

U.S. Government Program Scaled Agile Case Study

Aligning 500 people to a common mission

Challenge

What was the situation?

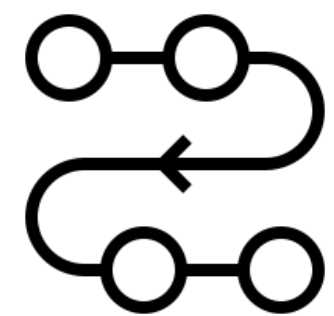


Large US Government agency replacing outdated Financial Management and Acquisitions (FMA) system

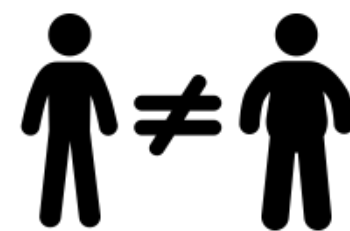
\$2.6B program cost



100+ interfaces



4+ tier value streams



Multi-contractor environment

18

months spent on Business Process Reengineering (BPR) and requirements



System integrator (makes COTS software) + PMO contractor agree on only one thing: "agile won't work on COTS FMA system implementations"

Challenge

Don't worry... this time, we got this!

Attempt 1

- Waterfall rollout
- \$470M estimate
- \$250M spent

In 6 years, pilot released. Agency determined it was not usable; cost to finish estimated at > \$250M

Attempt 2

- New vendor!
- Waterfall rollout
- \$609M estimate
- \$90M spent

In 2 years, project terminated; no software delivered

Attempt 3

- Waterfall rollout, contracts
- \$1.XB estimate (originally)
- \$50M+ spent
- No working software yet

