

Subj: Recommendations for EVM Policy Updates for “EVMSIG” and “Agile and EVM: A Program Manager’s Desk Guide”

In 2009, DoD reported to Congress that the utility of EVM has declined to a level where it does not serve its intended purpose. DoD findings and recommendations included:

- *Inaccurate* EVM status data provided by vendors
- Use *Technical Performance Measures* (TPM)
- Integrate *Systems Engineering* (SE) with EVM

More recent DoD reports indicate that the problems have not been fixed and the recommendations have not been implemented.

On Oct. 22, I presented procedural and contractual solutions, with practical examples, in a tutorial at the NDIA SE Conference. An informal poll of the systems engineers confirmed their agreement with the assertions and recommendations.

The tutorial, “Integrate SE with Earned Value Management and Program Management, Contractually and Practically,” may be downloaded as a PDF file from www.pb-ev.com at the bottom of the “Articles and Tutorials” tab.

Six recommendations to improve the utility of EVM were submitted to Mr. John McGregor, DoD Director, EVM Division. The recommendations included revisions to six guidelines (GL) of the “DoD EVMSIG” and to the “DoD Agile and EVM Guide.” The specific recommendations are included in the attached PDF file. The subjects of the recommendations were technical performance measures (TPM), rework, deferred functionality, and the integration of SE with EVM. The latter subject included the product scope or technical baseline, requirements traceability, trade studies, and other SE work products. The following table includes five recommendations that were discussed at the NDIA conference with reference to the slide numbers.

Tutorial Topic	Problem, Rationale, Examples Slide Numbers	Recommendation Email date	GL
DoD Report to Congress	20-25		
Misleading Information	29, 32-33		
MR Loophole	30,32-33		
Fallacy of % Complete	31-33		
TPM	27-29, 51-62,83-99	10-31(a)	7
Rework	30, 32-33, 136-143	8-7 (a)	10, 12
Deferred functionality	33, 100-104, 113-117	8-2 (b), 8-3 (a)	30
Integrate SE	25, 36-50, 63-71, 119-135, 152-157	8-9 (a)	1, 7
(a) EVMSIG			
(b) Agile and EVM: A Program Manager’s Desk Guide			

The sixth recommendation concerned the systemic issue of Program Manager's low EACs, a topic that was not addressed at the NDIA Conference.

Your Input Can Count

Mr. Kevin M. Fahey, Assistant Secretary of Defense for Acquisition described the process for updating EV related policy. His summary included, "We collect inputs from all stakeholders to include DoD, the Services, Other Government Agencies, Industry organizations such as the NDIA and College of Performance Management, along with comments from concerned citizens such as yourself. These inputs are then reviewed and catalogued for use during the next EVM Policy updates."

So, whether you support these recommendations or oppose them, you can be part of the process by providing input to appropriate individuals in your organization or by discussing them at corporate, government, or other forums, such as IPMW 2018. I believe that DCMA EVM surveillance monitors are in the best position to support the process because they use the EVMSIG for compliance reviews every day.

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