



# The Baseline

Department of the Navy (DON)  
Earned Value Management (EVM)  
Quarterly Newsletter



July 2018

## From the CEVM: Flexibility and Tailoring

Written By: David Tervonen—CEVM

### Inside this issue:

From the CEVM: Flexibility and Tailoring	1-2
Program Risks: Schedule Margin and Management Reserve	3
Acquisition Policy Update	4
Agile EVM	5-7
EVM Rotation Experience	8
New Acquisition Leadership	9
Crossword Puzzle	10

Secretary James Geurts, ASN(RD&A), has highlighted the need to increase our agility and streamline processes as being critical to meet requirements for modernization and growth. “Agility, to me, is how fast can we pivot to new problems, adapt to new circumstances, and then create the future we want, not just react to it,” said Mr. Geurts during a recent talk<sup>1</sup> on making an organization more agile.

As we apply what Mr. Geurts is directing it is critical to look at EVM through this agility lens and assess how EVM can ensure it is not a one size fits all program management tool. There are some underutilized areas that allow for *flexibility* and *tailoring* the application of EVM to the specific situation of a program. By using these tools more efficiently, we can help increase the agility of the acquisition system. These include variance analysis reports provided to the program office, the Integrated Master Schedule (IMS), Integrated Baseline Review (IBR), level of detail of reporting, and level of detail of the Work Breakdown Structure (WBS). Complexity factors can usually be attributed to technical risk, schedule risk, or cost risk. An Integrated Risk Assessment performed by the program team prior to contract award can help identify these risk factors and their interdependence. This analysis can pinpoint specific WBS elements with the highest risk that can be highlighted for more detailed—or less detailed in some cases—reporting. The government should limit itself to only what it can effectively utilize.

Variance Analysis reporting in the Integrated Program Management Report (IPMR) Format 5 is an area the program office should evaluate during contract preparation. The government should require the minimum amount of variance analysis in Format 5 that satisfies its management information needs but adequately addresses significant variances. The government should also limit itself to variance analysis on no more than 15 WBS elements—except for short-term trends—in the Format 5. Excessive variance analysis is burdensome, costly, and detracts from the IPMR’s usefulness, while too little information is equally undesirable. Additionally, the use of contractor formats and informal means (e.g., regular performance meetings) should be maximized to gain the most useful and current insight into program performance.

The risk inherent to the program should be the prime consideration for tailoring of the IMS. Factors to consider include: the size of the contract, complexity of integration with other contract efforts, reliance on Government Furnished Equipment (GFE)/Government Furnished Property (GFP), technology maturity, and type of contract. The reporting level of the networked schedule should be commensurate with the assessed level of risk in the contract.

(continued on Page 2)

<sup>1</sup> <https://www.cxotalk.com/episode/innovation-us-government>

## Flexibility and Tailoring cont.

High-risk efforts should drive the requirement for the most detail in the IMS with documented mitigation/recovery plans, ground rules, and assumptions. All mitigation/recovery plans should be placed within the IMS upon proper approval. High-risk schedules, including development and Low Rate Initial Production (LRIP) efforts, should be in the form of a networked schedule that allows calculation of a Critical Path (CP). As the program progresses through the acquisition phases, risk typically decreases, and the level of detail and oversight may be reduced. Production efforts may find line of balance schedule outputs more useful than an IMS. Consider using an alternate schedule to complement a summary IMS.

The IBR should not be conducted the same way for all contracts and programs. Depending on the known risks of the program, whether or not this is a follow on contract of similar work scope, or a defense contractor new to business with the DoD, the IBR should be focused differently to suit the needs of the program. Ultimately, at the end of the IBR, the government and contractor program managers (PMs) should be able to make one of the following assertions: A) The baseline is achievable, B) The baseline is not achievable, or C) Baseline achievability cannot be determined. The government program manager should consider a more thorough review of high-risk areas as part of the IBR. If this is a follow-on effort—for example the current contract is LRIP 2 and an IBR was conducted on LRIP 1— then the government program manager should consider only including the deltas between the efforts as part of the review. There are many possible routes to take in making an assertion of baseline achievability.

The level of detail in the EVM reporting, which is placed on contract in a CDRL referencing the IPMR, should also be based on scope, complexity, and risk. The IPMR's primary value to the government is its utility in reflecting current contract status and projecting future contract performance. It is used by the DON component staff, including PMs, engineers, cost estimators, and financial management analysts as a basis for communicating performance status with the contractor. In establishing the cost and schedule reporting requirements, the PM shall limit the reporting to what can and should be effectively used. The PM shall consider the level of information to be used by key stakeholders beyond the Program Office.

