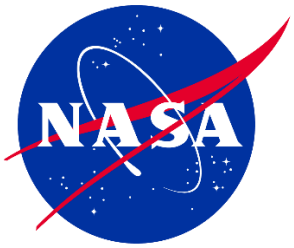
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NASA Agile Community of Practice 2024-2026 Report

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Artificial Intelligence (AI) Usage Disclosure
This document was created with assistance from Copilot for summarizing meeting notes. More information on the extent and nature of AI usage is included in the Methods Acknowledgements section of the document.

August 2026

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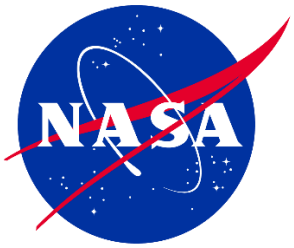
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August 2026

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NASA Agile Community of Practice

2024-2026 Report

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NASA Agile Community of Practice 2024-2026 Report

Abstract

This 2024-2026 report provides a summary of the products and activities executed by the NASA Agile Community of Practice (CoP) during its second and third years. Building on the foundation established in its inaugural year, the CoP continued to advance Agile values and principles across NASA centers. The report highlights key initiatives, including specialized framework training, AI integration in Agile toolkits, and active participation in agency-wide project management and systems engineering workshops.

Purpose

The purpose of this community is to exchange knowledge, experience, and ideas among Agile practitioners across the Agency, and help new adopters in their Agile transformations.

NASA Agile CoP Leadership Team

Name	CoP Role
Alex Desharnais	NASA Agile CoP Lead, JPL Representative
Jackelynne Silva-Martinez	NASA Agile CoP Co-Lead, TIM Technical Chair, Agile Train the Trainers Initiative Project Manager
Daniel Hoffpauir	Communications Lead, NESC Academy Representative
Chris Barreras	CoP Representative for 2025 Systems Engineering TIM
Shae Glassco	CoP Representative for 2025 Project Management Symposium
Chris Acuff	CoP Representative for 2026 Systems Engineering TIM
Shenandoah Speers	OCIO Representative
Parker Woods	APPEL PM Representative
Denise Amling	HQ Representative
Paul Liu	ARC Representative, Systems Engineering TIM Representative
David Swartwout	JSC Representative
Scott Tashakkor	MSFC and SW TDT Representative
Chris Upp	TIM Committee
Marian Cronin	GRC Rep, TIM Committee
Jeanette Le	AFRC Representative
Caren Ensey	KSC Representative
Alex Elliot	SSC Representative

Products

Product	Status	Notes
Agile Playbook	**Ongoing**	Review and update sections
AI Prompt Guide for Agile	**Complete**	Developed during May 2025 Webinar
Kanban Implementation Guide	**Complete**	Summary of visual workflow best practices
NPR 7120.5 Revision Feedback	**Complete**	Collecting obstacles to Agile implementation
Agile Train the Trainers Toolkit	**Complete**	Includes presentation baseline for trainers, Agile use cases, and resources to share with trainees

Webinars

10/25/2024 - CoP Brainstorming & Tooling Review

Led by Alex Desharnais, this session reviewed poll results on agency-wide tool usage. Key takeaways included the dominance of JIRA for task planning and requirements management, and SharePoint/Confluence for knowledge management. The group planned the roadmap for 2025, focusing on scaling Agile for complex projects and aligning with NASA frameworks like 7120.5.

11/22/2024 - Kanban Framework Overview

This session provided an in-depth introduction to Kanban, emphasizing visual workflows and continuous delivery. The discussion focused on Work-In-Progress (WIP) limits to enhance focus and the tracking of lead/cycle times. Participants were shown how to configure JIRA templates for Kanban and manage 'stuck' tasks through visual indicators.

01/31/2025 - Scaled Agile Framework (SAFe)

Presented by Shenandoah Speers and Crystal Gummo, this session explored the 'Dual Operating Model' which bridges traditional hierarchy with Agile networks. The webinar detailed SAFe 6.0 competencies, including Lean Portfolio Management and Agile Product Delivery, specifically tailored for enterprise-scale government projects.

03/28/2025 - Agile Methods for Systems Engineering

Chris Barreras and the team presented a draft for the upcoming Systems Engineering Workshop. The session used case studies like the Air Mobility Pathfinder (AMP) and CubeSat SPORT to illustrate how Agile methods (sprints and incremental design) apply to hardware-centric projects and procurement, moving beyond simple software development.

05/23/2025 - Sprint Smarter, Not Harder: AI in the Agile Toolkit

Denise Amling facilitated a session on leveraging Generative AI to streamline Agile artifacts. The webinar demonstrated practical prompts for generating user stories, acceptance criteria, and backlog refinement suggestions. AI was framed as a collaborator to reduce the burden of documentation and planning, allowing teams to focus on technical delivery.

07/18/2025 - Lean Coffee: Group Discussion

This agenda-less, democratic meeting format allowed CoP members to vote on topics of interest. Discussions centered on the summer review of NPR 7120.5 Rev G and identifying institutional obstacles to Agile adoption. The format emphasized peer-to-peer learning and rapid knowledge exchange.

02/27/2026 – Agile CoP Monthly Meeting

This meeting focused on introducing the upcoming Train the Trainers initiative and establishing strategic goals for the community. The leadership team detailed two key certification courses scheduled for the week of March 23rd: the ICP-APM Agile Project and Delivery Management course and the ICP-DAS Portfolio and Program Management course. Members were asked to submit their availability by March 6th, and participants were encouraged to reach out to Jackelynne Silva-Martinez with any logistical questions or updates regarding their involvement. In addition to training logistical details, the CoP addressed long-term community planning and engagement initiatives. The group began brainstorming ideas for an Agile focused session to present at the September 2026 Systems Engineering Technical Interchange Meeting (TIM). To support meeting execution and content planning, Shae Glassco (OCIO/MSFC) volunteered to help coordinate the CoP presentation agenda. The meeting closed by inviting members to join the CoP Leadership Team to assist in driving future initiatives and facilitating regular community sessions.

