

**NDIA IPMD**  
**Virtual Winter 2022 IPMD Meeting**

**AGILE COMMITTEE**  
**WORKING GROUP BREAKOUT**  
**SESSION**

## Overview / Mission

Focus on the application of Program Performance Management (PPM) best practices, including EVM, in an Agile development environment.  
Advance the understanding of Agile as it relates to PPM/EV to increase the probability of program cost, schedule, and technical success.

## Leadership

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### Objectives:

- Forum to exchange information and provide performance management guidance for projects that use Agile development methodology, including EVM
- Current Publication:
  - “An Industry Practice Guide for Agile on Earned Value Management Programs” Version 1.3 - Created to address challenges to EVM on programs implementing agile development techniques
- Current Training Presentations:
  - **Agile Framework Overview:** An overview of Agile’s essential characteristics and why Agile is the right approach to meet current-day security threats faced by the warfighter.
  - **An Industry Practice Guide for Agile on EVM Programs:** Overview of the guidebook content and concepts
  - During Conference Sessions conduct a **live Agile Planning Session** with a Schedule update

- **Current Activities**

- GAO Agile Guide Comments (completed September 2021)
- Mandatory three-year review cycle for all guides – Revision 1.3 published May 2019
- System Engineering White Paper
- NDIA System Engineering Division Collaboration
- Carnegie Mellon Software Engineering Institute Collaboration

- **Information Exchange: Current Agile Challenges**

- **Information Exchange: Guide Update Hot Topics**

- **Agile Committee Link (for reference)**

<https://www.ndia.org/divisions/ipmd/committees/agile>

# Information Exchange: Current Agile Challenges **NDIA**

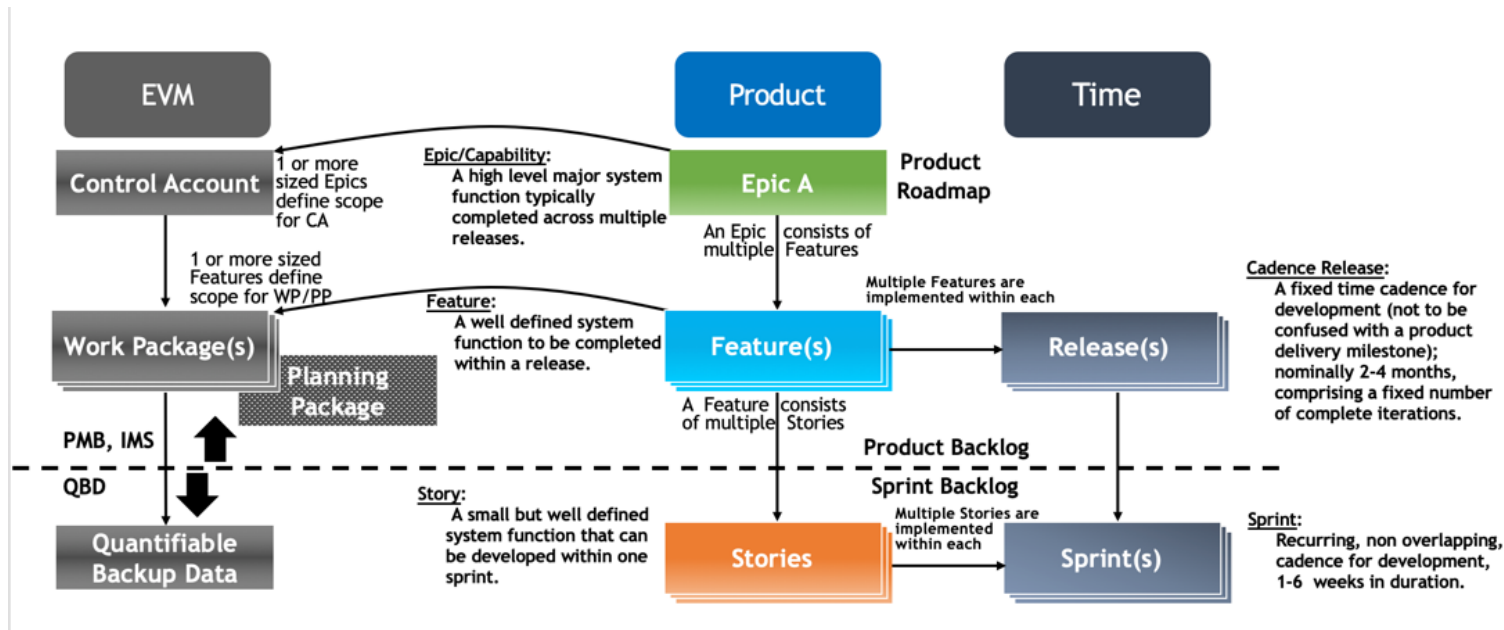
## List:

- **Align EVM data source with the agile tool (consistent data story) (vertical traceability from the EVM data set into the agile tool) % complete**
- **PM role and the DEV lead role. While requirements analysis is running, what is the DEV Lead role? (PM / Scrum / Dev Lead)**
- **aligning the PI planning to the EVM business rhythm**
- **Stakeholder pushback - if the current waterfall method does not work , what will agile do for me**
- **Program Planning Role – integrate the functional role in the agile process**
- **Increment planning and freeze period**
- **Challenge: Assertion that Agile Roadmaps replace the need for a schedule (IMS)**
- **How about SRA's and Critical Paths that are longer than current PI or PI+2?**
- **Scope is planned but can move from sprint to sprint if stories aren't completed or completed early. Tracking sprints in the IMS doesn't show completion of scope, just a passage of time**

- **Clarification of Terms**
  - Never intended for literal interpretation, apply to any specific implementation
  - Never intended to train Agile or EVM (readers require an understanding agile and EVM)
- **Definition of a Work Package**
  - Scope, Schedule, Budget, Entrance / Exit Criteria, EVT
- **QBD is not an EVT**
- **QBD is under configuration control**
  - Stories are the how, not the scope
  - Stories will change
  - Sprint Cadence shorter than Freeze Period

# Quick Reference

- Alignment of EVMS to Agile Hierarchy



- Agile Implementation Input Checklist (before EVM Solution)

- ✓ Product Backlog (including Agile Hierarchy)
- ✓ Product Roadmap
- ✓ Agile Cadence
- ✓ Definition of Done
- ✓ Deployment or Promote to Production Plan
- ✓ Iterative Testing Approach
- ✓ Agile Metrics Identified