*"Create the culture that enables the workforce to work at the speed of relevance" - James Geurts, ASN(RD&A)*

The development of the Contract Work Breakdown Structure (CWBS) is very important to the effectiveness of an Earned Value Management System (EVMS) and critical to reflecting the manner in which the contracted work will be accomplished. A CWBS with too much detail or poor structure can increase the cost of implementing and maintaining an IMS on a program. The solicitation should include a preliminary CWBS, which is usually specified to Level 3. The PM should exercise considerable care in its development, as providing too much detail to the contractor may have the adverse impact of restricting design trade space. The MIL-STD-881 provides flexibility for the Government to define a reportable WBS that is meaningful to the program. The typical contract-level WBS is limited to Level 3 or 4. The applicable MIL-STD-881 appendices depend on the program specifics.

Other areas of tailoring are discussed in the IPMR Implementation Guide. Within Format 1, consider reporting levels, required formats (streamlined electronic files vs. human readable), and reporting frequencies. Within Formats 3 and 4, evaluate the designation of time periods depicted in the report. In the Format 5, use of variance reporting thresholds and delivery options should be evaluated. These are described below in more detail in the IPMR Implementation Guide

<https://www.acq.osd.mil/evm/docs/IPMR%20Implementation%20Guide.pdf>.

Generally speaking, development contracts contain more risk than production contracts. It is usually more difficult to accurately forecast labor hour requirements and a realistic schedule for development efforts. As a result, the IPMR Format 3 (Baseline) and Format 4 (Staffing) should take on more importance during development contracts to provide insight into the contract baseline and to help analyze performance and its relation to future problems. While also important for production or operations and maintenance contracts, the reporting frequency of Formats 3 and 4 for these contracts less than \$50M may be tailored for lesser frequency (e.g. quarterly).

The type and number of risk elements also differ depending on program phase. It is critical for the program office to identify any risk areas for the contract to ensure adequate reporting visibility prior to tailoring the CDRL.

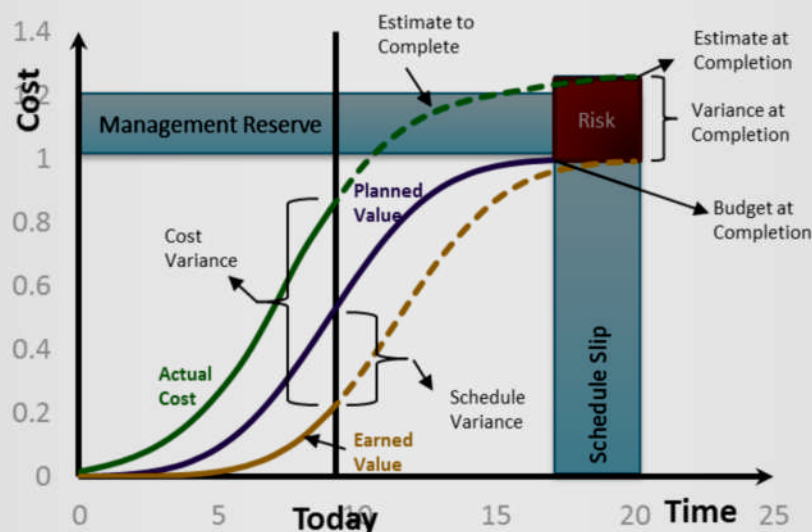
Please contact your organizational EVM expert or the Naval Center for EVM for additional information and guidance to ensure the planned application of EVM fits the needs of the program given the known risk areas.

# Understanding Program Risks in Relation to Schedule Margin and Management Reserve

Written By: John Collins—NELO

An early understanding between risk and earned value processes in a program's life cycle can lead to a more reliable prediction of the program's outcome. Integrating and interpreting the two processes together will lead to better management decisions and understanding of true program status. What does this mean? It means that the known-unknowns (both opportunities and risks) should be identified and estimated for probable cost and schedule impacts, and available Management Reserve (MR) and Schedule Margin should, ideally, be adequate to cover probable program risks.

In order for informed decisions to be made during program execution, the relationship between the program risks and when/why MR and Schedule Margin are used is important to understand. As MR is issued or Schedule Margin is used, the contractor is required to discuss, in Format 5 of the IPMR, the reasons for change. From a management perspective, it should be recognized that both MR and Schedule Margin are primarily set aside to cover program risks. From an earned value perspective, it should be recognized that both MR and Schedule Margin can be used to cover things other than program risks. MR is the budget that is set aside for the known-unknowns and can only be used for growth within the current authorized work scope, rate changes, and for program risks (in-scope). It is not a "slush fund" to cover project management mistakes (e.g. cost variances). Until authorized, it is not part of the Performance Measurement Baseline (PMB). On the other hand, baselined Schedule Margin is part of the PMB but has no budget associated with it. Schedule Margin is used to protect program milestones and delivery dates, but it can be decremented at the Program Manager's discretion to cover simple duration variances (task duration overruns) along the Critical Path (CP).



