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The Honorable Michael Duffey
Under Secretary of Defense for Acquisition and Sustainment
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Verify If Earned Value Management is a Widely Accepted Best Practice

Dear Hon. USW (A&S) Michael Duffey:

This letter augments my letter to Hon. Sec. of War Hegseth, Subj: Speak the Truth about Cost, Schedule, and Technical Performance of Major Capability Acquisitions, dated February 21, 2026.

The latest revision of the *DoD Earned Value Management System Interpretation Guide*, dated June 24, 2026, retains the following false claim:

“EVM is a widely accepted industry best practice for program management, used across the DoD, the Federal Government, and the commercial sector. Government and industry program managers use EVM as a program management tool to provide joint situational awareness of program status and to assess the cost, schedule, and technical performance of programs for proactive course correction. An EVM System (EVMS) is the management control system that integrates a program’s work scope, schedule, and cost parameters for optimum program planning and control.”

Is EVM a “widely accepted industry best practice” that is also used by “the commercial sector”? Please verify that allegation by determining if non-traditional contractors (NTC) and other companies that develop prototypes using OTA contracts voluntarily use EVM in compliance with the EVMS standard, EIA-748.

You can do this in two ways. First, Mary Sheridan, the Executive Director (Acting), Cost and Pricing Command at Defense Contract Management Agency (DCMA), will be a speaker at the NDIA Fall 2026 Integrated Program Management Division Forum, August 27. Ask her to poll the audience to determine:

1. If any of the attendees are employees of NTCs or of traditional contractors that are developing prototypes, such as L3Harris, or of commercial companies, and
2. Do they voluntarily use procedures that are compliant with EIA-748 guidelines on those contracts.

Second, determine if NTCs on major OTA prototype contracts such as the Anduril Collaborative Combat Aircraft Increment 1, voluntarily use procedures that are compliant with EIA-748 guidelines on those contracts.

The results of those surveys should inform you whether or not to retain the DFARS EVMS clause and/or related DCMA compliance reviews.

Yours truly,



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CC:

Hon. Adam Smith, HASC
Hon. SecAF Meink
Hon. Roger Wicker, SASC
Hon. Russell Vought, Director, OMB
Hon. SECNAV John Phelan
Hon. Gen. Saltzman, U.S. Space Force
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