

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361

March 30, 2021

Hon. Stacy A. Cummings
Acting Under Secretary of Defense for Acquisition and Sustainment
3010 Defense Pentagon Washington, DC 20301-3010

Subj: Enhance AAF by Publishing a "Government-unique standard" for Earned Value Management Systems

Dear Acting Under Secretary Cummings:

Please consider my assessments and recommendations that were recently submitted to Chairman Adam Smith, Deputy Secretary Kathleen Hicks, and others.

Recommendations to Chairman Smith covered Program/Project Management (P/PM), EVM, Agile Methods, award fees, and the F-35 program. Legislation and congressional oversight can be reduced if DOD reforms its policies and procedures for P/PM and an element of P/PM, EVM.

The most far-reaching legislative need is to pass Chairman Smith's NDAA provision, as discussed in the letter, subj: *"We reward...process, not results" and Earned Value Management*, dated March 13, 2021. Another letter to Chairman Smith is relevant, subj: *NDAA for FY 2021 and Unfinished Oversight and Legislation*, dated Dec. 20, 2020.

DOD actions are in the attached letter to Deputy Secretary Hicks, subj: *DoD Acquisition Reform Needs and Recommendations*, Feb. 9, 2021 and to Mr. Fahey subj: *Enhance AAF by Publishing a "Government-unique standard" for Earned Value Management Systems*, dated Dec. 2, 2020.

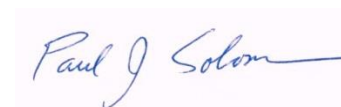
Related OMB recommendations are discussed in the letter to Sen. Padilla, subj: *Reduce Capital Asset Costs and Budgets*, dated Feb. 20, 2021.

Past recommendations were included in NDAA's, in DOD instructions and guides, and in a NAVAIR software guide. However, these were applicable only to federal agencies, not to contractors. Contractor behavior has not changed regarding P/PM and EVM despite WSARA.

National Defense Strategy

As concluded in the letter to Mr. Fahey, the current National Defense Strategy includes "Deliver Performance at the Speed of Relevance." Implementation of this recommendation will augment that strategy by enabling DOD to "Buy Products that Work, not Statements of Work."

Please contact me for additional information or support. This letter and others may be downloaded from www.pb-ev.com at the Acquisition Reform tab.



Paul J. Solomon
paul.solomon@pb-ev.com

cc:

Dep. Secretary Kathleen Hicks
Mr. Andrew Hunter, Biden-Harris Transition Team
Chairman Adam Smith, HASC
Sen. Joni Ernst, SASC
Sen. Alex Padilla, SASC