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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

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. Pete Hegseth, Sec. of War

Anthony Capaccio, Bloomberg News

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