DoD IPM and Agile
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Topics to be Discussed

- Organization
- EVM and Agile: Integrated Program Management
- Questions
EVM: Earned Value Management
A Division of the Office of Acquisition, Analytics and Policy (AAP)

EVM is one of the DoD's and industry's MOST POWERFUL program planning and management tools

Welcome to the AAP EVM Division
Earned Value Management (EVM), a division of Acquisition, Analytics and Policy (AAP) in the Office of the Assistant Secretary of Defense for Acquisition (ASD(A)) serves as the Department of Defense (DoD) focal point for all policy, guidance, and competency relating to EVM.

EVM provides a disciplined, objective, and quantitative tool that can help guide technical work scope, cost, and schedule objectives into a single cohesive contract baseline plan called a Performance Measurement Baseline (PMB) for tracking contract performance.

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

Power Point Charts

People, Processes, Tools

Data Analysis

Compliance

... a system of systems

*Definitions from the DoD Earned Value Management System Interpretation Guide

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
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

“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
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
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
Are there any questions?
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.