



PARCA

EVM and Agile in DoD

Mr. John McGregor
PARCA Deputy Director for EVM



► Topics to be Discussed

- PARCA
- Current DoD EVM and Agile Guide
- Discussion on Future

Director, Performance Assessments and Root Cause Analyses (PARCA)

Mr. Gary R. Bliss

**OSD EVM
Policy Holder**

**Nunn
McCurdy
Breach
Analysis**

**Program
Assessments
and DAES
Selection**

Analysis Team

Mr. John McGregor

**Deputy Director for
Earned Value
Management**

Mr. Dave Cadman

**Deputy Director for
Root Cause Analyses**

Dr. Peter Eggan

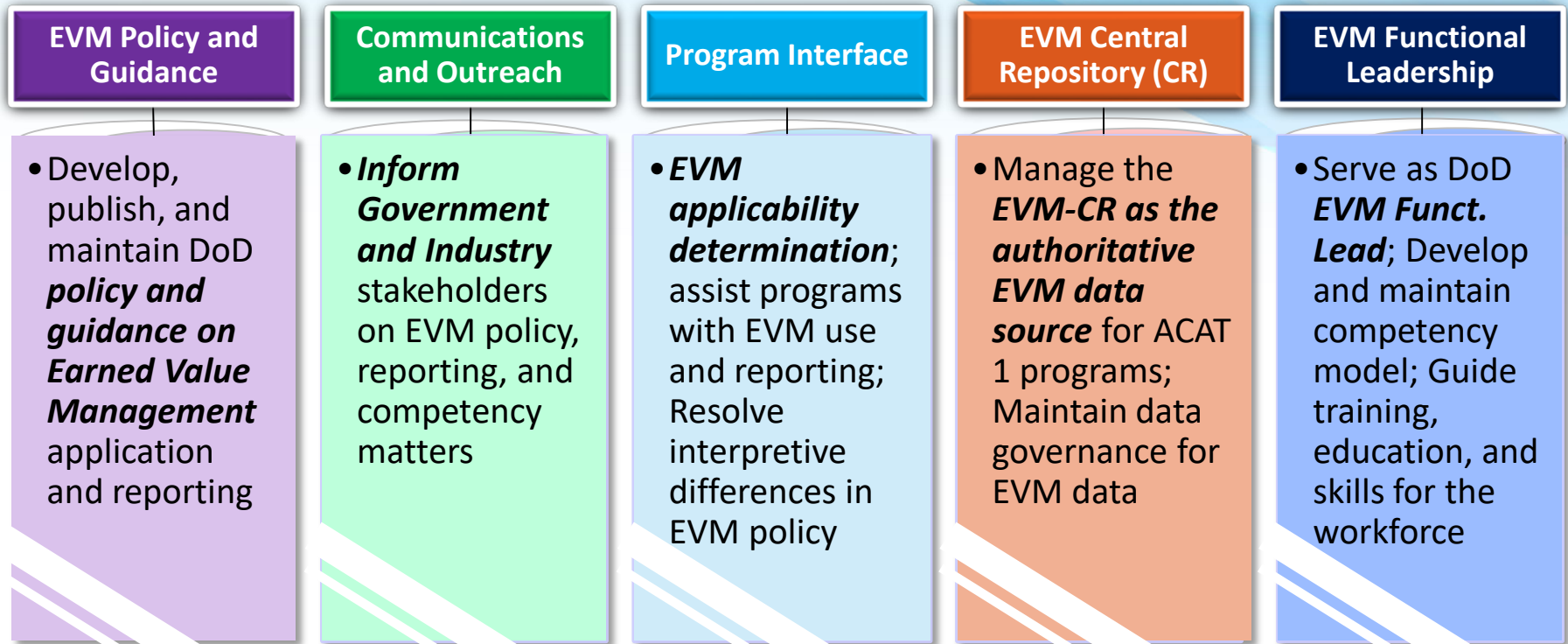
**Deputy Director for
Performance
Assessments**

Dr. Danny Davis

**Deputy Director for
Acquisition Policy
Analysis Center**

***PARCA was brought into existence via the reforms in the
Weapon Systems Acquisition Reform Act (WSARA) of 2009***

EVM, as a management discipline for making decisions, depends on governing the entire EVM value stream from Contractor to Government analyst



“To be successful, EVM practices and competencies must be integrated into the program manager’s acquisition planning and execution processes”

- PARCA Authorities Memo, Aug 2011

► Strategic partnerships across the EVM Value Stream

*PARCA works
across DoD
Services/Agencies,
Federal Agencies,
and Industry*



***Working to facilitate the effectiveness of EVM for joint
situational awareness and program decision making***



DoD Agile and EVM PM Desk Guide

Recent Update

- ▶ **OMB has recognized that Agile and EVM complement each other and co-exist**

“EVM is not tied to any specific development methodology and does not prevent the use of other risk management techniques such as agile development. EVM and agile development are complementary and can be used on the same project. Agile development can be used to incrementally deliver functionality to the customer while EVM provides a standard method for measuring progress”

