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The Honorable Stephen A. Feinberg
Dep. Secretary of Defense
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Resurrecting Earned Value Management Specialists

Dear Hon. Dep. Secretary of Defense Feinberg:

This letter and the attached white paper include a personnel policy path to resurrect Earned Value Management (EVM) specialists by retraining and reclassifying them as Engineering and Technical Management (ETM) Practitioners. This action applies to the following three elements of the strategic objectives and implementation tactics in my letter to you dated March 15.

- Institutionalize digital engineering (DE).
- Divert a program manager's focus from the process to the product. Reward real engineering, not financial engineering.
- Real-time, automated status reports that are based on Authoritative Sources of Truth. Replace botched metrics with outcome-based metrics.

Excerpt from the revised white paper, Subj: Common Sense Project Management: "When you come to a fork in the road..." dated June 2, 2025:

Transformed personnel can provide management value by identifying and scheduling the digital artifacts needed to measure schedule and technical performance and by verifying requirements traceability from the technical baseline to digital artifacts in the Integrated Master Schedule. If a program manager uses outcome based EVM, the transformed personnel can best identify which artifacts should be base measures of EV.

Yours truly,



Paul J. Solomon
CC:

Hon. Pete Hegseth, USD	Hon. Tammy Duckworth, SASC
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Hon. Mike Rogers, HASC	Hon. Ken Calvert, HAC
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC
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Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News