During both the planning and execution phases, programs have four different ways of managing risks: accept, transfer, avoid, or mitigate. Depending on the decisions made during the planning stage, risks may or may not be accepted as part of the initial PMB. If a risk has not been accounted for the initial PMB, its likelihood of occurrence and probable cost must be assessed with respect to the amount of program MR available. Further, its impact on the Critical Path and the amount of Schedule Margin consumed must be assessed after all other workarounds are exhausted. During the Integrated Baseline Review (IBR), the integration of these processes should be reviewed as well as the adequacy of all MR and Schedule Margin in relation to known program risks.

As part of the normal business rhythm, remaining MR and Schedule Margin should be evaluated in conjunction with the amount of program risk and opportunities not yet incorporated in the PMB. This evaluation should be continual and not just occur during the IBR. As MR and Schedule Margin are utilized for "non-Program Risks" (e.g. rate changes or critical path execution changes), the PM should understand the effect of that usage on the risk position. Conversely, as opportunities and risks are identified, realized, or retired, the adequacy of the remaining amounts of MR and Schedule Margin can be the difference between program success and failure. The contractor must provide an adequate explanation in their monthly IPMR submittal of the usage and should address changes to program risks. An early understanding of the relationship between the two processes and constant monitoring can lead to a more reliable prediction of the program's outcome.

# Acquisition Policy Update

Written By: David Tervonen—CEVM

2018 was projected to be a busy year in regards to policy and guidance that impacts integrated program management, and this is proving to be true. USD(A&S) PARCA has recently released three important documents that will alter how we do business: the Earned Value Management System Interpretation Guide (EVMSIG), the Work Breakdown Structures for Defense Materiel Items (MIL-STD-881), and the Agile and EVM: A Program Manager's Desk Guide. In addition, three other documents are under review: the DoD Earned Value Management Implementation Guide (EVMIG), the Program Manager's Guide to the Integrated Baseline Review (IBR) Process, and the Integrated Program Management Report (IPMR) Data Item Description (DID).

The DoD EVMSIG was originally released in 2015. The guide was developed in collaboration with DoD EVMS experts from the Office of the Secretary of Defense (OSD) and other organizations for conducting EVMS compliance reviews. It is used as the basis for the DoD to assess EVMS compliance to the 32 Guidelines of the Electronic Industries Alliance (EIA)-748. Proper implementation of an EVMS will provide internal controls with program management processes for the management of any acquisition within the DoD. These internal controls will help ensure timely and reliable cost, schedule, and technical performance is provided to the government Program Manager. Since its original release, comments and questions have been raised from government and industry sources, producing a need to ensure the DoD interpretation was clearly understood and requiring the guide to be refreshed and updated. The same team of EVMS experts reconvened to review and adjudicate the comments and questions along with identifying other areas for improvement. The results of the collaboration were released on 1 Feb 2018. Changes include: terminology and work products genericized, clarification of material classification, clarification of retroactive changes, and clarification of rates to be used as part of a de-scope of work. The current DoD EVMSIG can be found at: <https://www.acq.osd.mil/evm/docs/DoD%20EVMSIG%2001FEB2018.PDF>.

The Work Breakdown Structures for Defense Materiel Items is a DoD standard practice. It is more commonly referred to as the MIL-STD-881. The original MIL-STD-881 was released in November 1968. Rev D was released on 9 April 2018 and supersedes all prior versions. This standard provides direction for effectively preparing, understanding, and presenting a Work Breakdown Structure (WBS). It delineates the framework for DoD Program Managers to define their program's WBS and for defense contractors in their application and extension of the contract's WBS. Some of the more significant changes include: merging Aircraft and Unmanned Aircraft Systems, merging Missile and Ordnance Systems, new Strategic Missiles Systems, adding the Cost Assessment Program Evaluation (CAPE) Sustainment Cost Reporting Structure, and the ability to tailor WBS to delete unnecessary WBS elements, among other changes. The current MIL-STD-881 can be found at: [http://quicksearch.dla.mil/qsDocDetails.aspx?ident\\_number=36026](http://quicksearch.dla.mil/qsDocDetails.aspx?ident_number=36026)