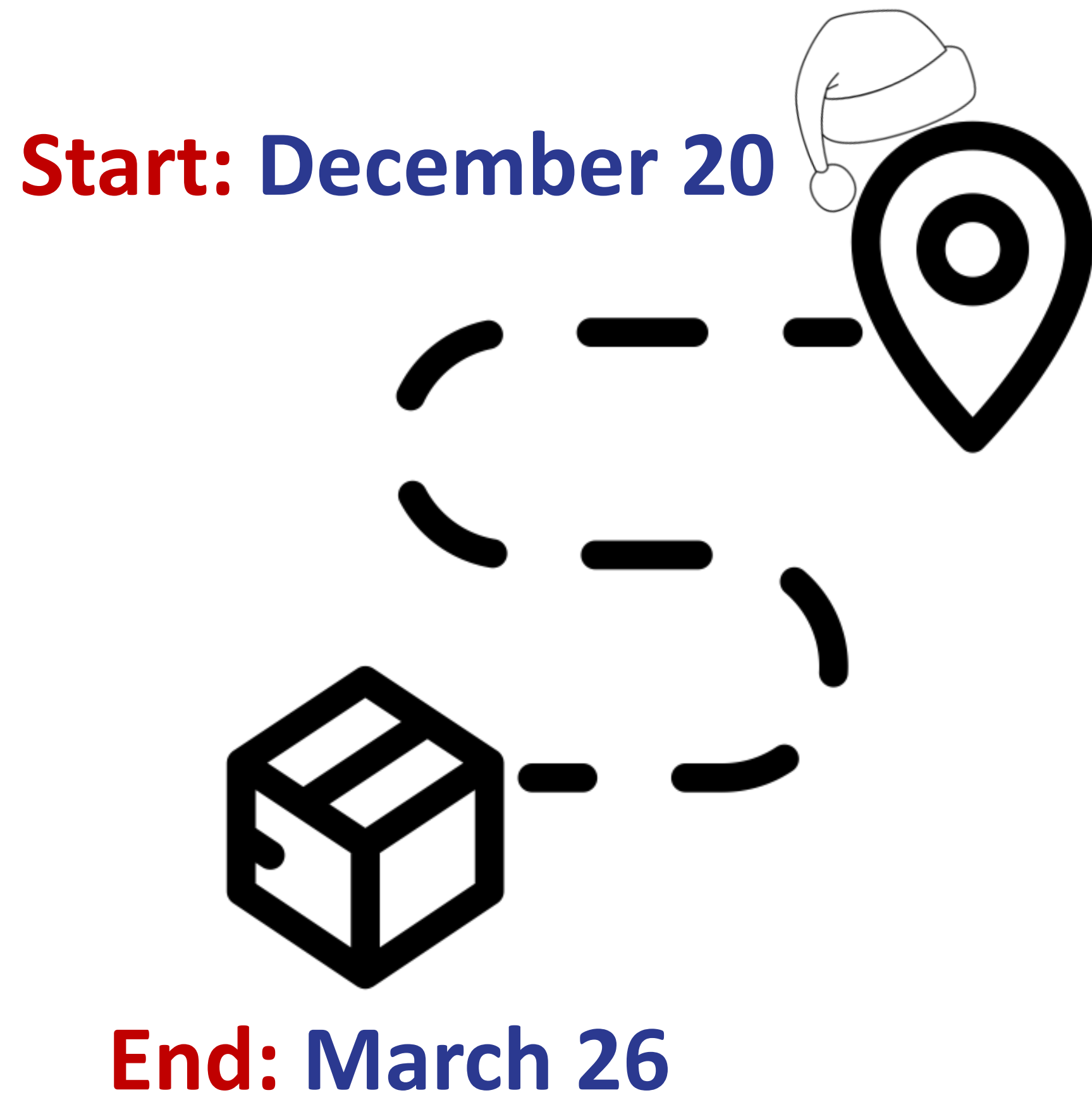


“ Hey Dave. These guys need help. I think we're ready to try something more agile.”

— A smart client

Transformation Phase 1: Quick Win

Merry Christmas! And can you fix release #1 in three months?



What would give us maximum impact with minimum time invested...

... without any formal authority

... and without any additional money

Transformation Phase 1: Quick Win

Solution: SDS-WOTDS and Mini-(wh)EAT

What would give us maximum impact with minimum effort?



