

NDIA Integrated Program Management Division

Agile Guide Summary

Kathy Dailey

AnnMarie Oien

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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

Co-Chair - Kathy Dailey

Co-Chair – AnnMarie Oien

Subgroup Leads:

WBS/IMS – AnnMarie Oien

Data Dictionary – Amy Martz

Change Management – Howard Leibowitz

Data Analysis – Scott Rummel

Contracting – Andrea Nibert

Strategic – Gordon Kranz

- **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 and 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**

Agile/EV Working Group Milestones

- Oct 2014 – Working Group Chartered
- 2015 – Subgroups Formed, Drafts Developed/Reviewed
- Dec 7, 2015 – Version 1 Draft Released for 30 Day Comment Period
- Jan 19th – Last Comments Accepted (other comments saved for future versions)
- Jan – Mar Comments Reviewed/Adjudicated
- Mar 11 – Version 1 Released for Vote
- April 13 – Version 1 Vote Today
- 2017 - Next Version

Annual Business Rhythm

NDIA IPMD Board

NDIA IPMD Meetings
Review new Guide

January



Review X

April



Publication
Vote on
Version X

July



We are here



October



Agile EVM Working Group

Working Group Coordination
Subgroup new material generation
Subgroup review community inputs



Confirm
new/existing
subgroups

Generate X.X

Refine
Draft
X.X

Disposition
Inputs X.X

Review
Draft
X.X

EVM & Agile Cognizance

NDIA Community

Review draft, provide updates/additions input
Cognizance of latest EVM & Agile practices

Rules of Engagement

OBJECTIVE: Provide tool-agnostic summary guidance and references for EVMS programs engaging Agile. Maintain Guide quality by following Version update protocol that represents multiple practitioner perspectives.

- Subgroups follow annual business rhythm and report out quarterly
- Subgroups have at least 4 members that regularly communicate
- Topic Subgroups provide new material for the upcoming Version, assess inputs, and maintain a product backlog for the next Version
- Strategic Subgroup develops and maintains a strategic roadmap, considering the Agile and EVM Industry and Government landscape, for potential inputs and updates to the NDIA IPMD Guide in the 2-5 year time frame
- To be incorporated into the next Version of the NDIA IPMD Guide, updates/additions must be vetted by:
 - The relevant NDIA IPMD Agile EVM subgroup
 - The other subgroups and co-chairs
 - And, via a standard comments/inputs excel template, by the NDIA IPMD community, given disposition by the relevant subgroup and other subgroup leads, co-chairs

WBS/IMS Subgroup Objective/Members

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.

- **AnnMarie Oien – Subgroup Lead**
- **Melissa Slaughter**
- **Rob Eisenberg**
- **Renee Frazier**
- **Ron Terbush**
- **Brian Valenti**
- **Jim Duffy**

WBS/IMS Version 1.1 Activities/Status

- April 2016 – Requested ideas for potential updates for Version 1.1, based on Version 1 comments and released PARCA Desktop Guide for Program Managers
- May 2016 – Updated WBS/IMS Subgroup Roster
- June 2016 – Defined what updates to Version 1.1 would be made
- July 2016 – Drafted update material
- ~August 2016 – Revise material with other subgroup inputs
- ~September 2016 -- release to community for inputs

Data Dictionary Subgroup Objective/Members

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

- **Amy Martz – Subgroup Lead**
- **David Tervonen**
- **David Scott**
- **Larry Mattivi**
- **Andrew Uhlig**

Data Dictionary Version 1.1 Activities/Status

- May 2016 - Subgroup members kicked off to:
 1. Evaluate comments received for potential updates to include in Version 1.1
 2. Review PARCA's Agile and EVM Desktop Guide for Program Managers to insure consistency within Appendix A (EVM/Agile Dictionary) in the NDIA Industry Practice Guide for Agile on EVM Programs
- June 2016 –
 1. Updated the Data Dictionary Subgroup Roster
 2. Completed the review/evaluation of the data dictionary comments received for potential updates to include in Version 1.1

Data Dictionary Version 1.1 Activities/Status

- June 2016 – cont'd.
 3. Completed review of the PARCA's Agile and EVM Desktop Guide for PMs and determined that our subgroup will be recommending one change to the NDIA Agile/EVM Industry Practice Guide EVM/Agile Data Dictionary to expand on the definition for the agile term *Feature* to incorporate the fact that all features should have clearly defined objective technical completion criteria
- August 2016 –
 1. Defined Data Dictionary subgroup proposed updates to Version 1.1 and forwarded to Subgroup leads for review/input
- ~September 2016 – release proposed updates to Version 1.1 to community for inputs

