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March 14, 2025

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

Subj: Redeploy Extinct Earned Value Management Specialists to Positions Requiring Schedule Management and Requirements Management Technical Competencies

Dear Hon. Performing OUSD(A&S) Morani:

This letter augments my letter, subj: Reduce Scope of DCMA Earned Value Management System Compliance Reviews dated March 7. Previously, I recommended reducing the scope of DCMA EVMS compliance reviews and surveillance to those guidelines related to schedule performance. Now, I recommend that:

1. All training and certification for EVMS specialists be terminated.
2. Current EVMS specialists be redeployed to positions requiring schedule management and requirements management technical competencies.

You can minimize the number of personnel that are non-essential and utilize the skills of extinct EVMS specialists by transferring them to jobs requiring the following technical competencies, per the OPM Career Paths for Federal Program and Project Management Guide, FEDERAL PROGRAM AND PROJECT MANAGEMENT COMPETENCY DEVELOPMENT FRAMEWORK - PART II:

Requirements Management: Knowledge of the principles and methods to identify, solicit, analyze, specify, design, and manage requirements.

Schedule Management: Plans, develops, and controls project schedule and tracks project milestones, activities, and deliverables, including timeframes and assigned resources.

Previously, I stated that the recommendation is intended to be a short-term, fast track action to reduce costs. It may require an Executive Order. The long-term solution is to replace Earned Value with Something of Value, Common Sense Project Management, as justified in my white papers.

This letter adds objectives to utilize the skills of extinct EVM specialists by transferring them to jobs where their technical competencies are essential and minimize terminations. It also supports the U.S. OMB guidance, Improving the Management of Federal Programs and Projects through Implementing PMIAA.

Yours truly,



Paul Solomon

CC:

Hon. Pete Hegseth, USD	Hon. Tammy Duckworth, SASC
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Hon. Ken Calvert, HAC	Hon. Mike Rogers, HASC
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC
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