

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361
Paul.solomon@pb-ev.com

June 3, 2025

The Honorable Emil Michael
Office of the Under Secretary of Defense, Research and Engineering (USD(R&E))
The Pentagon, Washington, DC 20301

Subj: Recommendations for Your Commitments at the Senate Confirmation Hearing

Dear Hon. Under Secretary of Defense Michael:

In your responses to Advance Policy Questions (APQ) at your confirmation hearing, you stated that “Engineering serves as the foundation for technology development, transition, acquisition, and sustainment” and “that implementing rigorous foundational engineering activities early in the capability life cycle leads to improved cost, schedule, and performance results.” You committed to “prioritize modular open systems architecture (MOSA), digital engineering (DE), and workforce training to deliver capabilities to the warfighter.”

I provided specific recommendations to meet those commitments in letters to Sec. Hegseth, Deputy Secretary Feinberg, and to former USD Shyu. Please consider implementing those recommendations to improve cost, schedule, and performance results.

Letters:

To	Subj:	Date	Comments
Shyu	Modernize SE Processes to Leverage Digital Engineering and MBSE; Reduce Risks to GBSD Program	12/16/21	Recommendations were subsequently incorporated into DoDI 5000.87, DoDI 5000.97, DoDM 5000.100, and the SE Plan Outline.
Hegseth	Comments on Emil Michael’s Confirmation Hearing and To Do List for Mr. Michael	3/30/25	Addresses responses to APQs on DE and barriers to entry. Addresses unfinished business with former USD(R&E) Heidi Shyu and with F-35 Program.
Feinberg	Resurrecting Earned Value Management Specialists	6/2/25	Addresses workforce training.

Also, detailed implementation actions are in my revised white paper, Subj: Common Sense Project Management: “When you come to a fork in the road...” dated June 2, 2025.

The documents may be downloaded from www.pb-ev.com at the “Acquisition Reform” and “White Papers” tabs.

Yours truly,



Paul J. Solomon

CC:

Hon. Pete Hegseth, USD	Hon. Dep. Sec. Stephen Feinberg
Hon. Glen Grothman, HOAC	Hon. Adam Smith, HASC
Hon. Mike Rogers, HASC	Hon. Ken Calvert , HAC
Hon. Robert J. Wittman, HASC	Hon. Donald Norcross, HASC
Hon. Ro Khana, HASC	Hon. Jim Jordan, HCOA
Hon. Roger Wicker, SASC	Hon. Joni Ernst, SASC
Hon. Elizabeth Warren, SASC	Hon. Pat Harrigan, HASC
DOGE	
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News