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The Honorable William La Plante
USD(A&S)
1010 Defense Pentagon
Washington, DC 20301-1010

Subject: Recommendations for Pending Program Management Guides and DCMA EVMS Compliance Metrics

Dear USD LaPlante:

Please consider the recommendations herein for inclusion in the pending program management guides and to improve the effectiveness of DCMA EVMS compliance.

Recommendations for Pending Guides

The pending program management guides are:

- A Guide to Program Management (PM) Knowledge, Skills, and Practices
- A Guide to DoD PM Business Processes

They should cite and be consistent with the *Engineering of Defense Systems Guidebook*, Feb. 2022 (*Eng Guidebook*), Ch 2.5, Systems Engineering Role in Contracting.

Excerpt:

Another area to which incentives are tied is the EVMS. The PM should ensure that the EVMS, tied to any incentive, measures the quality and technical maturity of technical work products instead of just the quantity of work. If contracts include EV incentives, the criteria should be stated clearly and should be based on technical performance. EV incentives should be linked quantitatively with:

- Technical Performance Measures (TPM)
- Progress against requirements
- Development maturity
- Exit criteria of life-cycle phases
- Significant work packages and work products

They should also include a criterion, if applicable, that “EV incentives should be linked quantitatively with acceptance criteria of Minimum Viable Products (MVP).”

Recommendation for DCMA EVMS Compliance Metrics (DECM)

As discussed in the attached letter to Lt. Gen. Bassett, “Both the DCMA EVMS compliance procedures and the DECMs are silent on technical performance. Consequently, there is no assurance that the DCMA EVMS Center can accomplish its mission of “assessing contractor effectiveness which provides stakeholders with expectations of future performance and potential impacts on individual contractors and/or programs.”

The DECMs are also silent on progress against requirements, development maturity, and MVPs. The gaps should be closed.

Recommendation to Abandon Compliance with EIA-748

For future contracts, it is recommended that the pending PM guides enable PMs to abandon EIA-748. Better alternatives are discussed in my white papers.



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CC:

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Andrew Hunter, AF Asst. Sec. for AT&L