

From Our Readers

EVMS: The Time-Lag Issue

I'm a great believer in the potential of Earned Value, and in "EVMS for Dummies" in the September-October issue of *Defense AT&L*, Wayne Turk provides us with a good article, clear and simple. The one thing that Mr. Turk neglected to point out is an inherent problem with EVMS (one typical of all program monitoring efforts). There is generally a time lag between when work is being performed and when the data are available for this work, made even worse with a further lag before EVMS reporting is conducted and then analyzed. When the time lag is too long, a situation can head south in a hurry leaving PMs scratching their heads and wondering what happened. PMs need to be aware of this built-in problem and look to see about reducing the lag so that EVMS can be a more effective tool in keeping programs on track. On the bright side, modern technology, if used to best effect, is helping to reduce this problem.

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The author responds: I couldn't agree more. The longer the lag time, the less useful the information. Projects have to keep that lag time to a minimum. However, for most projects, the PM should be able to get usable data on a reasonable timeline. Extremely large programs may have a problem, and I don't have a good solution for timely data to help them. EVMS is still a necessary and useful tool for the large program PM, as well as for those managing smaller projects.

Communications in Source Selection

I'd like to thank Alexander Slate for his efforts putting together the "Source Selection: Communicating with Offerors" article in the September-October issue. Its brevity provides a wonderfully useful introduction to the process. I have personally used it in preparing for a pending Mode S Testing Center request for proposal in cooperation with MLL Consulting. It is so helpful for a small business to be able to find succinct, high-level information about these processes.

Tony Robinson, President
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ing behavior, and changing behavior involves applying relevant measurement pressure to influence behaviors that will, in turn, effect a culture change. The metrics that measure and influence behavior are inventory, reliability, cycle time, and cost reduction.

With the culture of AIRSpeed, we can leverage proven industry practices to make measurable improvements in productivity/effectiveness. Systems engineering approaches force us to think more globally, from a system-of-systems perspective, in order to support the enterprise goals. I've realized that this isn't just about us, especially if we are truly interested in the right external results. Given that, continue to ask for extreme clarity on exactly *what* problem you and the teams are working together to solve. The troops deserve clarity of purpose. Get an agreement to manage problems not through fear, but through knowledge of the facts that drive the right external results for the organization.

"Create a high-trust support group."

Surround yourself with the best: core staff, industry mentors, grey beards, think tanks, contractors, and subject-matter experts from throughout the organization (horizontal and vertical).

"Engage in the process."

Remember, your stakeholders are horizontally and vertically aligned with you: senior leadership, middle management, and the deckplate level. It is important to engage

NAVAIR Fleet Readiness Centers' Contributions to Weapon System Readiness

FRC Southeast

P-3 program reduced turnaround time by 24 days and reduced work in progress by five aircraft
EA-6B program reduced work in progress by eight aircraft and reduced cycle time by 18 percent

FRC East

H-46 program reduced turnaround time by 35 days
H-53 program reduced turnaround time by 145 days

FRC Southwest

F/A-18 PMI 1 program reduced turnaround time by 50 days and reduced work in progress by 12 aircraft
E-2 PMI 2 reduced turnaround time by 20 days and PMI 1 reduced turnaround time by 65 percent