



DCMA

Agile Development and EVMS

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Agile Programming

WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.



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THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.



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I'M GLAD IT HAS A NAME.

THAT WAS YOUR TRAINING.



Agile and contract oversight

- **SEAM Center on Agile development**
 - Methodology will drive increases in DCMA oversight frequency
 - Proportional to increase in development tempo
 - Software development outputs do not align with current acquisition framework
- **Agile in the EVMS environment**
 - Contractor EV system processes do not incorporate agile implementation
 - Agile outputs may address EVMS requirements despite not aligning with historical EVMS documentation
 - Agile processes need to be defined within construct of EVMS

Common Agile framework needs to be developed for consistent oversight within the DOD construct

- **Contractors use varying methods to implement their EVMS**
- **Contractors use varying methods to implement Agile in the execution of their contract**
- **Agile execution on a contract with an EVMS requirement**
 - How does the contractor's processes/documents integrate agile and EVMS into contract execution
 - What products within the contractor agile execution are common to EVMS processes

Reconciling Agile and EVMS

Guidelines

- GL01: Program Structure
 - Aligning WBS structure to program execution
- GL06: Program Schedule
 - Vertical integration of Agile toolsets
- GL08: Scope and Baseline Development
 - Alignment of costs to program segments
- GL10: Progress Measurement
 - Quantifiable back-up data
- GL29: Baseline Configuration Control
 - Bartered scope / detailed scope execution

Management Controls

- Standardized development processes
- How does the contractor's processes/documents integrate agile into EVMS
- What products within the contractor agile execution can be used to support the demonstration of EVMS compliance

Agile / EVMS working group has made significant progress to address common principles

- **GL01 Establish a program structure to measure performance**
 - **What we need ...**
 - A clear mapping of the lowest level system requirements to C/A or WPs
 - **Industry / working group feedback ...**
 - Lowest level system requirements (Product Backlog) mapped to C/A and work packages
 - Requirements (i.e. Product Backlog Capabilities and Features) identified and aligned within WBS dictionary

- **GL06 Provide a time-phased plan to complete technical scope**
 - **What we need ...**
 - Schedule & logic must represent technical accomplishment within release
 - **Industry / working group feedback ...**
 - Develop schedules focused on features and assigned to Program Releases
 - Schedule captures the feature and technical accomplishments on a per release cycle or Program Release

- **GL08 Establish and maintain a time phased budget baseline**
 - **What we need ...**
 - Clear definition of system requirements below the contract SOW
 - Program plan on how requirements align within the EVM structure
 - **Industry / working group feedback ...**
 - Requirements (i.e. Product Backlog Capabilities and Features) define the EVM structure
 - Lower level planning: software requirements trace to the WBS plan via their respective features
 - Baseline budget is defined for CA and WPs using Capability and Feature estimates

- **GL10 Measuring progress against the baseline plan**
 - **What we need ...**
 - Fixed assessment of performance against the established baseline
 - A QBD which represents technical completion
 - **Industry / working group feedback ...**
 - The QBD represents technical completion of story (main area which is still under discussion within the group)
 - Performance is assessed against the established baseline

- **GL29 Reconcile changes to the budget baseline**
 - **What we need ...**
 - Traceability of changes to fungible elements of content (scope/budget)
 - **Industry / working group feedback ...**
 - Customer established objectives are expected to change over time based on knowledge, need and priority
 - Goal for agile EVM is to accommodate this expected change without impacting the PMB (area which will require further discussion on documentation)
 - Any change to the PMB, which includes technical changes as well as cost & schedule must be controlled in some fashion.
 - Customer and the contractor need to maintain a good faith relationship when negotiating issues of “scope” in response to new knowledge and desired change.
 - Swap of equivalent scope, Scope Creep (up or down)

- **Contractor EV system processes need to be codified to incorporate agile implementation**
- **Common agile framework needs to be developed for consistent oversight within the DOD construct across all functions**
- **Agile / EVMS working group has made significant progress establishing a common understanding the goals of agile management in the construct of regulatory requirements**
- **Further effort is needed especially in progress measurement and baseline configuration control**