The Agile and EVM: A Program Manager's Desk Guide is intended to be an informative resource for DoD personnel who encounter programs on which Agile philosophies and EVM are applied. It is not an official policy, nor is it a step-by-step handbook for Agile implementation or the application of EVM. In this context, Agile is a software development approach that is emerging in the DoD. To be effective, the adoption of Agile methodologies must be integrated with existing program management and systems engineering processes. EVM is a disciplined integrated program management tool used to provide joint situational program awareness, and it is not tied to any specific development methodology. The guide was developed to assist personnel in identifying and utilizing best practices of Agile and EVM. The update released on 16 April 2018 added two sections to the pre-existing guide. Section 2 addresses the IBR and considerations necessary when adopting Agile methodologies. Section 3 address Agile reports, metrics, and analysis and how these are related to EVM metrics. The pre-existing Section 1 describes Agile and EVM System compliance. The current Agile and EVM: A Program Manager's Desk Guide can be found at: <https://www.acq.osd.mil/evm/docs/PARCA%20Agile%20and%20EVM%20PM%20Desk%20Guide.pdf>.

AGILE AND EARNED  
VALUE MANAGEMENT:  
A PROGRAM  
MANAGER'S DESK  
GUIDE

The IPMR is in the process of an update. It was originally released in 2012 and went through Rev A in 2015. The goal of this current update is to reduce time to receive actionable data and perform program analysis and compliance activities. Proposed changes include: modernization of the electronic submission, expanded use of contractor's specified electronic format, and establishing a short timeline for data-only delivery. Feedback was due on 20 April 2018 and over 950 comments were received by USD(A&S) PARCA. DON representatives will participate in adjudication meetings to ensure the proposed changes are in the best interest of the DoD as a whole and especially the DON.

The Program Manager's Guide to the IBR Process was released in 2003. The current update is just starting and is an effort to modernize the document to reflect current policy. The focus will be on purpose and process. IBR implementation experts within the DON have been involved in the early discussions and will continue to do so throughout the update process. The DoD EVM Implementation Guide (EVMIG) replacement is nearing its completion. The EVMIG was originally drafted in 2006 and then rescinded in 2015. The DON EVM community updated and released a DON EVMIG in 2017. This provided the foundation upon which the DoD is using to broaden the usage for a DoD Guide. The Naval Center for EVM has led the iterative process for the DoD.

# What is Agile Earned Value Management (EVM)?

Written By: Harold Hickman—CEVM

Have you heard about Agile EVM? What does Agile EVM mean to you?

Agile EVM is the combination of “Agile” product development methodology and “EVM” program management technique. Agile is most commonly used on software development programs. At a high level, Agile is based on the idea of maximum customer participation (scope definition and software release acceptance) and program flexibility (changing requirements). An Agile software program is developed over a release that has a fixed duration of time (three to six months) with a fixed number of resources resulting in functional software. Each software release builds off the previous release by adding additional functionality and/or capability until the final software delivery. EVM is a robust program management tool that 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. The performance data is used to make informed management decisions.

Secretary Geurts, ASN(RD&A), is guiding the workforce to be innovative in delivering products to the warfighter faster, which can be accomplished by leveraging off the strengths of Agile development and EVM.

There are 12 principles to Agile software development, but the key components are customer involvement, adapting to changing requirements, and developing/delivering functioning software on short Cadence Release cycle. The Cadence Release cycle consists of planning, analysis, design, coding, unit testing, and acceptance testing (software demonstration). A release effort is broken down into smaller segments (Sprints), which typically span one to four weeks in duration. Sprints are primarily used in the design and coding release cycles. By actively working with the customer to produce software in short cycle times, there is an increased likelihood of customer satisfaction while minimizing the overall level of risk and documentation required. The customer plays a vital role in determining what requirements will be included in the software development release and accepting the software release after it’s demonstrated.

The scope of work for an Agile program is decomposed as follows (see Figure 1): Epic, Features, Stories, and Story Points. An Epic describes a high level of system functionality requirement and is typically composed of multiples Features, which are discrete system functionalities with defined objective technical completion criteria. Features consist of multiple Stories, which are further decomposition of the scope but at a level where it can be completed within a Sprint. Stories contain Story Points, which are the lowest level of scope decomposition defined by activities or tasks that are measured in short durations. The Story Points are captured in a Product Backlog. During Release Planning, Stories/Story Points are pulled from the Product Backlog to determine the full scope of work for the release. When mapping Agile to EVM, typically the software release is classified as an Epic which is established at the Control Account level, Features are at the Work Packages, and the Stories and Story Points are the details defined in the lower level Work Breakdown Structure (WBS) elements. The Agile tool/database captures the lowest level scope of work, which supports the activities identified in the Integrated Master Schedule (IMS).



