



Agile Roadmap Outbrief Integrated Program Management



Roadmap – Agile Value and Influence

- **How does Agile influence your topic area?**

- **Benefits and Value**

- Rapid decision making
- Schedule-real time performance information
- Metrics-real time progress information
- Integrated aligned User, Acquirer and Developer
- Risk reduction through early identification
- Cost avoidance
- Added User satisfaction

- **Opportunities**

- Technical progress to cost and schedule
- Stable ongoing integrated teams
- Augmenting EV performance metrics with Agile metrics

- **Challenges**

- Resource availability of User, Acquirer and Developer
- Right people, right time
- Stable ongoing integrated teams
- Forecasting cost to complete
- How connected must Agile and EV be in terms of cost, schedule and performance

Agile Development methodology is expanding across industry. Program Management needs to be prepared



Roadmap – Agile Adoption

- **How does your area adapt to Agile?**
 - Streamlining of acquisition process
 - Delegate decision authority
 - Incremental reviews vs. Gate reviews (PDR/CDR)
 - Developmental timing of Platform testing
 - Apply to hardware and software
 - Change management
 - What constitutes a contract change
 - Requirements definition including flexible objectives
 - Empower teams to implement change
 - Document change rapidly
 - Customer involvement
 - Continuous and collaborative and integrated
 - Product owner acts on behalf of the Government

Empower teams to make decisions and define the appropriate level of oversight.



Roadmap – Agile Adoption Continued

- **How does your area adapt to Agile (continued)?**
 - **Contract type, language, and incentives**
 - **Use sections L & M to incentivize competition to provide best value for management insight transparency for customer access to agile tool metrics for analysis**
 - **Include in Acquisition Strategies and RFP language how program intends to use agile**
 - **Effects on reporting or reporting requirements (CDRLs, metrics, IMS, etc.)**
 - **Leverage contractors Agile artifacts to assist in performing oversight**
 - **Early engagement by Government to understand program business rhythms, business construct, and performance management methods**
 - **Risk management**
 - **No change**
 - **Culture change**
 - **Government and contractor need to come together**
 - **Overcoming the legacy of non-transparency**

Transparency and collaboration are critical to program success.



Roadmap – Policy and Guidance

- **Should policy or guidance be created or changed?**
 - Review EVM SIG to ensure it fits the Agile process
 - Update IPMR Guide?
 - Develop an Agile IPM Guide?
 - Include all stakeholders
 - Disseminate early to stakeholders through www
 - Identify opportunities for guidance supporting pre-award, PAOC, and IBR for incentivizing and evaluating the life cycle development approach aligned and integrated with program management
 - Statement in Agile IPM Guide and/or DoDI 5000.02 prior to MS C consider Agile in development of contract PWS, L &M and ACQ STRAT

Agile process fits within current policy.



Roadmap – Workforce

- **How should the Government and contractor workforce be trained or introduced to Agile?**
 - **DAU curriculum updates / courses / training**
 - Incorporate Agile under PMT and EVM course curriculum
 - **Service / Contractor / Area-specific training**
 - Alter PARCA outreach message to include Agile and co-train with other competencies
 - **Other (*specify*)**
 - Capstone brief collaboratively developed between Government and industry
 - Professional certs
 - Collaborate Government and industry team-based training

Training targeted to all stakeholders.



Roadmap – Way Forward

- **What are the next steps for your area?**

- **Near-term:**

- Agile in DoD second meeting
- PARCA Outreach to incorporate Agile training
- Should OSD and/or the Services setup an Agile organization?
 - Focal-point/community of practice

- **Mid-Term:**

- DAU / Training Updates – EVM and PMT to incorporate Agile info
- Socialization of Agile through the FIPTs

- **Long-term:**

- Institutionalization of a common understanding of Agile across the department and industry, in all functional areas

Collaborative focus on mission success.