
Integrity - Service - Excellence

PATRIOT EXCALIBUR (PEX)

**Kelly Goshorn
ESC/HSGG**

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OUTLINE



The purpose of this panel is to share PM experiences executing Agile development in DoD – to “help others to do it”

- **Why did PEX go Agile?**
- **External Customers: Manage Stakeholder Expectations**
- **Contract**
- **Changing Practices**



Why Agile?



- **2003**
 - Traditional waterfall: documentation nightmare
 - Fielded our first version, came up short
 - Late in delivery
 - Funding at risk
- **We had to do something different, or die**

Message: Crisis facilitates change, encourages “risky” moves



Manage Stakeholder Expectations



- **Main focus of PM's energy**
- **Stakeholders include the users: meet the warfighter's needs**
- **Involve them:**
 - **Membership on the team--SMEs**
 - **In defining the requirements**
 - **Establishing priorities**
 - **PUC**
 - **Working Groups**
 - **PMR**

Message: People support that which they help to create



Program Contract



- **Manage the Program, not the Contract**
- **Contract is Cost Plus Award Fee, Software Engineering Support (4 different contracts)**
 - **If you specify a function in a contract, that's what you get**
(whether you need it or not)
 - **Requires a solid process to add detail to the "Big R"**

Message: You are not going to establish the collaborative relationship with your contractor required to deliver the goods by locking requirements delivery into a contract



Changing Practices



- **2003-took the hit on schedule, instituted Agile**
 - **Small team comprised of developers and SME**
- **2005-growth led to expansion of team**
 - **Operations Subject Matter Experts led growth**
- **2008-Broke team into smaller teams to align assets with objectives**
- **2011-Applied lessons on large (100+ people) organization employment of Agile, reorganized to adopt appropriate Agile practices**

Message: Practices change depending on environment, technology and product. Values and Principles are constant