Figure 1: Decomposition of Agile Development Scope of Work

EVM is one of Department of Defense’s (DoD) and Industry’s most powerful program planning and management tools. It uses people, processes, and tools for establishing and maintaining the PMB used for measuring program performance in an objective manner. The PMB is developed based on sound planning and resourcing of all tasks required for contract performance. EVM promotes an environment where contract execution data is shared between the contractor personnel and government oversight staff to help identify emerging problems as early as possible and make informed management decisions.

There have been questions regarding whether or not EVM is necessary on Agile programs<sup>1</sup>. EVM and Agile have their own set of metrics, but what do they measure? EVM metrics provide feedback on the overall performance of a program in terms of cost and schedule when compared to the baseline. These cost and schedule metrics (Cost Variance, Schedule Variance, Cost Performance Index, Schedule Performance Index, and Variance at Completion) help management identify and prioritize areas requiring their attention/action to limit cost and schedule impacts. Agile program metrics provide feedback on the progress of completing planned Stories and can project the number of Stories that can be completed in the future. Let’s take a closer look at the most common Agile metrics (Velocity, Product Burn-Down, and Product Burn-up) and how they are used.

(continued on Page 6)

# Agile EVM cont.

Velocity measures the productivity of a team during a Sprint, which is determined by how much scope or Stories were completed.

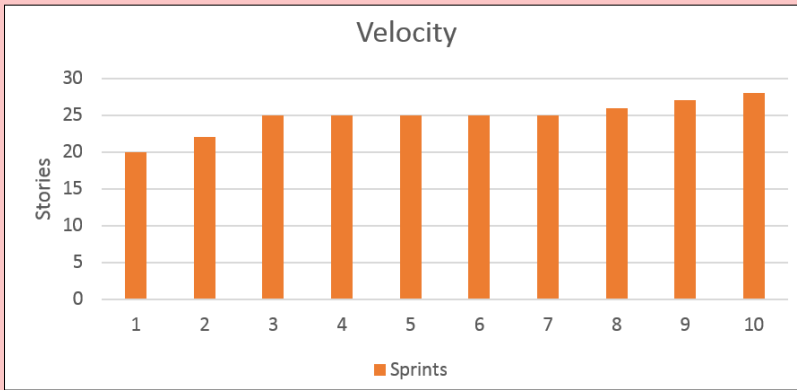


Figure 2: Velocity Metric Showing Work Accomplished (Stories) per Sprint

*"(Velocity) It's all about speed but moving in the right direction" -*

Secretary Geurts,  
ASN(RD&A)

Velocity is an efficiency measure that can be used to estimate how much work (Stories) can be accomplished in the future. If the work and team members remain consistent, then one would expect the Velocity to improve (lessons learned and improved team cohesion) as shown in the Figure 2.

Product Burn-Down metric shows the total scope of work or Stories (blue line) for the release and how it decreases to zero over time for the planned effort. The chart shows actual Stories completed to-date (gray line), projected remaining Stories (green line), and projected remaining stories to complete (red line) for the release.



Figure 3: Burn-Down Chart Showing Total Work (Stories) Decreasing per Sprint

Product Burn-Up metric shows the planned Stories increasing from zero to the total scope or Story count (green line) for the release over time. The chart shows actual Stories completed to-date (gray line) and projected Stories (red line) for the remaining release in an increasing manner.

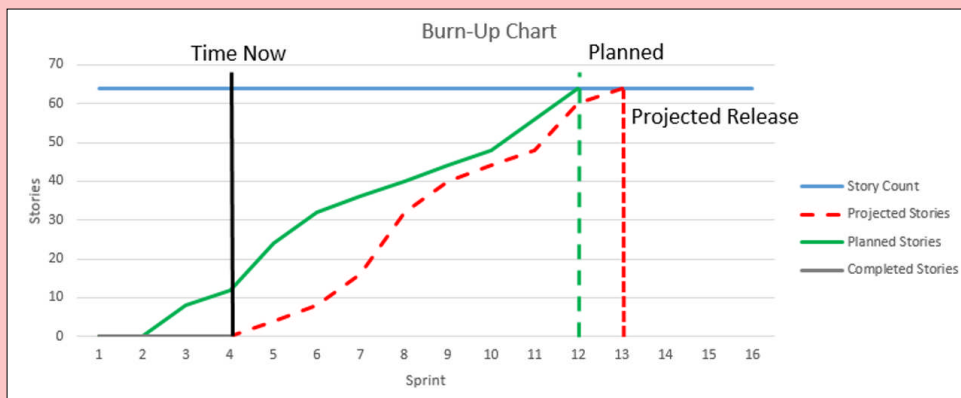


Figure 4: Burn-Up Chart Showing Work (Stories) Increasing per Sprint

## Agile EVM cont.

The Burn-Down and Burn-Up charts use the data to compare the planned and projected lines to identify by which Sprint the release will be completed.

