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March 7, 2025

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

Subj: Reduce Scope of DCMA Earned Value Management System Compliance Reviews

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

I have recommended that the DFARS EVMS clause be terminated. That will require statutory relief. In the meantime, please consider a short-term tactic to reduce costs and personnel. Just limit the scope of Defense Management Contract Agency (DCMA) Earned Value Management System (EVMS) compliance reviews and surveillance to those guidelines related to schedule performance. This will have two immediate benefits:

1. Reduce personnel.
2. Increase focus of surveillance on schedule performance, where the most risk is.

The NDIA EVMS Standard, EIA-748, has thirty-two guidelines. Only four guidelines pertain to schedule performance. Per the GAO Schedule Assessment Guide, "Typically, schedule variances are followed by cost variances and management tends to respond to schedule delays by adding more resources or authorizing overtime." To benefit the taxpayer and the warfighter, please cut costs without increasing risk, by limiting surveillance to the schedule content of the following guidelines:

2.2 Planning, Scheduling, and Budgeting

- a. Schedule the authorized work in a manner which describes the sequence of work and identifies significant task interdependencies required to meet the requirements of the program.
- b. Identify physical products, milestones, technical performance goals, or other indicators that will be used to measure progress.

2.4 Analysis and Management Reports

- a. Identify, at least monthly, the significant differences between planned and actual schedule performance and provide the reasons for the variances in the detail needed by program management.
- f. Develop revised estimates of cost at completion based on performance to date, commitment values for material, and estimates of future conditions. Compare this information with the performance measurement baseline to identify variances at completion important to company management and any applicable customer reporting requirements including statements of funding requirements.

It is also recommended that DCMA terminate the use of DCMA EVMS Compliance Metrics. Instead, DCMA should base its surveillance on the *GAO Schedule Assessment Guide*, Ten Best Practices associated with a high-quality and reliable schedule and their concepts.

This 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. ,

Yours truly,



Paul Solomon

CC:

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