

Integrated Program Management Division Agile EV Panel

8/25/15





Background

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





Agile/EV Working Group

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

Chair - Kathy Dailey WBS/IMS Subgroup Lead – AnnMarie Oien Data Dictionary Subgroup Lead – Heidi Crookston Change Management Subgroup Lead – Howard Leibowitz Data Analysis Subgroup Lead – Kevin McKenna

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- 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



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





Today's Representatives

• Current

- Data Dictionary Amy Martz, Raytheon
- WBS/IMS AnnMarie Oien, Lockheed Martin
- Change Management Andrea Nibert, Leidos





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



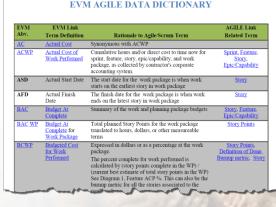


Data Dictionary Subgroup Status

<u>Objectives</u>:

Produce an EVM Agile data dictionary and thesaurus of Agile terms to harmoniously blend EVM and Agile project management practices. Produce diagrams that will visually aid to further help with the understanding based on the data dictionary identified integration points.

- <u>Achieved</u>: Data Dictionary is baselined, released and under change control
- <u>Release plan near term</u>: Anticipate broader release to PARCA/Government baselined, releases and under change control.
- <u>Management longer term</u>: Will become part of the NDIA IPMD Agile/Earned Value Guide.



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WBS/IMS Subgroup Members

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





WBS/IMS Status

- <u>Objective</u>: To define industry best practices around work breakdown structure establishment and maintenance that incorporates both EVM and Agile practices.
- <u>Achieved</u>: Completed 25 page document July 14th 2015
- <u>Release plan near term</u>: Anticipate broader release to PARCA/Government and NDIA IPMD communities shortly
- <u>Management longer term</u>: Will become part of the NDIA IPMD Agile/Earned Value Guide.

	Contents	
Earned Value Management for Agile Programs: Industry Best Practices	Earned Value Management for Agile Programs: Industry Best Practices	
	Introduction: EVM for Agile Programs	
	Agile Project Planning	3
	Agile EVM Performance Measurement Baseline	
	The Work Breakdown Structure	7
	IMP (Integrated Master Plan)	
	IMS (Integrated Master Schedule)	
	Structures for Performance Measurement	
	Control Account Plan	
	Aligning Agile Progress Metrics with Earned Value Reporting Levels	
Guidance on Agile implementation on EVMS-applicable programs drawing from lessons learned	Computing & Reporting Earned Value Performance	
and best practices	Feature Cost/Risk to be considered when establishing baseline	
	When do you take credit for a story?	
Authored by members of the National Defense Industry Association Integrated Program Management Division (NDIA (PMD) Agile EVM Working Group	Variance from the Baseline: Examples with Agile EVM	
	How to use Agile metrics to forecast ETC/EAC?	
Management bivision (NDIX 11 MD) Agile EVM Working Group	Managing Baseline Change on Agile Programs	
	References	
Revision Date: 14 th July 2015	Appendix A: EVM and Agile Data Dictionary	
	Appendix B: Examples of Agile EVM Progress Tracking Charts	



Managing Change Subgroup Members

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





Managing Change Status

- <u>Objective</u>: Best Practice paper recommendations formulated on managing baseline changes for Agile Software Development programs that have Earned Value Management requirements.
- <u>Achieved</u>: Completed document August 17
- <u>Release plan near term</u>: Anticipate broader release to PARCA/Government and NDIA IPMD communities shortly
- <u>Management longer term</u>: Will become part of the NDIA IPMD Agile/Earned Value Guide.





Questions???