03/27/2026 – Agile CoP Monthly Meeting

During this meeting, host Alex Desharnais led a retrospective on the Train the Trainers certification courses—ICP-APM Agile Project and Delivery Management and ICP-DAS Portfolio and Program Management—which were successfully executed during the week. The leadership team extended special recognition and thanks to Jackelynne Silva-Martinez for spearheading the training effort. The session also progressed plans for the September 2026 Systems Engineering Technical Interchange Meeting (TIM), where Paul Liu (ARC) reported on the work being done with Chris Acuff (AFRC) for a dedicated Agile session tailored to general systems engineering interests.

A major highlight of the meeting was a presentation by Steve Thornton (GSFC) on the draft update to NPR 7120.7 (NASA Requirements for IT Programs/Projects). Thornton outlined how the Program/Project Management Working Group (PPMWG) spent two and a half years transforming NPR 7120.7 to be Agile focused, incorporating Lean Portfolio Management (LPM) practices and leaner governance recommendations from the Fit for Purpose Governance Team. Finally, Shae Glassco (MSFC) provided updates on the meeting calendar and presentation

pipeline, while the leadership team reiterated its call for members to join in running and planning CoP activities.

04/24/2026 – Agile CoP Monthly Meeting

This meeting focused on outlining next steps for the Train the Trainers initiative and expanding Agile integration across NASA's broader program management ecosystem. For the training initiative, the group discussed finalizing the roster of newly certified trainers, establishing upcoming training event dates, and compiling supporting resources and outbriefs for community distribution. Furthermore, Kevin Gilligan (HQ) discussed about the intersection of NASA Program Management and

Agile, introducing an upcoming "Ask Me Anything" session focused on Agile Project Management. The conversation around Agile PM highlighted its relevance to NASA flight projects, emphasizing the distinction between direct application to flight hardware/systems versus IT components of flight projects. The community expressed strong interest in collaborating with overall NASA PM policy to better integrate Agile methodologies. Additionally, the CoP continued refining its proposed session for the September 2026 Systems Engineering TIM and reviewed upcoming meeting schedules.

05/22/2026 – Agile CoP Monthly Meeting

This Agile CoP session centered on a debrief of the "Best Practices in Presentation Design, Learning Delivery, and Facilitation Training" for the Agile Train the Trainers cohort, which was facilitated by Dr. Diana Wehrell-Grabowski, Systems Engineering Curriculum Lead at NASA APPEL Knowledge Services. The discussion focused on strategies for debriefing trainer experiences and best practices for sharing Agile knowledge and methodologies across various NASA centers and interdisciplinary teams. The meeting also covered key CoP initiatives, including an overview and feedback call for a Flow Engineering Tool demo, as well as an open call for other Agile related tool demonstrations.

07/17/2026 – Agile CoP Monthly Meeting

This meeting focused on a call for FY27 Agile CoP Leadership, where current members shared their roles and opportunities leading the CoP efforts. The 2024-2026 Agile CoP Report document was also shared with the CoP community for review, as well as an update on the Train the Trainers initiative and a call for upcoming webinar/presentation topics. Members continued to refine concepts for the Agile session planned for the September 2026 Systems Engineering TIM, ensuring the CoP's offerings remain aligned with agency wide systems engineering interests and upcoming presentation schedules. Marian Cronin (GRC) offered to co-lead the Agile session along with the session lead Chris Acuff, and all prep work thus far was shared with her. Kevin Gilligan (HQ) also announced the upcoming NASA Project Management Symposium to be held at GRC on September 1-2.

2025 Agile Technical Interchange Meeting

The 2025 NASA Agile CoP Technical Interchange Meeting (TIM) was held on September 16, 2025, at the MSFC-Huntsville location, offering both in-person and remote attendance options. This TIM was co-located with NASA's Project Management Symposium. Centered on the theme **Enterprise Agility,** the event brought together practitioners, leaders, and industry partners to exchange knowledge, strategies, and lessons learned about integrating Agile practices within NASA's unique engineering and management ecosystems. The agenda featured a series of technical presentations, a keynote address by Project Management Institute, an interactive Lean Lunch, and a collaborative workshop aimed at driving agency-wide agility while managing mission-critical risk.

Organizing Committee

- Technical Chair: Jackelynne Silva-Martinez
- Communications Chair: Daniel Hoffpauir
- Logistics Team: Chris Upp, Parker Woods, Agile CoP Leadership Team

TIM Agenda

Time	Topic	Presenter	Format
8:30 AM	Welcome to 2025 NASA Agile TIM	Agile CoP / Chris Upp	In Person
	Intro to Agile, CoP Resources, Train the Trainers Initiative, Gold Mine of Goodness	Agile CoP / Jackelynne Silva-Martinez	In Person
	Leveraging Voice of the Customer Insights for Agility, Innovation, and Industry Partnership	NESC Systems Engineering Technical Discipline Team	In Person
9:15 AM	Group Photo	*All Participants*	Both
9:20 AM	**Break**		
9:30 AM	Scrum on the MAV Flight Software Team from Planning to Retrospectives	MSFC / Dorek Biglari	In Person
10:00 AM	Preparing for Agile - It's all in your mind	KSC / Dean Fuqua	Remote
10:30 AM	Grounded by Agile - When Flight Software Teams Can't Take Off	GSFC / Tammy Ashraf	Remote
10:50 AM	**Break**		
11:00 AM	**Keynote:** Enterprise Agility Taking Off!	Project Management Institute & Agile Alliance / Lenka Pincot	Remote
12:00 PM	**Lunch**		
12:30 PM	Lean Lunch	OCIO / Shae Glassco JPL / Alex Desharnais	Both
1:00 PM	Beyond Bureaucracy: Unlocking People-Centered Agility	Optimizing for Impact / Randy Hale and Richard Dolman	In Person
2:00 PM	The Journey and Proposed Changes for an Agile NPR 7120.7 for NASA IT Programs and Projects	HQ / Steve Thornton	Remote
2:50 PM	**Break**	—	—
3:00 PM	Reimagining the Way We Work	Jackelynne Silva-Martinez	Both

