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The Honorable Steven J. Morani
PTDO OUSD(A&S)
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: DCMA's Right Hand Doesn't Know What It's Left Hand is Doing

Dear PTDO OUSD(A&S) Morani:

DCMA's Earned Value Management (EVM) specialists (cost engineers) don't know what the Quality Assurance (QA) engineers are doing. The *DCMA Insight, 25th Anniversary Issue*, has it right.

The revised white paper, *Common Sense Project Management: "When you come to a fork in the road..."* cites *Insight*. Excerpts follow.

DCMA Gets it "Right" on Quality

"...working with the contractor to provide a quality product to the warfighter and relevant acquisition insight to the buying commands and the program executive offices."

"the agency began aligning itself with industry wide standards like *ISO 9001* (Quality management systems-Requirements)...rather than maintaining its *own government-specific standards*. This change simplified the requirements for contractors and allowed them to compete more effectively in the global marketplace."

Unfortunately, DCMA's right hand, (EVM specialists or cost engineers), doesn't know what its left hand (QA engineers) is doing. The EVM specialists assess contractor compliance with the **process** per the **de facto government-specific standard for project management, NDIA EIA-748**, instead of the quality of the **product**. PMI's Common Sense Project Management standards and guides focus on project success, based on the **product**.

As stated in my previous letter, "engineering managers should apply their time and skills to develop and test a product that works for the Warfighter instead of proving compliance with the EVMS process guidelines." Get rid of the de facto government-specific standard for project management, *NDIA EIA-748*.

Buy a Product that Works, not a SOW.

Yours truly,



Paul Solomon

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