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The Honorable USD (R&E) Emil Michael
Office of the Under Secretary of War, Research and Engineering (USW(R&E))
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Leverage Systems Engineering and Digital Engineering Practices with Outcome-based Metrics

Dear Hon. USD (R&E) Emil Michael:

At his confirmation hearing, Asst. Sec. of War for Mission Capabilities (ASW(MC)) James Caggy affirmed that he will leverage systems engineering (SE) and digital engineering (DE) practices and that that implementing rigorous foundational engineering activities early in the capability life cycle leads to improved cost, schedule, and performance results. He committed to prioritize MOSA, DE and workforce training to deliver capabilities to the warfighter and to fully leverage DE and foster the professionalization of the SE practice to deliver scalable results for capability development.

The program managers who must deliver those capabilities need outcome-based metrics of schedule and technical performance. Those metrics should be based on Authoritative Sources of Truth (ASoT) from the DE ecosystem. The cost and schedule performance reports for major capability acquisitions, which are outputs of the Earned Value Management System (EVMS) business process using the EVMS standard, SAE/EIA-748, are not based on interim technical performance measures and ASoTs.

My letter to Dep. Sec. of War Feinberg, Subj: Prioritized Menu of Acquisition Reform Actions, dated October 28, includes recommended acquisition reform actions for his and your consideration. You were copied. Please take immediate action on the second action. It concerns my procedural appeal to SAE International, the accrediting organization for the draft EIA/748E, as a step towards cancelling the standard. It is unfit for use.

Additional information is in letters to Feinberg, Vought, Saltzman, Duffey, Driscoll, and Chairman Rogers at www.pb-ev.com. Download the letters from the "EIA-748 EVMS STANDARD STATUS" page. This letter is also posted.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC

Hon. Mike Rogers, HASC

Hon. Roger Wicker, SASC

Russell Vought, Director, OMB

Hon. SON John Phelan

Hon. Gen. B. Chance Saltzman, U.S. Space Force

Hon. USD Michael Duffey

Hon. David Norquist NDIA

Hon. Troy Meink, Sec. of the Air Force

Dep. Sec. of War Stephen Feinberg

Hon. Pete Hegseth, Sec. of War
Anthony Capaccio, Bloomberg News
Meg O'Keefe SAE G-47 SE Committee

Hon. Dan Driscoll, Sec. of the Army
John Evers SAE G-47 SE Committee