4:30 PM	Retrospective and Closing Remarks	All Participants	Both
5:00 PM	End of Agile TIM		

Summary of TIM Presentations

The technical sessions kicked off with opening remarks detailing the growth of the NASA Agile CoP, the Train the Trainers initiative, and the foundational guidelines of the Agile CoP Playbook. Following the opening, the NESC Systems Engineering Technical Discipline Team presented on *Leveraging Voice of the Customer (VoC) Insights for Agility, Innovation, and Industry Partnership*. This presentation highlighted key findings regarding how NASA helps and hinders its industry providers. Notably, while 90% of providers appreciate NASA's technical expertise, 64% indicated that NASA's bureaucracy, contractual constraints, and slow decision-making speed serve as significant hindrances to collaboration. Cultural issues and barriers were cited by 80% of respondents as the top challenge in making systems engineering faster.

Case studies highlighting real-world mission implementations formed the core of the morning sessions. Dorek Biglari from MSFC presented *Scrum on the MAV Flight Software Team from Planning to Retrospectives*, detailing how a team growing from 2 to 13 engineers successfully adapted Scrum methodologies to develop Class A flight software for the Mars Ascent Vehicle. Biglari emphasized that while safety critical standards must remain rigid, flexible sprint cadences, pre-planning, and internal review pipelines provided the necessary adaptability to handle shifting hardware and GNC updates. Shifting focus to the psychological aspects of agility, Dean Fuqua from KSC presented *Preparing for Agile - It's all in your mind!*, explaining that teams often "do" agile ceremonies while maintaining a traditional waterfall mindset. Fuqua noted that true agility requires an internalized cognitive framework focused on collaborative problem-solving, openness to change, and prioritizing team outcomes over individual performance to avoid treating Agile as simply a "faster waterfall". Tammy Ashraf from GSFC then delivered a sobering presentation entitled *Grounded by Agile - When Flight Software Teams Can't Take Off*, evaluating software historical mishaps like the Ariane 5 and Mars Climate Orbiter to underscore that flight software remains a high-risk, mission-critical environment. Ashraf provided best practices for balancing safety compliance with hybrid Agile models, emphasizing that alignment within the team is just as vital as the hardware itself.

The keynote presentation *Enterprise Agility Taking Off!* delivered by Lenka Pincot, Chief of Staff to the CEO at Project Management Institute and Board Director at Agile Alliance, focused on the critical importance of enterprise agility in an era marked by accelerated change and frequent disruption. Keynote highlights included recent industry data showing a dramatic rise in organizational transformations and the necessity for companies to adapt rapidly, foster innovation, and embrace cross-functional collaboration. The session emphasized that enterprise agility is a strategic capability enabling organizations to sense and respond to evolving market signals, empower decentralized decision making, and embed continuous improvement across all functions. Attendees participated in breakout discussions to identify and address their most pressing challenges, aiming to develop actionable solutions for enhancing agility. The presentation concluded with a vision for advancing enterprise agility beyond software development, including the announcement of a new manifesto for enterprise agility, and outlined how NASA can contribute to it by engaging in Agile expert surveys and

leadership interviews that will help shape how senior executives approach enterprise-wide agility.

Lean Lunch, a version of Lean Coffee, an Agile engaging activity was conducted by Shae Glassco for the in-person attendees and by Alex Desharnais for the virtual participants. Participants brainstormed ideas on sticky notes, prioritized them as a group, and had time-boxed discussions. The Lean Lunch activity created a space for engaging, hybrid collaboration where participants shared candid thoughts on agile based topics. Through a structured, democratic process, participants brainstormed ideas and exchanged ideas.

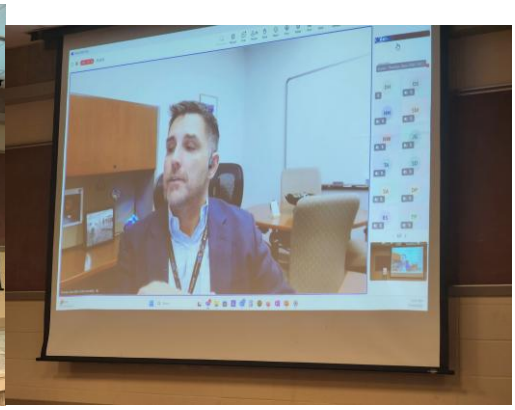
In the afternoon, the session *Beyond Bureaucracy: Unlocking People-Centered Agility* emphasized that the principles of people centered agility apply equally across nonprofit, government, and commercial organizations. For NASA, the speakers highlighted that what matters most is not the organizational structure or profit model, but the clarity of purpose behind its Agile approach; specifically, the value the Agency delivers to its communities and mission stakeholders. By focusing on that guiding value, agile practices become a mechanism for navigating change and disruption, enabling teams to adjust effectively and remain aligned with mission outcomes. The group activity utilized a Value Impact Canvas to help participants map out the highs and lows in executing end-to-end processes, identify key challenges and optimization tensions, and clarify who benefits from the current status quo. This collaborative exercise encouraged teams to reflect on how their functions contribute to Agency goals, surface barriers to effectiveness, and explore opportunities for building shippable products and monitoring outcomes. The session reinforced that agility is ultimately driven by contribution, purpose, and the ability to continuously adapt in pursuit of the Agency's guiding star.