If the work is “front-loaded” with the easy requirements (Stories), then all these metric values will be skewed. It will appear all the work will be completed on-time or ahead of schedule until the contractor starts working on the harder requirements (Stories). The concept of “front-loading” is not new but the important take away is for the customer to track those scope requirements (Stories) that are high priority to ensure the functionality is included in the final product.

How can the customer ensure the final software release will have the functionality they really need?

EVM provides the robust program management that can help an Agile program ensure that the desired functionality is achieved once a program is complete. The desired functionality can be tracked using the required Risk Management (RM) plan. The RM plan provides a means of tracking risks and opportunities on a program. While a RM plan can disposition risks in a number of ways, under these circumstances the intent would be to ensure those high priority Stories would be captured using a risk mitigation plan. The risks associated with the high priority Stories, along with other program risks and opportunities, would be reviewed on a monthly basis, providing greater visibility to these Stories and increasing the odds of the final software deliverable including the desired functionality.

The high priority requirements (Stories) needed for ensuring the desired functionality is achieved can also be tracked in the IMS. The IMS shows all the planned scope of work for a program. For an Agile program, the amount of work planned is limited to the near-term release efforts. The future requirements (Stories) are captured in a Summary Level Planning Package (SLPP) until the effort is detailed planned into a release. While high priority requirements (Stories) might remain in the SLPP (Product Backlog), it is recommended that these requirements be broken out into lower level WBS elements under the SLPP to increase visibility.

The question shouldn't be “Can Agile and EVM co-exist?” but “How can we be successful with Agile EVM?!”

Where can I find more information and guidance about Agile EVM?

The number of programs using Agile development with the EVM requirement has increased over the years. The Government and Industry have responded by developing and evolving guidance on how Agile EVM should be implemented. The Government guidance is “Agile and Earned Value Management: A Program Manager's Desk Guide” dated 16 April 2018, which was developed and issued by the DoD under the Office of the Assistant Secretary of Defense for Acquisition through the Performance Assessment and Root Cause Analysis (PARCA) EVM division. The Industry guidance is “An Industry Practice Guide for Agile on Earned Value Management Programs” Version 1.2 dated 26 March 2018, which was developed and issued by the National Defense Industrial Association (NDIA) Integrated Program Management Division (IPMD). These documents can be found on the respective websites for both organizations<sup>2,3</sup> and provide detailed information on the topic of Agile EVM. PARCA and the NDIA IPMD Agile EVM Working Group (WG) continue to work on developing additional guidance for areas not yet addressed and refine topics already covered in the guidance documents. As new content is developed or refined, the corresponding documents are revised. The NDIA IPMD Agile EVM WG is working on an annual cadence for issuing updated guidance.

Look for future articles discussing challenges with implementing Agile EVM.

### References:

1. “Report of the Advisory Panel on Streamlining and Codifying Acquisition Regulations Volume 1 of 3” dated January 2018 (Section 4, Recommendation 19, page 151)
2. “Agile and Earned Value Management: A Program Manager's Desk Guide” dated 16 April 2018,  
<https://www.acq.osd.mil/evm/docs/PARCA%20Agile%20and%20EVM%20PM%20Desk%20Guide.pdf>
3. “An Industry Practice Guide for Agile on Earned Value Management Programs” Version 1.2 dated 26 March 2018,  
[http://www.ndia.org/-/media/sites/ndia/divisions/ipmd/division-guides-and-resources/ndia\\_ipmd\\_evm\\_agile\\_guide\\_version1\\_2\\_march262018.ashx?la=en](http://www.ndia.org/-/media/sites/ndia/divisions/ipmd/division-guides-and-resources/ndia_ipmd_evm_agile_guide_version1_2_march262018.ashx?la=en)

# CEVM Rotation Experience

*Written By: Lauren Kim—NAVAIR*

The Deputy Assistant for Management and Budget (DASN(M&B)) has hosted three month rotational opportunities for developmental employees such as myself who are seeking to gain a better understanding of the DoN. I was a member of the Naval Acquisition Development Program (NADP) from NAVAIR's Cost Department, 4.2, and had spent a little over a year in both acquisition cost estimation and integrated government scheduling. My background in scheduling—supporting PMA207 for KC-130J—sparked my interest in developing skills as an Earned Value Management (EVM) analyst. For my external rotation, the Center for Earned Value Management (CEVM) became an opportunity to broaden my knowledge of the EVM policies. This experience led to another opportunity to work with other offices within DASN(M&B): Acquisition Governance; Planning, Programming, and Budgeting Execution (PPBE); and Congressional Liaison.