Change Management Subgroup Objective/Members

- **“To Provide guidance on managing baseline changes for programs following Agile Software Development methodology while providing program scenarios for baseline changes and forecast changes that illustrate Earned Value PMB actions along with agile Product Backlog actions and the relationship between the two**

- **Howard Leibowitz – Subgroup Lead**
- **Ron Terbush**
- **Andrea Nibert**
- **Barbara Phillips**

- **Pamela Walter**
- **Kimberly Davis**
- **Jessica Kaspari**
- **Amy Martz**
- **Ivan Bembers**

Change Management Version 1.1 Activities/Status

- Requested ideas for potential updates for Version 1.1, based on Version 1 comments and released PARCA Desktop Guide for Program Managers
- Updated Change Mgmt. Subgroup Roster
- Discussed disposition matrix as it related to change management regarding 1.0 suggestions from industry/government comments
- Vetted ideas with strategic subgroup participation for future ideas beyond 1.1 based on due dates for next release.
- Recommended update to Section for clarification of Freeze Period in next version that the breakout of Planning Packages is not bounded by the Freeze Period

Data Analysis Subgroup Objective/Members

To define industry best practices for Data Analysis for AGILE based software develop efforts on DoD/USG contracts. In this application of AGILE Scrum principles, scope is much less variable than customary commercial applications.

- **Scott Rummel – Subgroup Lead**
- **Kevin McKenna**
- **Andrea Nibert**
- **Audrey Mahoney**
- **Paul Bolinger**
- **Daniela Silitra**
- **Glen Alleman**
- **David Teveron**
- **Justin Sloan**
- **Renee Frazier**
- **David Narcum**
- **James Duffy**

Data Analysis Version 1.1 Activities/Status

- May 2016 - Developed and released an AGILE Data Analysis survey to members of the NDIA mailing list
- July – Evaluating responses (Small Sample)
- Sep – Incorporating survey results into draft update to AGILE document
- Oct – Plan to route draft updates for review to WG sub teams
- Nov – Plan to submit document updates for V1.1

Contracting Subgroup Objective/Members

“To define industry best practices around contracting for working software / product over comprehensive documentation.” These best practices will consider navigating the FAR, Regulatory Policy and Funding Laws. Further, recommendations will be made for updates to RFP language, the “agile” SOW, appropriate solicitation Q&A, a refined set of CDRLs and the level of detail required in a proposal IMP / IMS.

- **Andrea Nibert – Subgroup Lead**
- **Marilyn Buckelew**
- **Crystal Glenn**
- **Maya Jackson**
- **Glen Krogh**
- **Keith Nicholson**
- **Justin Rogers**
- **Michael Pelkey**

Contracting Version 1.1 Activities/Status

- Establish backlog – still growing
- Prioritize backlog
- Distinguish between RFP and Contract Start-up Execution
- Expanded outline by October 2016
- First draft of guidance by December 2016, for internal sub-working group distribution
- Guidance documented for broader community distribution by August 2017

Strategic Subgroup Objective/Members

Charter

To develop a roadmap and product backlog for facilitating future content development and decisions by the NDIA / EVM Agile chairs; The strategic group will identify and document new ideas beyond version 1.1.

Members

- Gordon Kranz – Sub-group Lead
- Ron Terbush
- Paul Bollinger
- Benito Veguilla
- Renee Frazier

Work Products

- 1) Coordinate with other sub-groups to document their respective 3 month vision;
- 2) Create a Strategic Roadmap for approval by the overall group
- 3) Establish and maintain a strategic backlog for use by the overall group's decision makers.

Strategic Subgroup Activities/Status

- May 2016 – Inaugural meeting (telecom)
- June 2016 – Established list of work products for the group
- July 2016 – Drafted initial versions of the three work products
- August 2016 – Updated work products and briefed the Agle EVM chairs.
- ~September 2016 -- release to community for inputs

What's Next

- NDIA Requires Review/Update of Publications at Least Once Every Three Years
- Agile/EV Community Experiencing Many Changes
- IPMD Agile/EV Working Group Committed to Yearly Publications Until Environment Stabilizes
- Next Version will Released for Review in Dec 2016 with 30 Day Comment Period
- Version 1.1 will Be Republished by Mar 2017 for April 2017 Vote