Steve Thornton from HQ OCIO detailed a major policy shift in his presentation, *The Journey and Proposed Changes for an Agile NPR 7120.7 for NASA IT Programs and Projects*. Thornton outlined a comprehensive, "Agile first" draft update to NPR 7120.7 designed to eliminate bureaucratic overhead and unnecessary documentation for lower impact IT projects. The proposed policy introduces Lean Portfolio Management (LPM) and replaces rigid Key Decision Points (KDPs) with continuous portfolio syncs and adaptive planning checkpoints, shifting the agency's reporting culture from manual paperwork to real-time metrics and demonstrable products.

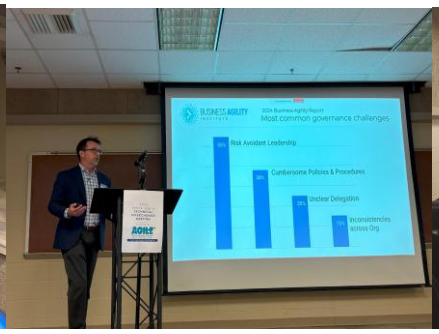
The day concluded with an interactive workshop, *Reimagining the Way We Work*, facilitated by Dr. Jackelynne Silva-Martinez, where participants actively brainstormed actionable steps to overcome institutional inertia and implement localized process changes, underscoring the role of Agile as a driver of sustained value and competitive advantage.

Link to presentations: Presentations






Best Practices for Agile-Hybrid Success in Mission Software Projects



Most common governance challenges
Risk Avoidant Leadership
Cumbersome Policies & Procedures
Unclear Delegation




Community Responses and Poll Summary

A central feature of the TIM was capturing direct feedback from the attendees to understand the cultural and practical reality of practicing Agile across NASA centers. Data captured in the *Gold Mine of Goodness* session provided valuable peer to peer insights regarding professional lessons learned and everyday efficiency drivers.

When asked about the most important lessons learned throughout their NASA careers, participants heavily emphasized human-centric values and cultural adaptability. A primary theme across the responses was that "people are your greatest assets" and that interdisciplinary teamwork is vital for navigating complex projects. The community also voiced a strong cultural push toward psychological safety, noting that it is acceptable to try and fail if the team actively extracts lessons from those failures to become better explorers and scientists. Interestingly, from a process perspective, respondents noted that there is significant, underutilized flexibility already embedded within NASA's project management requirements. However, a closing sentiment captured the core obstacle facing the community: "People want to be Agile but they don't know how."

The poll also investigated what concrete tools or strategies saved employees the most time over the preceding three months. The responses overwhelmingly pointed to a massive surge in the reliance on Artificial Intelligence (AI) and digital collaboration tools. Various forms of generative AI, such as ChatGPT, conversational AI, and the internal ChatGSFC system, were repeatedly credited with significantly cutting down hours spent writing scripts and drafting project timelines. Beyond AI, structural Agile practices were highlighted as major time savers, specifically the delegation of work across teams and the active use of project management tools like Jira and Hive. Collectively, the responses indicate a workforce that is eager to bypass bureaucratic bottlenecks by leaning heavily into modern, collaborative automation and iterative teamwork.

In a live *Enterprise Agility* poll, as shown in Appendix A, participants identified their top organizational agility challenges, ranking the need to cultivate agile leadership and culture, align Agile practices with business value and governance, and integrate agile and project management practices as the most impactful areas to address. During the virtual breakout discussions, the team highlighted practical solutions such as targeted training, securing sponsorship for Agile initiatives, implementing structured communication strategies, and piloting Agile approaches on a small portion of a project to demonstrate measurable success before scaling.

Survey responses gathered during the *Reimagining the Way We Work* session, reflected a strong commitment to applying the TIM's insights in meaningful and actionable ways. Many expressed a renewed dedication to advocating for Agile and Lean principles and strengthening support for Agile teams, signaling momentum toward more efficient, value-driven practices. Participants also emphasized the importance of staying connected within the Agile CoP, recognizing that collaboration enhances both individual growth and organizational agility. Several attendees shared personal takeaways, noting that they perform better when working with others and reaffirming their own identity as Agile practitioners. Several respondents even

indicated interest in becoming certified agile trainers, demonstrating enthusiasm for expanding their capability to guide teams through agile transitions. Collectively, these intentions highlight a growing culture of continuous improvement and peer-supported transformation across the organization.

Agile Sessions Presented at Different NASA Forums

2025

- Project Management Symposium
- Systems Engineering Technical Interchange Meeting
- Swift Leadership Team Workshop

2026

- Human Landing System Program
- Project Management Ask Me Anything Series
- Project Management Success Lab
- Human Factors Technical Discipline Team
- Systems Engineering Architect Leadership Team

Agile Train the Trainers Initiative

The NASA Agile CoP launched the NASA Agile Train the Trainers Initiative to strengthen Agency wide adoption of Agile values and principles by developing an internal cadre of Agile instructors, coaches, and facilitators. Designed as an immersive learning experience, the initiative equips practitioners to teach and mentor others through refined facilitation techniques, structured instructional design, and interactive learning methods tailored to NASA's organizational environment. This approach ensures consistency and depth in Agile learning across Centers and Programs, reinforcing the Agency's commitment to enterprise agility.