▶ A resource for DoD personnel who encounter programs on which Agile philosophies and Earned Value Management are applied

1. Agile and EVMS System Compliance



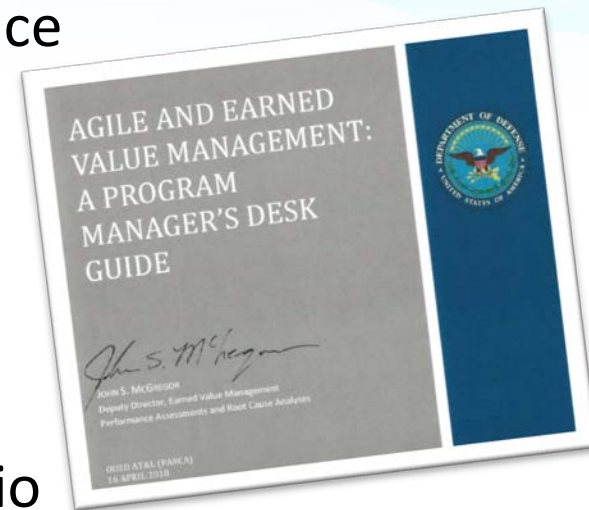
2. Integrated Baseline Review



3. Reports, Metrics, and Analysis



➤ Appendix: Agile and EVM Scenario



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EVM and Agile work together

► **Emphasis on incremental process**

- Traditional Rolling Wave planning
- Agile Release or Program Increment Planning

► **Incremental Process is natural part of program execution**

- IBR Preparation – Joint Training
- Management Processes – Pulling Thread from WBS through Agile Product Backlog to establish common understanding of plan and risk
- PMB Assessment – Every planning increment establish joint agreement on plan going forward

► Understanding of EVM & Agile Metrics

- Overview of typical Agile metrics and how they are used
- Agile metrics relationship to EVM metrics and analysis
 - BCWS, BCWP, ACWP, CV, SV, CPI, SPI, TCPI
- Using a **sample scenario** to show side by side examples of what the Agile and EVM metrics might look like over a series of four sprints
- Highlight the use of Agile metrics to track progress and to support forecasting



**Are there any
Agile and EVM
questions?**

WHAT'S NEXT?

DoD Agile and EVM Discussion: What Next?

- ▶ Contracting for EVM and Agile
 - RFP Development?
 - Declaration of development methodology?
 - Deliverables?



Anything Else?

► EVM and Agile DID - Reporting

- Should there be one?
- What should be in it?
- Who should own it?



- ▶ Other thoughts on new sections to add?
 - EAC's?
 - Schedule?
 - Other considerations?



Anything Else?

Questions Contact Us

PARCA EVM Website:
<http://www.acq.osd.mil/evm/>

PARCA EVM Email:
osd.dodevm@mail.mil

PARCA AEP Program

PARCA Acquisition Exchange Program (AEP) provides a unique career-development experience for high-caliber Government civilians or military personnel interested in acquisition and/or EVM.

<http://www.acq.osd.mil/evm/aep.program.html>

Back-up Just in Case

- ▶ Overview of typical Agile reports, metrics, and analysis
 - Delivered functionality metrics such as velocity, product burn-down, release burn-up, and capability progress measures
 - Understanding work in progress using a cumulative flow diagram (i.e. lead time, response time, cycle time)
- ▶ Agile metrics and their relationship to EVM metrics (i.e. BCWS, BCWP, ACWP)
- ▶ Comparison of Agile and EVM status charts using an example data trace from the product backlog, through a Sprint status sheet, to the IMS
- ▶ Resources for additional information on Agile metrics

- ▶ Overview of emphasis on incremental process
 - Traditional Rolling Wave planning
 - Agile Release or Program Increment Planning
- ▶ Incremental Process is natural part of program execution
 - IBR Preparation and training – Will include Agile development familiarization training to ensure all parties have a mutual understanding of the Agile processes being used on the program
 - IBR Execution – Should be consistent with the nature of the Agile planning processes
 - The Performance Management Baseline assessment – Will review additional artifacts and linkages between the Agile technical execution process and the EVM performance management system
 - Management Processes – The evaluation of the management processes will need to include a review of the Agile development processes and metrics that will support program decision making

- ▶ Scenario describes one method of how Agile can underpin EVM progress in support of tracking program cost and schedule status and metrics
 - The scenario is a generic SW program implementing an Agile development process
 - The scenario has defined a single product Release which is tracked using Earned Value
 - Shows alignment of EVM WBS elements to the Agile products hierarchy