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The Honorable Michael Duffey
Under Secretary of Defense for Acquisition and Sustainment
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: HASC Hearing and Your Commitments at the Senate Confirmation Hearing

Dear Hon. USD (A&S) Duffey:

Please address the issues herein at the HASC hearing, Reforming Defense Acquisition to Deliver Capability at the Speed of Relevance, on July 23.

In your opening remarks, please describe the status your actions towards fulfilling commitments made at your confirmation hearing. The commitments were made in response to the Advance Policy Questions (APQ):

Response to APQs
improve our data collection, analytics, and measurement capability and align with the cutting edge of 21st century corporate management best practices...The prioritization of data-driven oversight and decision-making will enable more robust awareness of system performance in delivering results and the effectiveness of reforms
Industry has seen notable progress in digital twin and model-based SE tools . These technologies demonstrate the ability to improve efficiency, reduce costs, and enhance system availability. DoD must overcome barriers to scalability, complexity, security, and interoperability to fully realize the benefits of these tools...improve policy, guidance, and digital standards consistent with commercial best practices.
Engineering serves as the foundation for technology development, transition, acquisition, and sustainment. Studies of DoD acquisition outcomes have shown that implementing rigorous foundational engineering activities early in the capability life cycle leads to improved cost, schedule, and performance results. To achieve this, the Department must prioritize modular open systems architecture, digital engineering (DE), and workforce training to deliver capabilities to the warfighter.
align test and evaluation (T&E) test activities with the new Adaptive Acquisition Framework . ensure that T&E processes are properly structured to assess software-intensive systems, new capabilities such as artificial intelligence-enabled autonomous systems, and to leverage new SE approaches such as DE .
enhance transparency and increase data-driven decision making by modernizing the acquisition enterprise, digitizing the practice of acquisition , and continually measuring and managing through data-driven insights into program execution against key performance indicators like schedule, cost, and (technical) performance goals.
leverage data analytics by implementing advanced data analytic tools and artificial intelligence to identify trends, assess risks, inform decision making throughout the acquisition lifecycle, strengthen performance management, and align incentives while tying program performance to personnel evaluations and prioritizing results over effort .
linking program manager and acquisition workforce performance evaluations to program outcomes , we can reward success and address underperformance.
structure contracts with industry partners to incentivize on-time delivery, cost controls, and delivery to performance specifications , with an intent to recognize and reward excellence from individuals and teams that demonstrate exceptional performance in acquisition program management .

appropriate consequences for poor performance, focusing on implementing corrective action plans for programs experiencing significant schedule delays, cost overruns, or performance shortfalls, re-baselining or terminating failing programs, and holding individuals accountable for poor performance or misconduct through appropriate administrative and disciplinary actions.

work with the Military Services and Defense Acquisition University (DAU) to ensure training, education, certification and credentials are optimized to ***equip the acquisition workforce to do their part to rebuild the military and reestablish deterrence***.

PMIAA

The Program Management Improvement and Accountability Act of 2016 (PMIAA) calls for adoption of government-wide standards, policies, and guidelines for program and project management for executive agencies. However, PMIAA is not applicable to DoD “to the extent that the provisions...are substantially similar to or duplicative of policy, guidance, or instruction of the DoD related to program management.”

At your confirmation hearing, you committed to work with the Military Services and Defense Acquisition University to ensure training, education, certification and credentials are optimized to equip the acquisition workforce to do their part to rebuild the military and reestablish deterrence.

At the HASC hearing, please state whether the PMIAA should be applicable to DoD. Regarding program management, DoDI 5000.02, Earned Value Management (EVM) falsely claims that EVM provides a disciplined, structured, objective, and quantitative method to integrate technical work scope, cost, and schedule objectives into a single cohesive contract baseline plan called a Performance Measurement Baseline for tracking contract performance.

At the HASC hearing, please state whether the EVM System Standard EIA-748 guidelines are substantially similar to or duplicative of the PMIAA provisions. If you believe that they are dissimilar or not duplicative, what actions would you take to revise policy, guidance, or instruction of the DoD related to program management, including certification and credentials, to equip the acquisition workforce to do their part to rebuild the military and reestablish deterrence.

Focus on the technical baseline or product scope.

State whether reliance on the EIA-748 guidelines supports ***data-driven decision making***.

Yours truly,



Paul Solomon

CC:

Hon. Pete Hegseth, Sec. Def.

Hon. Dep. Sec. Def. Stephen Feinberg

Hon. Glen Grothman, HOAC

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Hon. Mike Rogers, HASC

Hon. Ken Calvert, HAC

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Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News