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The Honorable Robert J. Wittman
Vice Chairman, HASC
2055 Rayburn House Office Building
Washington, DC, 20515-4601

Subj: "Something of Value" not "Earned Value"

Dear Vice Chairman Wittman:

I recommended that DFARS be revised to exempt *all* contracts of the DoD from EVMS requirements based on the EVMS standard, EIA-748. Now, I recommend that DoD provide *incentives* for contractors to replace compliance with the EIA-748 guidelines with something of value from the GAO.

Something of Value is a book that portrayed the Mau Mau uprising in Kenya. A quote from that book is pertinent: "*When we take away from a man his traditional way of life, his customs, his religion, we had better make certain to replace it with Something of Value.*"

In my white paper, I cited the Sec. 809 Panel report that "another substantial shortcoming of EVM is that it does not measure product quality. A program could perform ahead of schedule and under cost according to EVM metrics but deliver a capability that is unusable by the customer...Traditional measurement using EVM provides *less value* to a program than an Agile process in which the end user continuously verifies that the *product meets the requirement.*"

In 1999, Gary Christle, one of the founding fathers of EVM, stated his vision in terms of the following:

- The quality of a management system is determined not by the absence of defects, but by the presence of *management value*.
- Integrate cost, schedule, technical performance, and risk management

GAO provides guidance to obtain management value in the best practices of the following guides:

- GAO-24-105506: *GAO Agile Assessment Guide: Best Practices for Adoption and Implementation*
- GAO-20-195G: *GAO Cost Estimating and Assessment Guide*
- GAO-16-89G: *GAO Schedule Assessment Guide*

Please prod DoD to fix its acquisition policies and guides by adding incentives for contractors to implement those best practices. Then, provide oversight of the extent to which DoD and the contractors achieve integrated program management by implementing those practices.



Paul J. Solomon
CC:

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