The inaugural cohort consists of 48 participants, including NASA civil servants and contractors. A major milestone of this initiative was providing participants with the opportunity to obtain industry ICAgile certifications in Agile Project and Delivery Management (ICP-APM) and Portfolio and Program Management (ICP-DAS). With sponsorship from the NESC Systems Engineering Technical Discipline Team, 18 cohort members earned the APM certification and 16 earned the DAS certification. Other participants entered the program with prior Agile certifications and relevant experience, contributing to a robust peer learning environment.

In parallel with certification achievement, participants completed a formal instructional training module grounded in best practices for presentation design, facilitation, and adult learning. Dr. Diana Wehrell-Grabowski conducted the 'Best Practices in Presentation Design, Learning Delivery, and Facilitation Training' for the Agile Train the Trainers cohort. The cohort also received a comprehensive toolkit that included a baseline presentation package for trainers, Agile use cases, facilitator references, and materials intended for distribution to trainees. These materials were developed with inputs and feedback from the cohort and CoP in general. These

resources directly support the initiative's emphasis on mastery of Agile concepts, effective facilitation, instructional design, and coaching skills that enable the practical application of Agile methods across the Agency.

This initiative directly responds to workforce feedback gathered through surveys administered within the Agile community. Concerns regarding the need for structured workforce training, clearer instructional support, and greater access to Agile learning resources were key drivers for this effort. In addressing these concerns, the Agile CoP collaborated closely with the Office of Chief Engineer's APPEL Systems Engineering and Project Management Curriculum Leads to ensure the training materials incorporate recognized adult learning methodologies. This collaboration strengthened the pedagogical foundation of the Train the Trainers initiative and ensures that the cohort's future teaching activities reflect proven techniques for adult learner engagement and knowledge retention, while also providing flexibility for instructors to personalize their presentation materials and include their own Agile activities/experiences.

As the initiative moves into its deployment phase, the cohort has been provided with clearly defined next steps and resources to support upcoming training activities. All training materials are available in the Agile CoP Teams Channel under Agile Train the Trainers, with files organized in the Shared tab. Participants are asked to review and personalize the baseline training package, updating facilitator notes, tailoring examples, and adjusting content in their own copies as needed. Activity recommendations embedded throughout the materials support effective audience engagement. The Facilitator Toolkit contains optional reference materials such as journal articles and papers, along with a ready-to-share presentation that excludes facilitator notes. A recording of the Best Practices in Presentation Design, Learning Delivery, and Facilitation Training session has been provided for participants who were unable to attend, and additional facilitator resources are available in the same folder. Cohort members are encouraged to propose global improvements to the training package by submitting comments or edits directly in the baseline file.

To support community building and knowledge sharing, participants are invited to upload materials from their training sessions—including invitations, photos, and lessons learned—into the Trainers Experiences folder. They are also required to record their Agile certifications, session dates, and audience metrics in the Agile Train the Trainers Initiative list to assist the CoP in documenting impact and tracking progress.

Each cohort participant is expected to deliver Agile training within their respective centers, directorates, projects, and programs, thereby expanding the reach of Agile values and practices across NASA. Through these efforts, the CoP will continue building a consistent foundation in Agile thinking and strengthening organizational agility. The Train the Trainers initiative is expected to be completed by the end of the 2026 fiscal year, culminating in a sustainable, peer-driven learning ecosystem that deepens expertise, fosters collaboration, and accelerates NASA's broader enterprise agility goals.

Acknowledgments

Special thanks to the contributors from the different **NASA Centers** who shared their Agile project insights and participated in the monthly webinar sessions and technical interchange meetings.

Recognition goes to the NESC Systems Engineering Technical Discipline Team for their financial support, the Chief Program Management Officer and NASA's Academy of Program/Project & Engineering Leadership (APPEL) Knowledge Services for their educational expertise as we expand Agile training across NASA, OCIO Application & Platform Services for active participation and logistics support. Namely,

- **NASA Systems Engineering Technical Fellow:** Jon Holladay
- **OCIO Application & Platform Services Director:** Shenandoah Speers
- **APPEL Chief Knowledge Officer and Director:** Tiffany Smith
- **Chief Program Management Officer:** Kevin Gilligan
- **Office of the Chief Engineer Systems Engineering Curriculum Lead:** Diana Wehrell-Grabowski, Ph.D.
- **Office of the Chief Engineer Project Management Curriculum Lead:** Parker Woods

Appendix

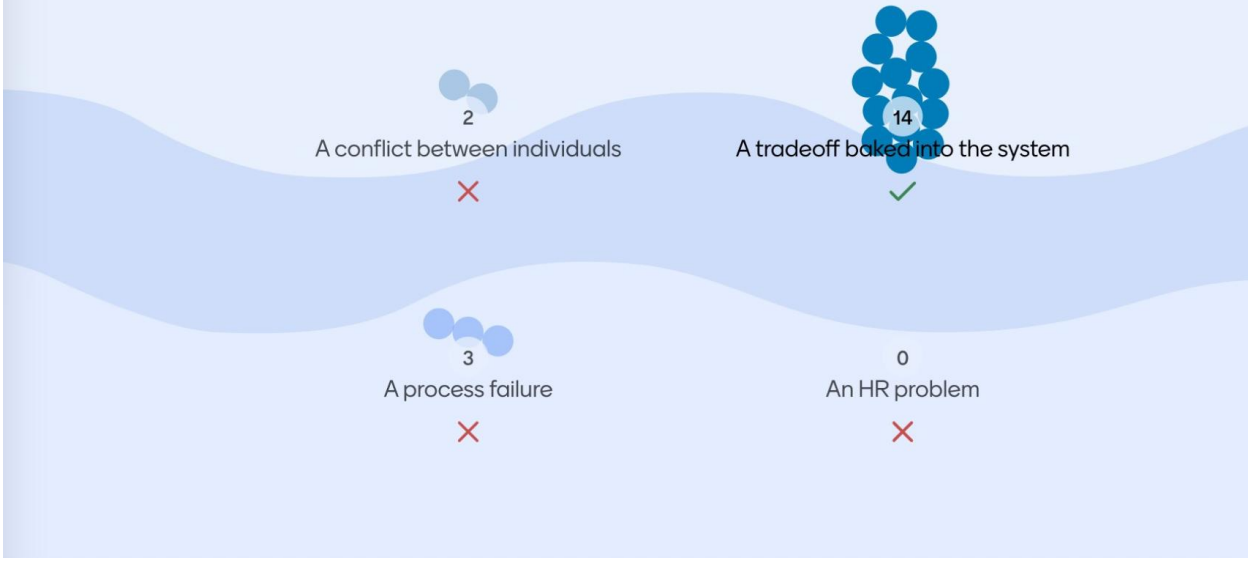
A. Survey Results from 2025 Agile TIM
B. Poll Results: Agile Tooling (2024-2025 Update)
C. AI Prompt Library for Scrum Masters

