

A photograph of the Lincoln Memorial in Washington, D.C., taken at night. The memorial is brightly lit with warm yellow lights, and its reflection is clearly visible in the dark water of the reflecting pool in the foreground. The sky is a deep twilight blue, and some city lights are visible in the distance.

**2016 Earned Value Management Practitioners (EVMP) Training
and Symposium in Partnership with FPS**

Agile & EVM: A Lean Approach to Implementing EVM on Agile Projects

Putting the Theory into Practice with Scheduling and EVM tools

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Learning Objectives

Putting the Theory into Practice with Scheduling and EVM tools

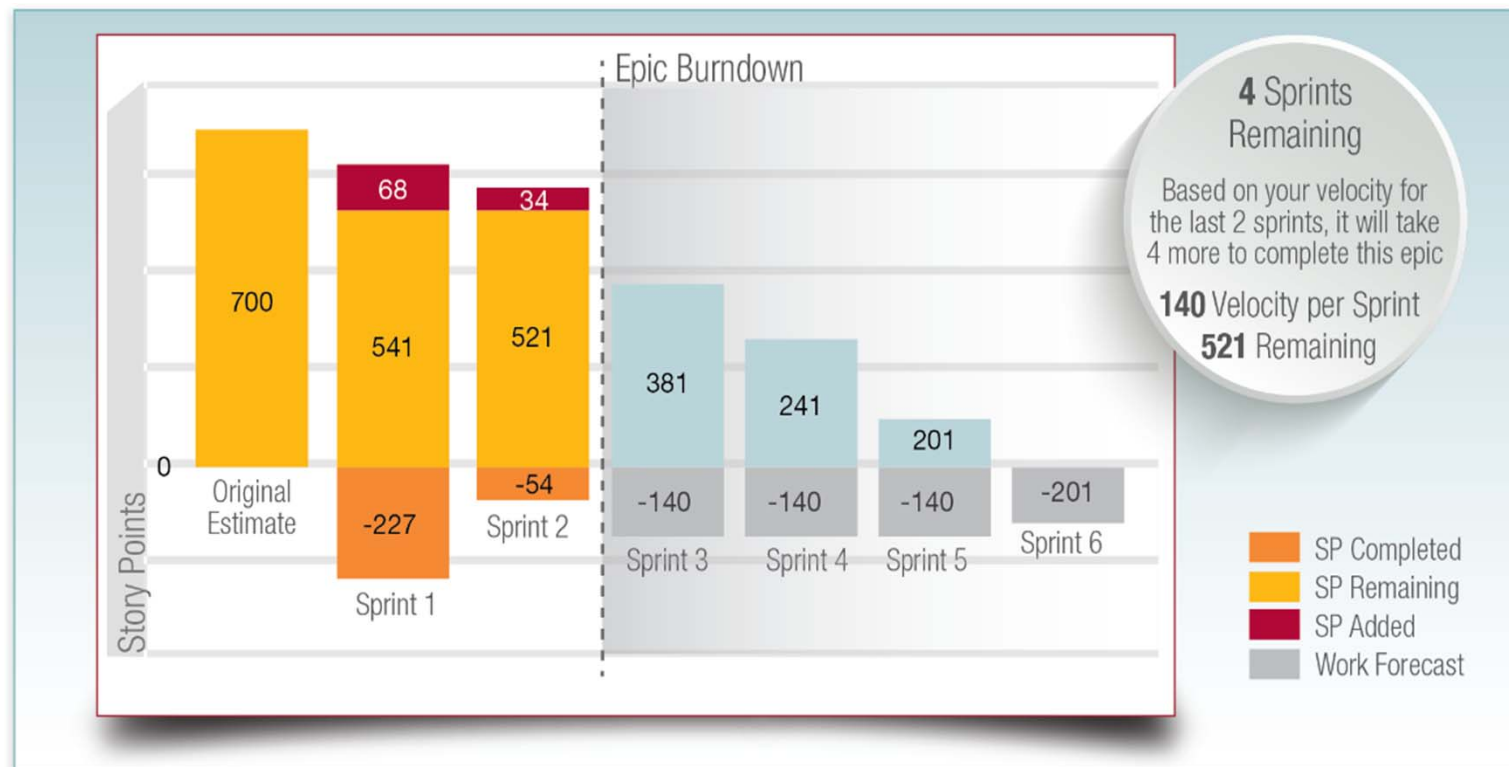
- Understand the role of software tools within the Agile and EVM framework
- Learn how Agile, schedule, and cost tools each support a specific piece of the process
- Understand how to link data within the tools for efficiency and visibility
- Learn how to allow progress taken in the Agile tool to drive earned value calculations in the cost tool

