

# **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)



- Policy & Guidance
- About EVM
- Training
- EVM-CR **We've Moved!**
- Contact Us
- EVM-CR Log In
- Request Account

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



## ALERT

Potential Scam

We have been advised that an individual may be impersonating Mr. John McGregor, Director of Earned Value Management Division by email and/or telephone in an attempt to obtain software/equipment/etc. This office does not issue solicitations or buy directly. The Pentagon Force Protection Agency advises you contact your local law enforcement office if you question the legitimacy of a request or solicitation. Also, forwarding a copy of the suspect email to [OSD.DODEVM@mail.mil](mailto:OSD.DODEVM@mail.mil) enables the Department to track the email as a phishing attempt.

### Featured Resources

- EVM Implementation Guide**  
The EVMIG includes guidance for applying EVM requirements to contracts, analyzing program performance, and baseline review plus other post award activities.
- Agile and EVM: A PM's Guide**  
Agile and EVM: A Program Manager's Guide, produced by AAP (formerly PARCA) and recently revised with two additional chapters on Metrics and IBRs

### 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.

Earned Value Management is one of DoD's and industry's most powerful program planning and management tools. The purpose of EVM is to ensure sound planning and resourcing of all tasks required for contract performance. It promotes an environment where contract execution data is shared between project personnel and government oversight staff and in which emerging problems are identified, pinpointed, and acted upon as early as possible. EVM provides a disciplined, structured, objective, and quantitative method to integrate technical work scope, cost, and schedule objectives into a single cohesive contract baseline plan called a Performance Measurement Baseline (PMB) for tracking contract performance.



**John S. McGregor**  
Deputy Director  
EVM Division  
[Full biography](#)

<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



## ► 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



## Different Perspectives....



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

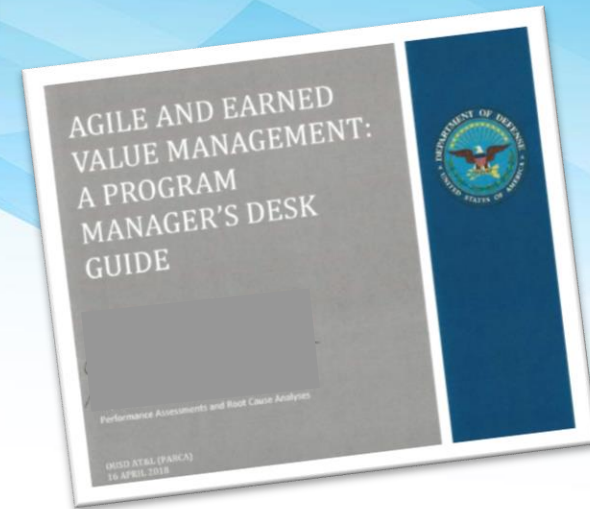
**EVMS\***: An integrated **management system** that integrates the work scope, schedule, and cost parameters of a program in a manner that provides objective performance measurement data

## ... 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](https://www.acq.osd.mil/evm/resources/Agile_EVM_Home.shtml)





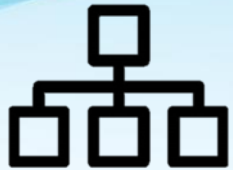
## Have the Conversation...

- ☐ **What Buying?**
- ☐ **How Buying?**
- ☐ **How Manage?**

## Regardless of acquisition approach

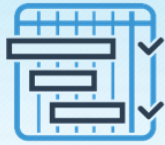
- ... Traditional Acquisitions**
- ... Middle Tier Acquisitions**
- ... Other Transaction Authorities**
- ... Agile Development Methods**

## Functional Equivalent Processes and Artifacts



### **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



### 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

- ▶ 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?**



## 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  
EVM Applicability  
Acquisition Strategies

General EVM Policy Questions  
EVM Report Tailoring  
EVMS Compliance Applicability

[OSD.DODEVM@mail.mil](mailto:OSD.DODEVM@mail.mil)

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

## 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.

