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

Subj: President's Management Agenda and Earned Value Management

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

This letter augments my letter dated November 7, Subj: Compliance-focused Training at DAU and Other Savings. It incorporates the President's Management Agenda (PMA) issued by OMB today.

The PMA includes key management reform objectives to:

- Eliminate jobs in non-essential, non-statutory functions.
- Eliminate data silos and duplicative data collection.

First, it is recommended that you eliminate all effort to review compliance with the EIA-748 Earned Value Management (EVM) System guidelines and eliminate related training. Compliance reviews are non-essential and non-statutory, as discussed previously. The EIA-748 EVM process is not a best practice for program and project management or for engineering.

Second, the requirement to comply with the EVM guidelines creates a data silo because EVM schedule performance data is based on the quantity of work performed, not quality. Conversely, systems/digital engineering (DE) schedule performance should be based on Authoritative Sources of Truth from the DE ecosystem. Per the 2009 *DOD Report to Congress on EVM* that was required by WSARA, "Systems engineering and EVM should be integrated, not stove-piped." Just eliminate the DFARS EVMS clause.

The white paper, *Common Sense Project Management: "When you come to a fork in the road..."* was revised today to incorporate the PMA and the recommendations herein.

Yours truly,



Paul Solomon

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