DoD IPM and Agile

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Mr. John McGregor
Deputy Director for EVM
Acquisition Analytics and Policy

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Agenda

Topics to be Discussed

- Organization
- EVM and Agile: Integrated Program Management
- Questions

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AAP EVM Division

https://www.acq.osd.mil/evm

EVM Pillars

Mission

Lead, communicate, and improve Integrated Program Management practices for the Department of Defense by issuing guidance, policies, and procedures that promote visibility and accountability of program cost, schedule, and technical performance.

Organizational Pillars

Policy & Guidance

Develop, publish and maintain DoD policy and guidance on EVM application and reporting.

Communication & Outreach

Inform government and industry stakeholders on EVM policy, reporting and competency.

Program Interface

EVM applicability determination; assist programs with EVM use and reporting; Resolve interpretive differences in EVM policy.

IPM Methodologies

Provide guidance and insight into Integrated Program Management (IPM) methodologies, including Agile and Earned Value Management (EVM).

IPM Data Governance

Manage the EVM-CR as the authoritative EVM data source for ACAT I programs; Maintain data governance for EVM data.

Functional Leadership

Develop and maintain a competency model which guides training, education and skills for the workforce.

Vision and Values

We aim to be the most accessible, reliable, innovative, and progressive organization, fostering open communication and transparency for comprehensive Integrated Program Management education, policy, and guidance.

- Innovation
- Consistency / Reliability
- Teamwork
- Precision / Quality
- Integrity / Personal Accountability
- Collaboration

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Strategic partnerships across the EVM Value Stream

Our Mission Has Not Changed!

Working across DoD Services/Agencies, Federal Agencies, and Industry to facilitate the effectiveness of EVM for joint situational awareness and program decision making

DoD EVM and Agile

Integrated Program Management

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Different Perspectives….

EVM*: A program **management technique** for measuring program performance and progress in an objective manner

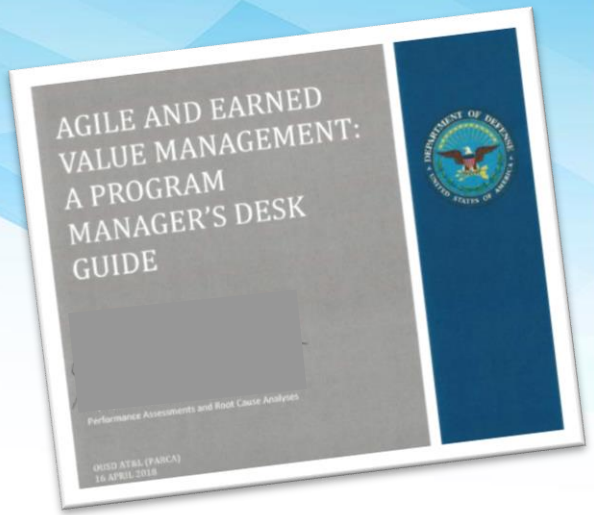
EVMS*: An integrated **management system** that integrates the work scope, schedule, and cost parameters of a program in a manner that provides objective performance measurement data

… a system of systems

Definitions from the DoD Earned Value Management System Interpretation Guide

Continuing iterations on Agile and EVM PM Desk Guide

- Collaborating with DoD Agile pilot team to collect/share best practices on NDAA 873/874 Agile pilot programs
- Identify methods for managing cost and schedule on programs using Agile development methodologies



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

"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." -- OMB Circular A-11

https://www.acq.osd.mil/evm/resources/Agile_EVM_Home.shtml

Have the Conversation…

- ❑ What Buying?
- ❑ How Buying?
- ❑ How Manage?

Regardless of acquisition approach

… Traditional Acquisitions

… Middle Tier Acquisitions

… Other Transaction Authorities

… Agile Development Methods

Functional Equivalent Processes and Artifacts

Program Management Processes

Organization

- Define work
- Assign resources
- Decompose work scope

Planning, Scheduling, Budgeting

- Schedule work
- Authorize work
- Define completion criteria

Accounting

- Record costs
- Summarize costs by element

Analysis & Mgt Reporting

- Analyze results
- Identify variances
- Summarize performance data
- Implement corrective actions
- Maintain EAC

Change Mgt

- Incorporate changes
- Control changes
- Track changes

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Typical Program Management Artifacts

Organization

- Statement of work
- Organization chart
- Resource assignment matrix
- Work Breakdown Structure

Planning, Scheduling, Budgeting

- Integrated Master Schedule
- Road Map
- Backlog
- Staffing plan
- Development tool
- Work authorization document
- Test plan
- Description of completion criteria

Accounting

- Time sheets
- Time tracking report
- Cost downloads
- Financial management rate structures

Analysis & Mgt Reporting

- Dashboards
- Integrated Program Management Report
- Development tool reports
- Corrective action log
- EAC tool report

Change Mgt

- Change logs
- Change reports
- Comparison dashboards
- Development tool reports

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Wrap Up

- Continue to work with Government and Industry to identify best practices and processes
- Collecting artifacts to incorporate into policy and guidance documents
- When determining how to manage the program, open communication and transparency are key

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Questions?

Are there any questions?

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Contact Us

Need Help?

Do you have questions about EVM policy and guidance, how to analyze and interpret EVM data, or how to apply EVM policies to a new contract? Contact the AAP EVM Division for answers!

EVM Policy Interpretation	General EVM Policy Questions
EVM Applicability	EVM Report Tailoring
Acquisition Strategies	EVMS Compliance Applicability

OSD.DODEVM@mail.mil

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Acquisition Exchange Program

Program **Summary**

Acquisition, Analytics and Policy (AAP) Acquisition Exchange Program (AEP) provides a unique career-development experience for high-caliber individuals in acquisition and acquisition-related career fields.

Program **Objective**

The AEP provides experience in the Department's executive-level MDAP decision process and implementation of DoD-wide acquisition policies. The assigned projects offer selected applicants the opportunity to enhance acquisition and senior-level policymaking skills, develop managerial and leadership skills, and prepare for future positions within the acquisition community. This opportunity is open to all career fields.

The AAP AEP provides selected applicants the opportunity to:

- Interact with senior officials within DoD and throughout the Federal Government.
- Develop a thorough knowledge of EVM policy development and execution.
- Enhance the skills needed to prepare, advocate, and revise policy practices and procedures.
- Promote different perspectives within acquisition policy decision-making, while engaging in a career-broadening experience.

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