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March 18, 2025

The Honorable Stephen A. Feinberg  
Dep. Secretary of Defense  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Part 3, Acquisition Reform To Do List – Gaps in DoD Policy, Instructions, and Guides

Dear Hon. Dep. Sec. of Defense Feinberg:

I just revised the white paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management*, to incorporate *A Guide to DoD Program Management Business Processes*, published by DAU. The Guide’s mission guidance includes:

- Metrics and measures provide sufficient insight into processes and product quality to enable a positive decision on the program.
- Effectively leverage risk and opportunities.

The NDIA Earned Value Management System Standard EIA-748 is silent on risk and specifically *excludes* “the quality and technical content of work performed.” The commercial best practice, PMI PMBOK® Guide, includes the product scope, quality, and risk.

The white paper includes “Recommended Revisions to Authoritative Sources of Truth for Embedded Software and DE Metrics Specifications” in Table 3. It includes revisions to DoD Instructions, Guides, and a Manual. Many of the revisions concern the product scope or technical baseline, product quality, risk, and outcome-based metrics.

Please direct that those documents be revised to close the quality gaps, incorporate risk, and specify the use of outcome-based metrics instead of manipulated metrics.

Yours truly,



Paul Solomon

CC:

Hon. Sec. Def. Hegseth	
Hon. Steven Morani, USD	Hon. Tammy Duckworth, SASC
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Hon. Ken Calvert, HAC	Hon. Mike Rogers, HASC
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