Appendix A: Survey Results from 2025 Agile Technical Interchange Meeting





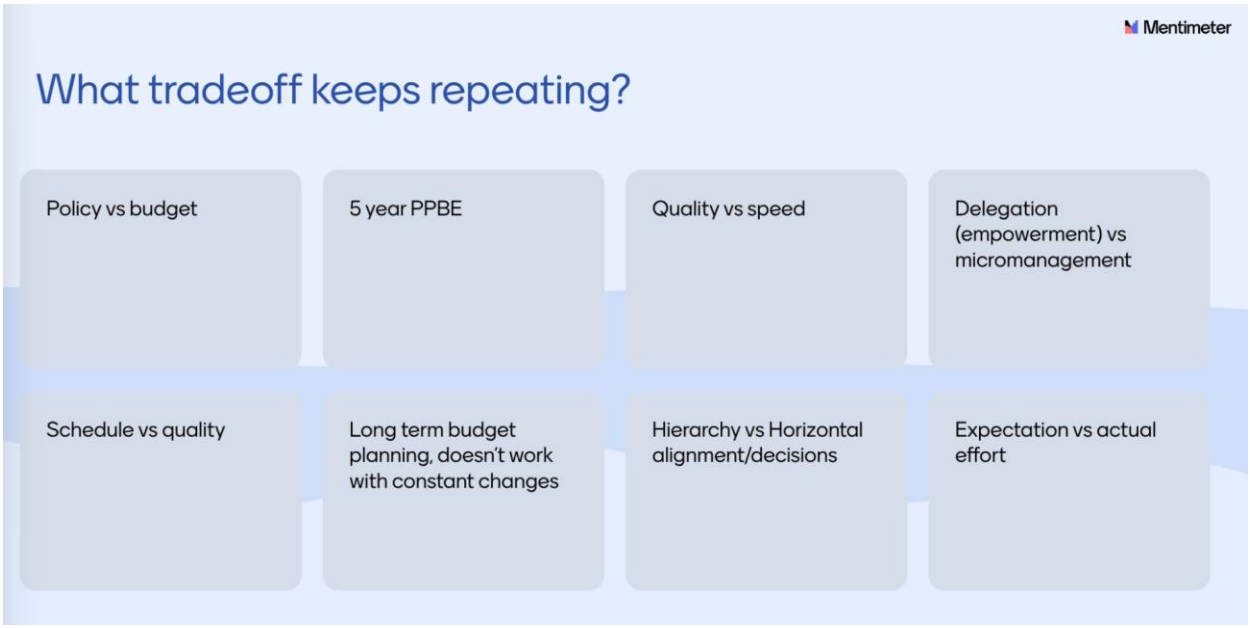
What's a System Tension?

