

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

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

Subj: Recommendations for Requirements Management Tools in Acquisition Programs

Dear Hon. USD (A&S) Michael Duffey:

This letter augments the earlier one, subj: *NDAA for FY 2026 Provision, Requirements Management Tools in Acquisition Programs*, with specific recommendations to revise policies, instructions, and guides to meet the following requirements.

1. With respect to solicitations, contracts, and task orders for systems and software engineering programs, require all program executive officers, program managers, and contracting officers to give priority to tools and platforms that demonstrate alignment with modern software engineering principles, including traceability and automation.
2. Require that contractors develop user requirements data that includes traceability, acceptance criteria, and verification links.

The cited white paper, title: *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering (DE) with Program Management*, includes requirements management best practices. It also includes recommended revisions to authoritative sources of truth for embedded software and DE metrics specifications in Table 3. The documents to be revised include DAS, DoDI 5000.80, DODI 5000.87, DODI 5000.88, DE Strat, SEP, and IPMDAR Guide.

You don't have to wait for legislation to initiate the needed revisions. Examples of the best practices that should be added to the revised documents include:

- The product baseline and the Minimum Viable Product (MVP) and Minimum Viable Capability Release (MVCR) baselines.
- The collection of DE metrics of schedule progress and quality towards the MVP and MVCR.
- Automated requirements traceability to completion criteria in the schedule.
- Measures used to track progress towards completing MVPs and MVCRs in the digital thread.
- The backlog in the digital thread.
- Testability requirements to test planning and cases.
- Schedule dependencies and collection of DE metrics of schedule progress towards developing and verifying the MOSA interdependencies and standardized interfaces.
- The product baseline includes the sequential set of MVP/MVCR baselines as appropriate.

Also, improve the DE Strategy as follows:

Doc.	Excerpts	Revision
DE Strat	1.3 Exchange of information between technical disciplines or organizations should take place via model exchanges and automated transformations.	information Insert: , including DE metrics for schedule progress and quality,
DE Strat	2.3 Use the digital ASOT as the technical baseline Stakeholders should use the ASOT to make informed and timely decisions to manage cost, schedule, performance, and risk . For example, contract deliverables should be traced and validated from the ASOT.	performance Insert: technical deliverables Insert: that report schedule progress and product quality (functional completeness)

Add the following to the IMPDAR Guide:

- Fourth component: DE artifacts that are created from the standards, rules, tools, and infrastructure within a DE ecosystem, including schedules.
- For software that is embedded in weapon systems, the contractor's Integrated Master Schedule includes milestones and schedule performance from the DE artifacts that are created from the standards, rules, tools, and infrastructure within a DE ecosystem.

Incentives

Define and tie incentives to a set of metrics to assess and manage technical performance, schedule progress, speed, cybersecurity, and quality of the development, its development teams, and ability to meet users' needs. Metrics collection will leverage automated tools to the maximum extent practicable. Those metrics will be used to update cost estimates and cost and software data reporting from the planning phase throughout the execution phase. Metrics should address software technical performance and quality (e.g., defects, rework, technical debt) evaluating the software's ability to meet user needs.

This letter and the white paper may be downloaded from www.pb-ev.com at the Acquisition Reform and White Paper tabs.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC
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Hon. SON John Phelan

Hon. USD Michael Duffey
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Hon. Gen. B. Chance Saltzman, U.S. Space Force

Hon. Pete Hegseth, Sec. Def

Jon Sindreu, WSJ

Anthony Capaccio, Bloomberg News

Meg O’Keefe SAE G-47 SE Committee

John Evers SAE G-47 SE Committee