Software Applications

- Managing Agile development
Atlassian Jira, Rally, Microsoft Team Foundation Server
- Planning and scheduling
Deltek Open Plan, Microsoft Project
- Earned Value and cost management
Deltek Cobra

Agile Tool

- Defines user stories and acceptance criteria
- Manages the product backlog
- Tracks and reports Agile metrics such as sprint burndown and team velocity



Integrated Master Schedule

- Reflects the overall execution plan
- Identifies critical path
- Includes features planned out for all in-process and near term work
- Includes planning packages for work outside the rolling-wave window

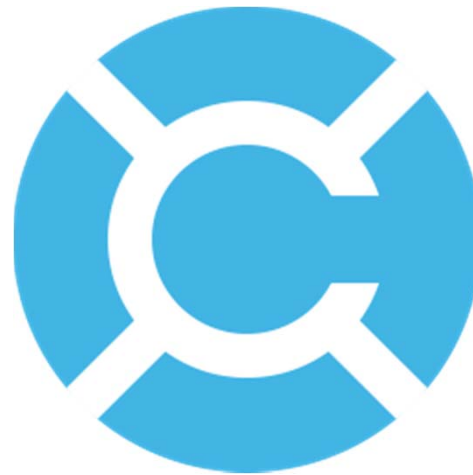


Deltek
Open Plan
Professional



Earned Value Tool

- Manages and report earned value
- Calculates Forecasting based on earned
- Analyzes historical performance
- Tracks Earned Value Metrics



Deltek
Cobra

Putting the Pieces Together

Plan

1. Define Epics

2. Define Features

3. Identify User Stories

4. Estimate effort using Story Points

5. Sprint



Agile Tool Only

Putting the Pieces Together

Execute

1. Sprints
2. Continually refine user stories and priorities

Agile Tool

Track

1. Total Story Points by Feature
2. Total Completed Story Points by Feature

WBS	Epic/Feature	Name	SP Total	SP Complete	% SP Complete	Physical % Complete
2.5.2	Epic	▸ Epic 1	30	30	100	0%
2.5.3	Epic	▸ Epic 2	10	2	20	0%
3.1.1	Epic	▸ Service Finder	802	281	35.04	0%
3.1.1.01	Feature	Search and Return a List of Results	194	92	47.42	47%
3.1.1.02	Feature	Setting up Proof of Concept	262	109	41.6	42%
3.1.1.03	Feature	Data Display (Quality Measures)	86	26	30.23	30%
3.1.1.04	Feature	Interact with Data on a map	32	26	81.25	81%
3.1.1.05	Feature	Compare Results	52	28	53.85	54%
3.1.1.06	Feature	Filter Results	26	0	0	0%
3.1.1.07	Feature	Information Content	64	0	0	0%
3.1.1.08	Feature	View location on a map	40	0	0	0%
3.1.1.09	Feature	Navigation Controls	24	0	0	0%
3.1.1.10	Feature	Print Information	22	0	0	0%

Putting the Pieces Together

Analyze and Report

1. Integrate % complete from the schedule to Earned Value tool (Deltek Cobra)
2. Calculate Earned Value

IMS

WBS	Name	SP Total	SP Complete	% SP Complete	Physical % Complete
3.1.1	Service Finder	802	281	35.04	0%
3.1.1.01	Search and Return a List of Results	194	92	47.42	47%

Deltek Cobra

Control Account	Work Package	Description	% Complete	BAC	Actuals	Earned
3.1.1		Service Finder		\$568,381.00	\$117,992.88	\$114,370.85
3.1.1	3.1.1.01	Search and Return a List of Results	47.00	\$51,865.00	\$24,635.88	\$24,376.55

Alternate Approach

- Show stories in Cobra

General	Resource Assignments	Milestones/Steps	Notes		
Name	Description	Status	Weight	Completed	
Step 1	Schedule frequency verification	Planned	4	<input type="checkbox"/>	
▶ Step 2	Correlate verify frequency usage	Planned	7	<input type="checkbox"/>	
Step 3	Schedule frequency lock	Planned	10	<input type="checkbox"/>	
Step 4	Detect Interference	Planned	4	<input type="checkbox"/>	
Step 5	Release frequency	Planned	2	<input type="checkbox"/>	

Stories & Story Points

- Drawbacks
 - Maintenance
 - Duplication of effort and data
 - Non-value add

Questions?