough to apply across different product types and scale to different contract sizes. Further, recommendations on the scope of application of such an Agile/EVM blended WBS will be supplied in terms of life cycle, program size (very large), or product types, as needed.”**

# WBS/IMS Subgroup Members

- **AnnMarie Oien – Subgroup Lead**
- **Juana Collymore**
- **Heidi Crookston**
- **Greg Davis**
- **Bob Eisenberg**
- **Renee Frazier**
- **Dennis Hall**
- **Melissa Slaughter**
- **Jim Taylor**
- **Brian Valenti**
- **Robin Yeman**

# WBS/IMS Activities

- **Met with Neil Albert to discuss Agile compatibility for the MIL STD 881-C WBS structures; determined possible with terminology clarification (e.g., “release” as a timeboxed program increment demo to customer, vs major software delivery to customer)**
- **Assigned co-authors to six sections in template (see below)**
- **Three overall reviewers assigned**
- **Meeting weekly to review progress**
- **Duplications/gaps with other working groups will be addressed periodically**

**WBS and IMP/IMS Overall Reviewers are Melissa Slaughter, Heidi Crookston & Jim Taylor**

- 1. Introduction: The Blended Approach – Rob Eisenberg/AMO & Robin Yeman**
- 2. WBS – Rob and Dennis**
- 3. IMP & IMS – Brian Valenti/Renee Frazier & Robin Yeman**
- 4. Control Accounts & Work Packages – Greg Davis & Jim Duffy**
- 5. Performance Measurement -- AMO & Renee Frazier**
- 6. References – Dennis Hall & AMO**

# WBS/IMS Status

- **Rough drafts for each section have been completed**
- **Co-authors continue to work sections**
- **Plan to have first complete draft ready for WBS/IMS group overall review by April 8<sup>th</sup>**

**“Best Practice paper recommendations formulated on managing baseline changes for Agile Software Development programs that have a contractual Earned Value Management requirement”**

- **Howard Leibowitz – Subgroup Lead**
- **Ivan Bembers**
- **Singi DeSilva**
- **Amy Martz**
- **Jessica Kaspari**
- **Andrea Nibert**
- **Barbara Phillips**
- **Ron Terbush**
- **Pam Walter**



# Managing Change Activities

- **Begin with existing workflow framework**
  - Presentation of LM Workflow already established
  - Vetting workflow against industry best practices
  - Brainstorming discussions
- **Table best practices**
  - List scenarios
  - Propose if considered a baseline change
  - List “what” actions for scenario should be addressed (flexible for varied workflows)
- **Present Paper recommendations**
  - Draft paper
  - Final paper

# Managing Change Status

- **Team and meeting dates established**
  - Kickoff meeting occurred March 2<sup>nd</sup> 2015
  - Follow on meetings every two weeks as one hour noon session
- **Scope defined**
  - Decision to focus on “Budget” changes only
  - Decision to focus on “Development Software Changes” only
    - *Due to the nature of Change encompassing a large undertaking, narrowed down scope to achievable milestone. Once this is accomplished, can vet tackling other areas of “Change”*
- **Configuration management established**
  - Meeting minute notes established in the NDIA folder
  - In process working files established in SharePoint file for team
- **Modeling in process**
  - Existing framework from LM presented and vetted
  - Matrix established for presenting industry assumptions and scenarios

# Data Analysis Subgroup Objective

**Analyze information from site visits, industry briefs, and available research material to create recommended best practices and guidelines for organizations with Agile and Earned Value Requirements.**

# Data Analysis Subgroup Members

- **Kevin McKenna– Subgroup Lead**
- **Jason Kautz**
- **Gordon Kranz**
- **Jennifer Leotta**
- **Audrey Mahoney**
- **Julianne Miller**
- **Scott Rummel**
- **Tom Shanahan**

# Data Analysis Activities

- **Identified several types of source documentation we should analyze.**
- **Identified several trends/topics/themes around which we'll focus our analysis efforts.**
- **Discussing how to aggregate and compile the group's analyses.**
- **Discussing a potential format for an end-product/deliverable.**

# Data Analysis Status

- **Two meetings have been held to establish group objectives and to collaborate around our initial efforts**
  - March 19
  - April 9
- **CM Established**
  - Meeting agendas and minutes have been posted on a shared site
  - A central repository has been established to contain all the source documentation for analyses.
- **Initial analyses have begun**

# Questions???