Individuals and interactions



Manage the Process



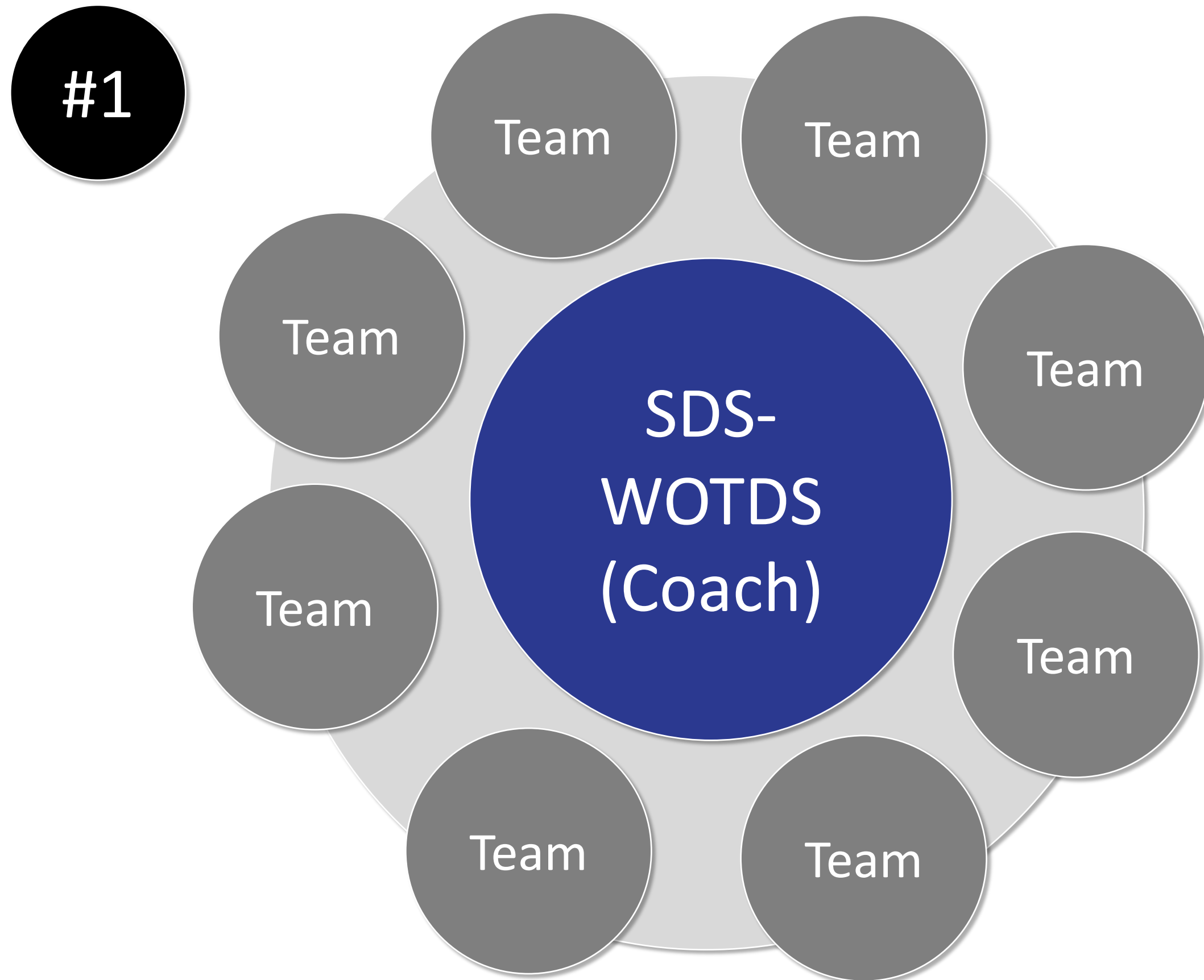
Working software



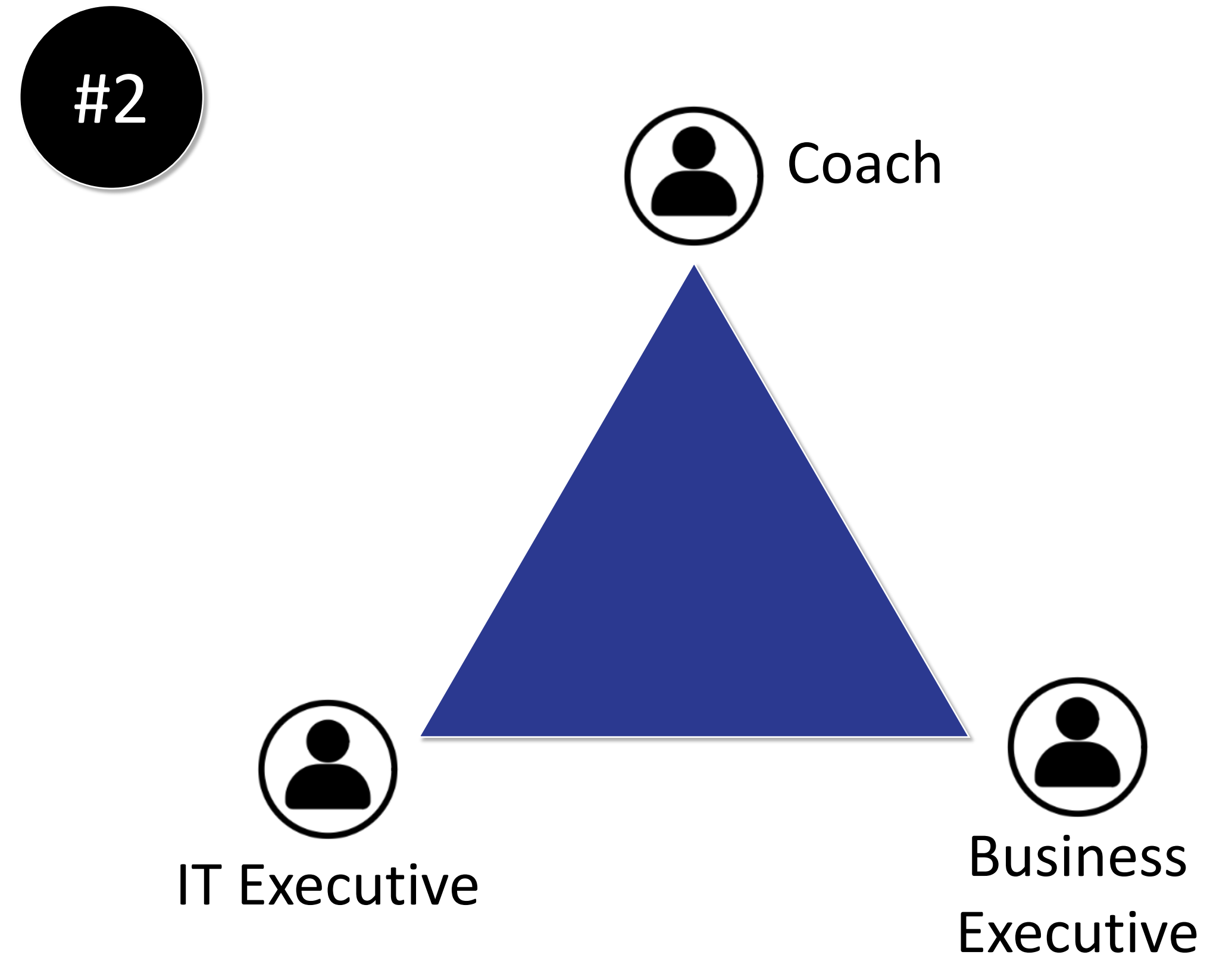
Resolve Impediments

Transformation Phase 1: Quick Win

Solution: SDS-WOTDS and Mini-(wh)EAT



Scrum of Daily Scrums
(without the daily scrums)



Mini-Executive Action Team

Transformation Phase 1: Quick Win

How did it work out?

	Time	On-time
	Cost	No additional costs
	Quality	Mediocre; moderate dissatisfaction

“ The daily scrums were **THE** reason we delivered on-time.”

— *Government IT Executive*