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Interim Chair Vaughn Schlegel
National Defense Industrial Association (NDIA) Integrated Program Management Div. (IPMD)
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Subject: Recommendations to NDIA IPMD: the Good, the Productive, the Counterproductive

Dear Chairman Schlegel:

Before retiring, I was a member and VP of the NDIA IPMD, representing Northrop Grumman. I have just reviewed the IPMD's mission statement and the minutes of the Jan. 29-30 meeting to get up to date on your current mission and priorities. I strongly support your mission and most of the initiatives. However, I also recommend that you consider revising some of the initiatives and the strategic plan to support current government objectives and policies, including the NDAA for FY2021 pending legislation regarding Program/Project Management (P/PM).

Please consider my opinions and recommendations for a path forward. I call the path, the *Good*, the *Productive*, and the *Counterproductive*.

The Good

The Mission Statement is perfect:

The purpose of the IPMD is to lead the advancement of integrated program management through industry and government partnership.

The Productive

The Committee Out Briefs included needed acquisition reforms, as follows:

1. The Strategic Plan for 2020-2023 includes the following key points:
 - Why a change is needed: continue to evolve from simply program management systems to integrated program management because it ***focuses more on program success***. IPMD also needs to continue to collaborate more with government and industry across various disciplines to achieve a ***successful acquisition*** process. IPM needs ***to adapt to the changing environment and acquisition approaches*** that the Department is taking.
 - Focus on three strategic objectives:
 - (1) broaden IPMD to be an advocate for ***more than*** earned value management (EVM),
 - (2) ensure IPMD collaborates with federal agencies to achieve a balanced approach for this broadened view,
 - (3) champion industry's efforts to ***mature P/PM*** and ensure success
 - Encourage committees to address integrating P/PM and EVMS activities, ...and identify additional focus areas they can address (i.e. risk/opportunity)

2. Contracts Committee:

Actively working on “Contracting with EVM Requirements Guide” ... to be aligned with (Project Management Institute (PMI)) PMBOK.

The Counterproductive

IPMD EIA-748 E Committee is planning to work through the SAE to publish EIA-748 Revision E in 2022. This effort is counterproductive to the Mission Statement for the following reasons:

1. EIA-748 does not provide *integrated program management*. It only addresses completion of the work scope and fails to address the product or technical baseline. It is silent on risk.
2. EIA-748 is no longer the government choice for integrated program management.
 - a. As documented in my letters to HASC Chairman Adam Smith, dated Dec. 19, 2019 and to OMB Deputy Director for Management Margaret Weichert, dated Dec. 4, 2019:
 - i. It is not a Voluntary Consensus Standard per OMB criteria.
 - ii. It is not a widely accepted standard for P/PM planning and delivery.
 - iii. It is Ineffective, impractical, and obsolete.
 - iv. It does not meet the criteria of the Program Management Improvement and Accountability Act (PMIAA).
3. If a provision in the House version of the NDAA for FY 2021 becomes law (H.R. 6395, Sec. 1745), DOD and other agencies will eventually be required to replace EIA-748 with standards for project management (of which EVM is a component) that are accredited by the American National Standards Institute (ANSI). The only standards that meet that criterion are the PMI standards.
4. As reported to Congress by DOD and discussed in my white paper, “DOD Acquisition Reform: EVMS-lite to P/PM, Rev. 16,” dated Aug. 7, 2020 (*EVMS-lite*), the “utility of EVM (as implemented via EIA-748) has declined to a level where it does not serve its *intended purpose*” and contractors “keep EVM metrics favorable and problems hidden.”

Recommendation to Update Strategic Plan and to Support Pending Legislation

It is recommended that the NDIA IPMD’s Strategic Plan be modified to develop a path to abandon EIA-748 and to incorporate the recommendations in *EVMS-lite*.

The House version of the NDAA has been submitted to the Senate. It is also recommended that the NDIA express its support of Sec. 1745 to the Senate.

References

The letters referenced above are available at www.pb-ev.com, at the Acquisition Reform tab. *EVMS-lite* is available at the PMIAA Project Management tab.

Yours truly,



Paul J. Solomon

CC:

Chairman Adam Smith, HASC

Sen. Joni Ernst, SASC

Sen. Kamala Harris, HASC

Undersecretary of Defense for Acquisition and Sustainment Ellen Lord

Asst. Secretary of Defense for Acquisition Kevin Fahey

NDIA IMPD Vice Chair, Strategy: Neil Albert