Providing Warfighters with Capability Faster
Adopting Agile in the Department of Defense

November 2019

Denise Jarvie

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Need to Develop Innovative Products Faster

- US Military needs superior technology delivered at a rapid pace
- Defense contractor blocked by traditional PM, regulation, and reporting requirements

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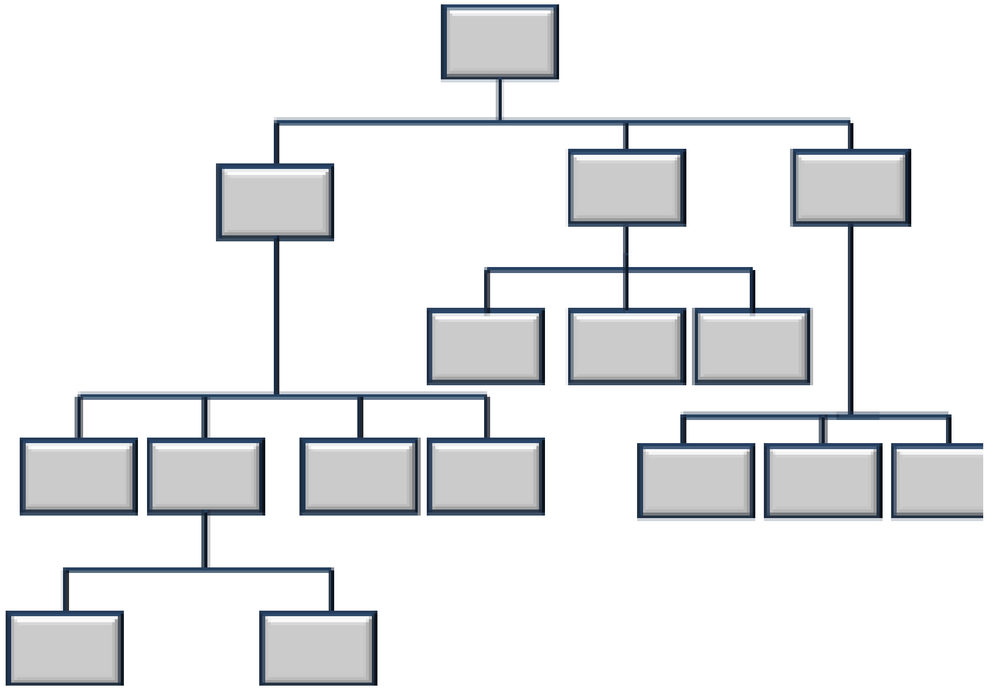
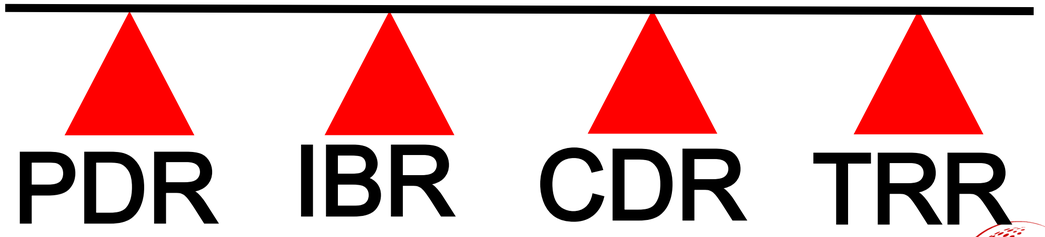
Heavy Regulation Stifling Agility

PHASE GATES





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No Incremental Working Product

Product Architecture Hindered Agility

Developed Healthy Product Architecture

Waterfall, Sequential Work	Vertical Slices of Work
• Customer Driven Waterfall Architecture	• Mapped Vertical Slices to Contractual SOW
• Discipline-Driven Slices of Work	• Cross-functional teams, less hand-offs
• Low-level, Detailed Plans	• Demonstrable product every sprint
• Testing not done until late in project	• Test Driven Development

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Customer Role in Influencing Agile

Customer Not Frequently Involved

- No Formal Scrum Training
- Contractor didn't engage customer
- Customer didn't understand role
- Lack of participation in road-mapping, backlog & reviews

More Customer Involvement

- Trained Customers & Contractors in Scrum
- Team communicated with customer from beginning about Agile approach
- Developed common language & cadence
- Improved feedback loop

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Achieving Agility & Maintaining Compliance

- Revised System Description
- Involved Customer early & often
- Mapped Roadmaps, Release Plans, and Backlog to contractual WBS and SOW
- Iterative development and Release Backlog Reviews
- Added flexibility, created higher level plans

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Questions?

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