Working with the CEVM team quickly immersed me in the world of EVM. Reviewing and providing feedback for the Earned Value Management Implementation Guide (EVMIG) and Agile Guidelines for Performance Assessments and Root Cause Analyses (PARCA) not only informed me on the EVM policies that existed for Navy contracts, but also how these documents were constantly reassessed and routinely updated by the experts. The annual SUPSHIP community meetings and the Stakeholder Group bi-weekly teleconferences allowed me to see some of CEVM's interfaces and goals to improve surveillance among the program offices across SYSCOMs. Takeaways I gathered from their discussions were the ongoing obstacles to help program offices understand the importance of surveillance and placing EVM on applicable contracts. I was able to understand the CEVM focus on training the SYSCOMs and other organizations to emphasize the importance of EVM and why the guidelines must be implemented correctly. My rotation at CEVM helped me understand the mindset and significant role of the EVM analyst in the program office.

The time period for me to work with the Acquisition Governance team fell right at the start of the Selected Acquisition Report (SAR) reviews. Being able to observe two weeks of round-tables for several program offices of not only aviation, but also carriers, ships, and submarines, was an eye-opening experience. Reviewing SARs of the various Navy products showed me there was much more the DoN was responsible for in providing for the warfighter. Preparing these SARs for Congress displayed the importance of the program office being informed of the SAR guidelines because of how much it impacted the complexity of the SAR process. One of the best parts of my rotation was witnessing the KC-130J round-table with the program office I previously supported. Conducting the final review for the KC-130J SAR before sending it to OSD was the highlight of my time in Acquisition Governance.

The PPBE team took a strategic approach in introducing me to what they do through my familiarity with the KC-130J. Navigating through the KC-130J budget exhibits in Program Budget Information System (PBIS) helped me track and understand the various reasons of why a budget changed in cost or quantity. I also got to see this when aligning information in PBIS to the SAR and Gate Review. My favorite part working with the team was attending meetings with DASNs, Program Executive Officers (PEOs), and the Principal Military Deputy (PMD) to discuss Tax and Withholds along with cost efficiencies for the PEOs. Being able to see them apply their knowledge and expertise to discuss concerns, ideas, and decision making was a tremendous experience.

I was given the opportunity to attend a congressional hearing at Capitol Hill with the congressional liaison. I witnessed a Seapower hearing on the FY19 budget request for DoN acquisition programs with the ASN(RD&A), OPNAV N9, HQMC, and DC CDI representing the DoN. Attending the event was a once-in-a-lifetime experience to see plans for the DoN being laid out and discussed in front of the representatives of the House. I also enjoyed attending an Office of Naval Research (ONR) pizza brief with other fellow developmental employees. It was intriguing to learn about the birth and history of the ONR and some of the research they are conducting in their labs today. Learning they were behind some of the research leading to the invention of the GPS gave me a feeling of pride to be a part of the DoN.



A rotation with DASN(M&B) was beneficial in terms of developing my career path. I sat one-on-one with DASN(M&B) and Deputy, Acquisition Career Management (DACM) to discuss my expectations and goals for my career development. They both discussed options and opportunities to keep an eye out for in terms of training and career advancement that are offered within the DoN.

I received more than I expected out of this rotation by learning the many functions within DASN(M&B). The staff was knowledgeable and persistent in finding any opportunity to help me learn. Being provided tasks and participating in discussions showed me the challenges DASN(M&B) faces in accommodating the program offices while also abiding by policies. A rotation at DASN(M&B) would be a valuable experience during which any NADP member could truly grow in their understanding of the DoN and their career. This rotation gave me a greater level of understanding of the DoN that I can take with me back to NAVAIR.

Please contact us at 703-695-0510 for any questions on rotational opportunities.



# New Acquisition Leadership

## Deputy Assistant Secretary of the Navy - Air

Mr. Daniel Nega currently serves as the Deputy Assistant Secretary of the Navy (Air Programs) (DASN(AIR)), where he has been assigned since February 2018. He is the principal advisor to the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RDA)) on matters relating to aircraft, cruise missiles, air-launched weapons, airborne sensors, avionics and related ancillary and support equipment.

DASN(AIR) monitors and advises the ASN(RDA) on programs managed by the Naval Air Systems Command, the PEO Tactical Aircraft Programs, the PEO Air ASW, Assault and Special Mission Programs, the PEO Unmanned Aviation and Strike Weapons and the Joint Strike Fighter. The DASN makes programmatic recommendations and technical development recommendations, conducts independent studies and analyzes industry capability for production and repair of aircraft.



