

**Paul Solomon, PMP
3307 Meadow Oak Drive
Westlake Village, CA 91361**

March 5, 2012

Mr. Randolph R. Stone
Deputy Inspector General for Policy and Oversight
Department of Defense
4800 Mark Center Drive
Alexandria, Virginia 22350-1500

Subject: Recommendation to Assess Measurement and Reporting of Quality during Quality Assurance Assessment of the F-35 Program
(Project No. D2012-DTOTAD-0003)

Dear Mr. Stone:

I am pleased that your organization will assess the quality management system for the Joint Strike Fighter, including conformity to specified quality management system(s), contractual quality clauses and internal quality processes and procedures. It is recommended that your statement of work (SOW) be augmented to include an assessment of whether Lockheed Martin, its teammates, and its subcontractors conform to their internal processes for reporting schedule performance that is consistent with achieved quality or technical performance.

In my opinion, there is a systemic problem in DoD acquisition programs because contractors fail to report accurate quality/technical performance in the IMS and in Earned Value Management System (EVMS) reports. Two articles regarding these systemic deficiencies follow:

Defense AT&L Magazine, "Path to Earned Value Management Acquisition Reform," May 2011, page 25, Link: <http://www.dau.mil/pubscats/ATL%20Docs/May-June11/Solomon.pdf> .

DoD Journal of Software Technology, "Improving the Quality of EVM Information," Aug. 2011, <http://journal.thedacs.com/issue/58/195>

With very little expansion of your project's SOW, the team can assess the sufficiency of the contractors' processes and procedures with regard to reporting achieved vs. planned quality. The team can utilize the documents that are already required in your memorandum to the JSF PEO, dated Feb. 13, 2012:

- Integrated Master Plan (IMP)/Integrated Master Schedules (IMS)
- System Engineering Management Plan (SEMP)

It is recommended that you determine the extent to which:

- The SEMP describes the approach for using technical performance measures (TPM)
- The IMP includes links to TPMs
- The IMS includes milestones for planned technical performance and reported schedule progress that reflect actual, achieved technical performance..

The *Defense Acquisition Program Support Methodology* (DAPS) V2.0 provides pertinent guidance for overcoming the systemic deficiencies, as follows:

3.3.1.C1b: The IMP has the following attributes:

- Linked to Technical Performance Measures

3.3.4.3.C2: The health of a program is commonly gauged in terms of cost, schedule, and technical performance...Technical Performance Measures (TPMs) address key performance parameters (KPP)

3.3.4.3.C5: Systems Engineering Plan (SEP) – The IMP and IMS supports the sound technical approach documented in the SEP.

3.4.3.Q2: How is the technical baseline developed, managed, and used to control system requirements, design integration, verification, and validation? Include a discussion of metrics (e.g., technical performance measures) for the technical effort and how these metrics will be used to measure progress? [3.3.4.3.C2]

Although your SOW excludes EVMS, please consider expanding its scope to include an assessment of whether the JSF program's EVM reports reflect achieved quality. DAPS correctly recognizes that:

3.4.3.Q3: EVMS has no provision to measure quality, "what" technical performance measures are used to determine whether your % completion metrics accurately reflect quantitative technical progress and quality toward meeting your KPPs and CTPs? [3.3.4.3.C2, and 3.3.4.3.C3, 3.3.4.3.C4 and 3.3.4.3.C5]

I would be happy to discuss this recommendation and to suggest specific assessment tasks with you or your staff (pro bono). I believe that your efforts may support the need for acquisition reforms that will benefit the taxpayers and war fighters.

This letter and similar letters advocating acquisition reform are posted at:

<http://pb-ev.com/DoDEVImplementationReport.aspx>

Yours truly,



Paul J. Solomon, PMP

818-212-8462

Paul.solomon@pb-ev.com

Copy:

Ms. Katrina McFarland

Performing the Duties of the ASD(A)

President, Defense Acquisition University