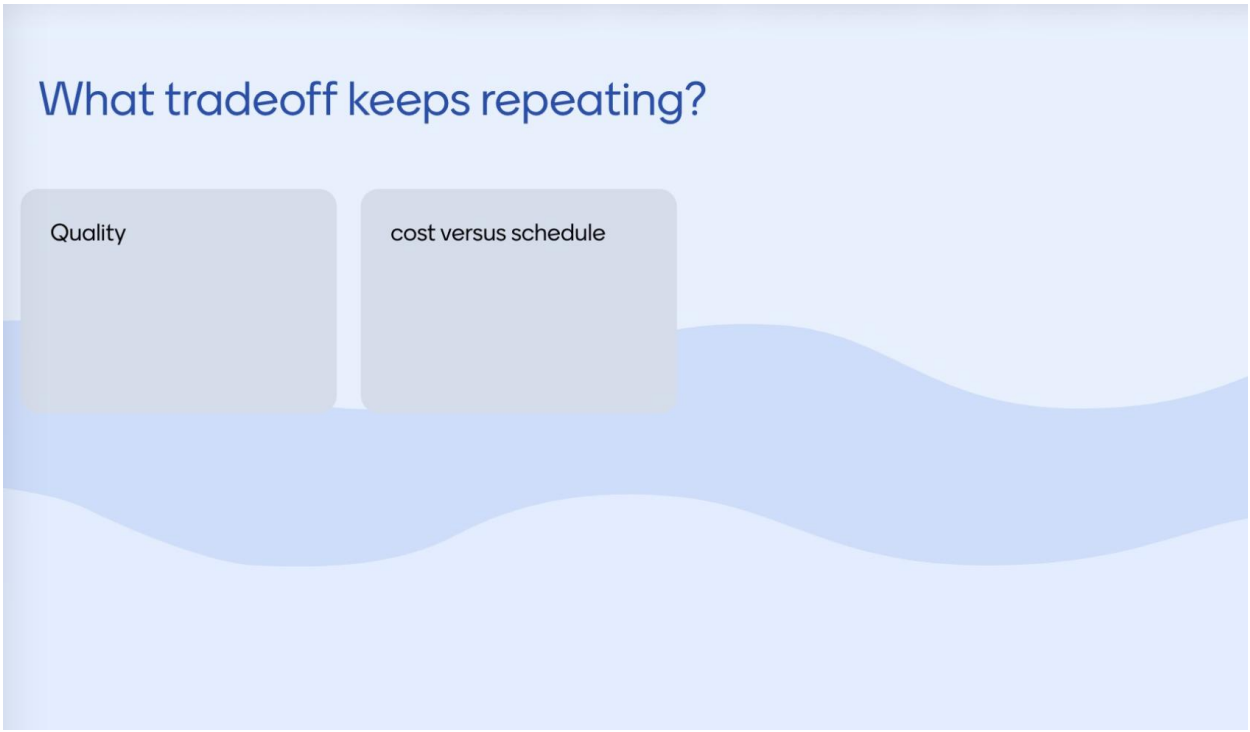


Mentimeter

What tradeoff keeps repeating?

Oversight vs efficient value delivery	cost and quality	Budget v services	Security vs. Speed
Tools vs man power	Cost over capability	Waiting for perfect information versus making a decision	Pleasing customers but no prioritization

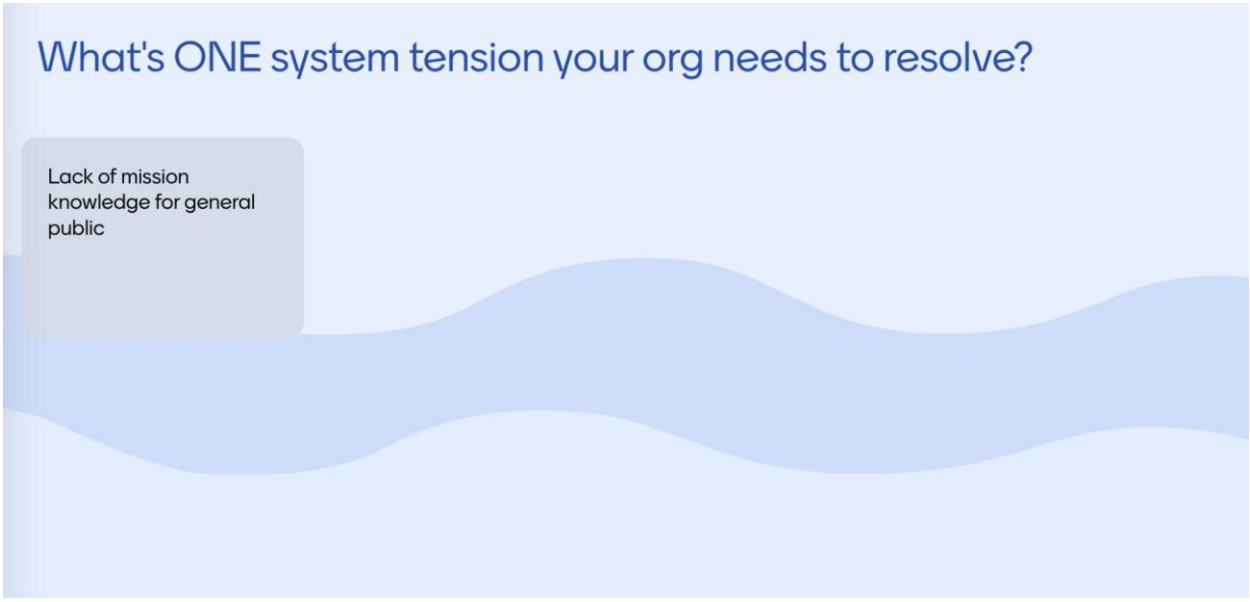

Mentimeter
What tradeoff keeps repeating?
Policy vs budget
5 year PPBE
Quality vs speed
Delegation (empowerment) vs micromanagement
Schedule vs quality
Long term budget planning, doesn't work with constant changes
Hierarchy vs Horizontal alignment/decisions
Expectation vs actual effort


What tradeoff keeps repeating?
Quality
cost versus schedule


Mentimeter
What does your organization value most? (TOP 3)
1. Quality
2. Governance
3. Business Outcomes
4. Predictability
5. Innovation
6. Speed
7. Flexibility


What's ONE system tension your org needs to resolve?
Budget
Increase decision velocity
Budget
Budget planning
Make the decisions.
Too much vs too little governance
Budget
Structure


What's ONE system tension your org needs to resolve?
put someone in charge and quit having all the "acting" positions
Efficiency
more or less risk
Communication silos
Descoping to manpower still available
3rd party accountability to the process
Budget
Silos


What's ONE system tension your org needs to resolve?
Lack of mission knowledge for general public

Appendix B: Poll Results: Agile Tooling (2024-2025)