Daniel L. Nega

---

## Deputy Assistant Secretary of the Navy - Ships

Mr. Frederick J. (Jay) Stefany began serving as Deputy Assistant Secretary of the Navy for Ship Programs in April 2018. In this role, he is responsible for executive oversight of all naval shipbuilding programs, major ship conversions, and the modernization and disposal of inservice ships. He is also responsible for executive oversight of cost, schedule and performance of surface ship, submarine, and Marine Corps combat systems, electronic warfare systems, shipboard radars, and Navy missile defense programs.

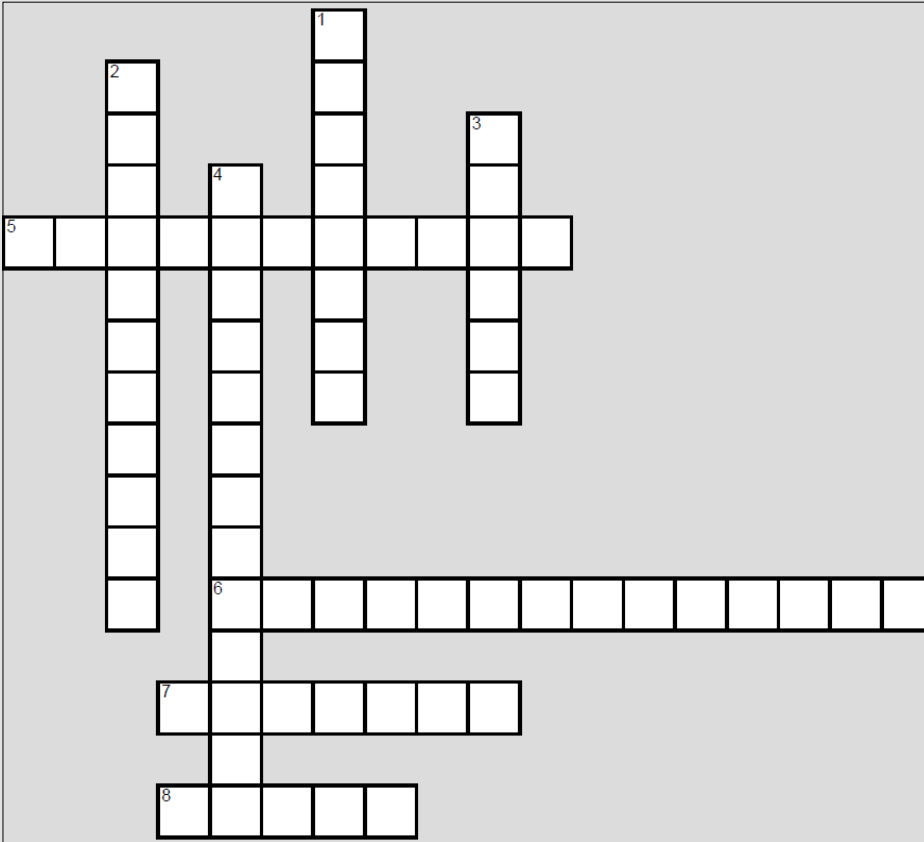
The Deputy Assistant Secretary of the Navy for Ship Programs is the principal advisor and coordinator for the Assistant Secretary of the Navy (Research, Development, and Acquisition) (ASN(RDA)) on all matters pertaining to aircraft carriers, other surface ships and submarines, as well as associated weapon systems (with the exception of those systems specifically assigned to other DASNs). DASN(Ships) monitors and advises ASN(RDA) on ship programs managed and supported by Naval Sea Systems Command, PEO Ships, PEO Carriers, PEO Submarines, DRPM Strategic Systems Programs and the Military Sealift Command.

DASN(Ships) also represents ASN(RDA) equities on the Board of Directors for the Surface Warfare Enterprise, Naval Aviation Enterprise, and Under Sea Enterprise.



Frederick J. Stefany

# Crossword Puzzle



## Down

- 1 A metric that is determined by how many story points have been completed within a Sprint
- 2 The decomposition from the Story level, which is used to generate estimates and determine the velocity of a team
- 3 A timebox of work for which the duration is defined by the team and that is related to the team's optimal work cadence
- 4 The chart that shows all the work upfront and the trend is towards completing all the effort at point zero

## Across

- 5 The chart that shows the progress of work being completed starting at zero and working towards a line representing all the work
- 6 The cycle that includes planning, analysis, design, coding, unit testing, and acceptance testing (demonstrating software)
- 7 A list of feature or technical tasks representing the scope of work to be completed
- 8 The further decomposition of requirements from the Feature level, which can be estimated in relative size and complexity and completed within a Sprint

### Previous Edition's Crossword Answers:

