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

Subj: Transform the War Acquisition University: Replace Earned Value with "Something of Value"

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

The memorandum from Sec. of War Hegseth and the Acquisition Transformation Strategy stated DOW objectives to transform the War Acquisition University from an obsolete institution to an incubator of acquisition excellence and urgency.

These DOW objectives include:

1. No more sitting in classrooms learning about failed processes of the past.
2. Eliminate processes of low or no value.
3. Eliminate unnecessary technical standards and compliance requirements that add little or no value to fielding lethal capabilities.
4. Realign training to emphasize cross-functional integration, critical thinking, and innovation that best deliver to operational priorities in addition to functional and technical skills.

You were directed to prepare options to cease DAU's compliance-focused training operations and transform remaining resources into a competency-based education institution that identifies and develops high-potential acquisition leaders through experiential and project-based learning.

Please consider implementing my recommendations for transformation in the letter to PDO OUSD(A&S) Morani, Subj: Redeploy Extinct Earned Value Management Specialists (EVMS) to Positions Requiring Schedule Management and Requirements Management Technical Competencies, dated March 14, 2025.

The March 14 recommendations to implement DOW objectives follow:

1. All training and certification for EVMS specialists be terminated.
2. Current EVMS specialists be redeployed to positions requiring schedule management and requirements management technical competencies.

You can minimize the number of personnel that are non-essential and utilize the skills of extinct EVMS specialists by transferring them to jobs requiring the following technical competencies, per the OPM Career Paths for Federal Program and Project Management Guide, FEDERAL PROGRAM AND PROJECT MANAGEMENT COMPETENCY DEVELOPMENT FRAMEWORK - PART II:

- Requirements Management: Knowledge of the principles and methods to identify, solicit, analyze, specify, design, and manage requirements.
- Schedule Management: Plans, develops, and controls project schedule and tracks project milestones, activities, and deliverables, including timeframes and assigned resources.

Processes, Standards, and Compliance Requirements of Little or No Value

Regarding Sec. of War Hegseth's promise to eliminate processes, standards, and compliance requirements of little or no value, please take immediate action, with statutory approval, to get rid of the DFARS EVMS clause. Replace Earned Value with "Something of Value." The justification and implementation plan are in my white paper, *Common Sense Project Management: "When you come to a fork in the road..."*

Yours truly,



Paul Solomon

CC:

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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

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