Tool	Use / Type	Cost per seat	Pros	Cons	Good for	Not good for	Who to contact to setup	Training Links	Security Level	Setup Complexity / Cost	Visibility for Stakeholders/Customers
AppDAT (NASA)	Cloud Infrastructure	NASA AppDat Cost Model	- NASA Service - Packaged services for use cases - Multiple Cloud Provider Support	- Costly	Large multi project externally partnered IT projects	Small or internal projects	NASA AppDat Service Group	https://handbook.appdat.jsc.nasa.gov/docs/users/getting_started/	See AppDat CyberSecurity	High	
Agency Cloud Services / EMCC (NASA)	Cloud Infrastructure	EMCC Pricing	Access to Global Cloud Providers with specific guidance and support for NASA initiatives	- Requires substantial IT support - Controlling costs requires policies and monitoring	- Agile based IT Infrastructure - Software Development	- Project w/o large IT infrastructure needs	NASA EMCC	EMCC Training App	See RISCS Info on Guidance Page	High	
GitHub	Code Repositories	As of Oct 2024: $270/user/year See: https://developer.nasa.gov/pages/meta/developer-nasa-gov-splash/FAQ/	Industry standard for version control of code/documentation	- Annual fee - Steep learning curve	- Software projects - Iterative Design projects - CI/CD projects	- Projects with few digital artifacts - Teams w/o technical IT staff or support	https://developer.nasa.gov/pages/meta/d	https://docs.github.com/en	ITAR Allowed VPN Access Required	Setup - Easy Admin - Medium	Internal Free, External: No access
Confluence	Collaboration	https://nasa.sharepoint.com/sites/nssc/SitePages/Atlassian.aspx									
Microsoft Whiteboard	Collaboration										
Mural	Collaboration	https://nasa.sharepoint.com/sites/mural				Teams that are uncomfortable with new software.	https://nasa.sharepoint.com/sites/mural		Low	None	Easy / free
Azure DevOps - Teams Integration	Collaboration	Free	- Integrates Project Lifecycle Management with Teams	- Not yet on NASA approved Teams Apps list?	Comminicating Project Metrics to Stakeholders		O365 User Group | Teams | Microsoft Tear	Azure DevOps Services			
TerraForm	Infrastructure as Code (IaC)	OpenSource	- Best in class for infrastructure as Code (IaC)	- Medium learning curve - Currently only supports Azure DevOps (Cloud)	IT Infrastructure Management Projects					Medium-High	
	Integrated Development Environments										
Jira	Project planning and tracking	$120 / per person	Reporting, highly customizable, can sync with code repositories	Every user and viewer requires a license, having an admin may be needed	Software development teams		OCIO APS WSO		Moderate	Moderate	Will require a paid seat, can export reports for them though
Microsoft Planner	Project planning and tracking	NA, included in Microsoft	Automatically syncs with Teams and other Miscrosoft tooling	Little reporting, not	Large teams	If you need metrics			Moderate - High?	None	
Asana	Project planning and tracking	On NASA Unapproved software list									
Monday.com	Project planning and tracking	On NASA Unapproved software list									
Trello	Project planning and tracking	On NASA Unapproved software list									
Azure DevOps Services (Cloud)	Software Development Life Cycle (SDLC)	Usage based	- Comprehensive project lifecycle tool. - Supports many project models: CMMI,	- Steep learning curve - Needs ongoing staff/support	- Multiple Project Teams - Digital Product Delivery Teams	- Single project initiatives - Projects w/o IT support	NASA EMCC or AppDat (see above)	Azure DevOps Services Docs	FedRamp	High	Azure DevOps for Teams
Azure DevOps (Server)	Software Development Life Cycle (SDLC)	Free version available or traditional licensing	project lifecycle tool. - Supports many	- Requires on-prem server/db	Teams - Digital Product	initiatives - Projects w/o IT	Local IT Support	Azure DevOps Server Docs		High	External: No access Collaboration Doc
AWS CodeSuite	Software Development Life Cycle (SDLC)	Usage based	IaaS services - Leading Industry	- Needs ongoing staff/support	Teams - Digital Product	initiatives - Projects w/o IT	NASA EMCC or AppDat (see above)	AWS Development Docs			

Appendix C: AI Prompt Library for SCRUM Masters



Agile practice:
- Backlog refinement
- Sprint planning

Use Case:
You have an idea you want to turn into a user story.

Example Prompt:
Please turn the following into a user story with acceptance criteria.

Recommendation:
If you have enough information you don't need to give a user type, but usually I recommend adding that. Add to your prompt, "Write the user story for [insert user type].

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Use Case:
Your team struggles to complete or update documentation for your project.

Example Prompt:
Using the chat summary below, generate concise, clear Agile documentation suitable for sharing with stakeholders.

Agile practice:
- Sprint reviews
- Knowledge sharing
- Meeting definition of done

User Story Sequencing

Use Case:

You want advice on what a logical work sequence of user stories for an upcoming larger deployment or task

Example Prompt:

The following is a list of user stories. Based on dependencies and business value, please suggest an optimal sequence for implementation. Include rationale for the order.

Agile practice:
- Backlog refinement
- Sprint planning
- Release planning

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Risk Identification

Agile practice:
- Backlog refinement
- Sprint planning
- PI Planning

Use Case:

Your team knows there are risks to your project but is struggling to articulate them.

Example Prompt:

Given the following context and goals, what potential risks should we consider? Please categorize them (e.g., technical, operational, etc.)

Note:

The prompt response will be a great starting point for your team to think about project risks.

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Agile practice:
- Backlog refinement
- Sprint planning

Use Case:

You have work that you need help estimating

Example Prompt:

Based on [insert estimation practice], please estimate this story. Include details as to how you arrived at this estimate.

Recommendations:

- Ask the AI to imagine themselves as a certain role on the team. Or even ask them to estimate from the perspective of different team members.
- You can also ask AI to bulk estimate your stories

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Agile practice:
- Backlog refinement
- Sprint planning

Use Case:

- For user stories that your Scrum team writes
- To help train your team as they work to improve their story writing

Example Prompt:

Please review this user story for clarity, completeness, and testability. Is it INVEST-compliant? Suggest improvements.

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Transcript or Text Conversation to User Story

Agile practice:
- Backlog refinement
- Sprint planning

Use Case:

You have a customer or stakeholder that regularly provides you requirements over a call or in a Teams message.

Example Prompt:

Can you turn this conversation into a user story with acceptance criteria?

Recommendation:

Distinguish who is speaking and their role if you think that context would be helpful.

- Example: Person 1 is the customer. Person 2 is the Product Owner.

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