



DEPARTMENT OF THE NAVY  
OFFICE OF THE ASSISTANT SECRETARY  
RESEARCH, DEVELOPMENT AND ACQUISITION  
1000 NAVY PENTAGON  
WASHINGTON, DC 20350-1000

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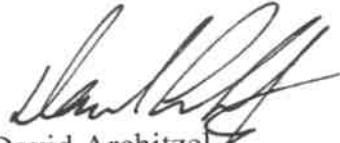
MEMORANDUM FOR COMMANDER, NAVAL AIR SYSTEMS COMMAND  
COMMANDER, NAVAL SEA SYSTEMS COMMAND  
COMMANDER, SPACE AND NAVAL WARFARE  
SYSTEMS COMMAND  
COMMANDER, MARINE CORPS SYSTEMS  
COMMAND  
DIRECTOR, NAVY ENGINEERING LOGISTICS OFFICE  
DIRECTOR, STRATEGIC SYSTEMS PROGRAMS

SUBJECT: Implementation of the Earned Value Management Stakeholder Group  
(EVMSG)

This memorandum distributes for signature the Charter for the Earned Value Management Stakeholder Group (EVMSG). In October 2007, the ASN (RD&A) directed the creation of an EVMSG to work with the Center for Earned Value Management (CEVM) and to function as the vehicle through which Naval Acquisition will address issues pertaining to EVM.

The attached Charter has been staffed for concurrence through each of the stakeholder organizations and a point of contact was identified to represent each command/organization. Request each command/organization sign the attached Charter and return copies to DASN (M&B) for retention.

If you have questions or issues pertaining to the Charter or operation of the EVMSG, please contact the DASN (M&B) action officer, Dr. Janice Graham at 703.878.2116 or [janice.graham.ctr@navy.mil](mailto:janice.graham.ctr@navy.mil).

  
David Architzel  
Vice Admiral, U.S. Navy  
Principal Deputy

Attachment:  
As stated

February 2008

Assistant Secretary of the Navy  
For Research, Development, and Acquisition

**Earned Value Management Stakeholder Group (EVMSG)**

**CHARTER**

**Background**

The Department of the Navy's Acquisition programs have a long and well-documented history of often exceeding budgeted cost and schedule. Earned Value Management (EVM) is the primary means by which Navy and Marine Corps program managers and the leadership can manage and oversee an acquisition program's cost, schedule, and technical progress in an integrated manner. However, according to many independent studies and several audits conducted by the Naval Audit Service, the use of earned value data to actually manage a program's cost, schedule, and technical risk is rare. There are numerous reasons cited for the reluctance to use EVM as a program management tool. Specifically cited is the need for clear EVM policy guidance and consistent policy enforcement, an adequate oversight and support structure for program offices, and increased education and training opportunities for those individuals with EVM responsibilities. As a result of audit recommendations, DASN (M&B) created the Center for Earned Value Management (CEVM) in April 2007. The CEVM is intended to address these issues, ensuring the Department of the Navy gains full benefit from using EVM and other accepted business practices for effective program management. The vehicle through which the CEVM will address these issues is the EVM Stakeholder Group (EVMSG).

**Purpose**

The purpose of the EVMSG is to develop common processes, tools, standards and training across all of the Navy's procuring organizations and to recommend additional policy for ASN (RDA). Each organization designates its EVMSG member from its EVM subject matter experts and is expected to contribute to the development of the group's products and outputs. This support may come from either the EVMSG members themselves or they may identify additional resources from their individual organizations to support specific projects or initiatives. Initial membership is indicated below. Membership may be expanded to include other organizations, as required.

**EVMSG Membership (Government Only)**

Center for Earned Value Management: Beau Willis (Initial Chair)\*

Marine Corps Systems Command: David Maylum  
Naval Air Systems Command: Chris Mushrush  
Naval Sea Systems Command: Hershel Young  
Space and Naval Warfare Systems Command: Mourad Yacoub  
Strategic Systems Programs: Andrew Wargo  
Navy Engineering Logistics Office: Ken Hunt

\* The EVMSG Chair will be rotated among the procuring organizations.

### **EVMSG Responsibilities and Work Plan**

- A. Recommend and develop common procuring organization policy and tools
- B. Develop and implement training across the procuring organizations
- C. Develop data systems and standardized metrics for EVM across the Department of Navy
- D. Support Program Managers as they implement policy
- E. Develop EVM toolkits including:
  - a. Contract requirements
  - b. EVM analysis
  - c. Development of Estimates at Completion (EACs)
  - d. Integrated Baseline Reviews (IBRs)
  - e. Schedule Analysis
- F. Promote collaboration across Navy and Marine Corps EVM communities.
- G. Review the EVMSG Charter every two years and update as needed.
- H. Select an EVMSG Chair every two years.
- I. Review the EVMSG work plan annually and update as necessary.

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Command

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Commander, Naval Sea Systems  
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Commander, Space and Naval  
Warfare Systems Command

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Commander, Marine Corps Systems  
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Director, Navy Engineering  
Logistics Office

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Director, Strategic Systems  
Programs