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The Honorable Pete Hegseth  
Secretary of Defense  
1010 Defense Pentagon  
Washington, DC 20301-1010

Subj: Comments on Duffey Confirmation Hearing and To Do List for Mr. Duffey

Dear Hon. Secretary of Defense Hegseth:

My letter dated March 10 was revised to apply to Mr. Duffey so he can get a jump start in his new job.

Please consider adopting the strategic objectives and tactics herein to fix the acquisition process.

Strategic **objectives** to transform the acquisition of weapon systems.

1. Hold contractors and DoD program managers **accountable** for **outcomes**.
2. Tear down NDIA's **barrier** to entry facing non-traditional defense contractors.
3. Eliminate **regulations** that increase costs and enable false reporting.
4. Institutionalize digital engineering (**DE**).

#### Implementation Tactics

1. Compliance requirements and reviews divert a program manager's focus from the product to the process. Reward real engineering, not financial engineering.
2. Real-time, automated status reports that are based on Authoritative Sources of Truth. Replace botched metrics with outcome-based metrics.

#### Problem

DoD does not acquire weapon systems that work and are completed on time and under cost. Federal statutes, regulations, and DoD policy provide incentives that reward deceptive practices and failure, not successful outcomes.

#### Duffey's Responses to APQs at Confirmation Hearing

Mr. Duffey's responses to Advance Policy Questions at his hearing and his commitments support the recommended strategic objectives and implementation tactics above, as follows.

Duffey Hearing Advance Policy Questions (Excerpts)		
Objective	Question	Response
Accountability	How do you propose to enforce accountability for acquisition decisions and processes?	By 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

		<p>specifications, with an intent to recognize and reward excellence...in acquisition program management.</p> <p>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.</p>
<b>Barrier, DE</b>	<p>What are the greatest challenges facing the DOD's acquisition and sustainment communities?</p> <p>What would be your plans for addressing these challenges, if confirmed?</p>	<p>...align, streamline, and modernize the requirements, budget, and acquisition, accelerate modernization, digitization, and streamlining of the acquisition process, and revitalize the defense industrial base.</p>
<b>DE</b>	<p>How do you propose to enforce accountability for acquisition decisions and processes?</p>	<p>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 performance goals.</p>

### Program Management Competencies

Mr. Duffey committed to:

1. Accelerate our cultural shift to adopt modern software acquisition and development practices into our programs, policies, and processes.
2. Have a workforce with the expertise to implement (software) commercial best practices, rapid innovation, and streamlined acquisition.

In my opinion, the cultural shift to modern acquisition and development commercial best practices includes abandoning the de facto, government-unique, DFARS-required standard for earned value management, EIA-748. Mr. Duffey' commitment to "ensure the Department has the needed workforce, training, resources, and guidance at all levels to accelerate our cultural shift to adopt modern software acquisition and development practices into our programs, policies, and processes."

He committed to enforce accountability for acquisition decisions and processes, to reward success and address underperformance. His commitment supplants the need to regulate program/project management processes and to retain compliance review by DCMA. After he reviews statutes and addresses any identified shortfalls through the legislative proposal process, the statute behind the DFARS EVMS clause should be repealed.

This letter and the cited letters are posted on my website, [www.pb-ev.com](http://www.pb-ev.com), at the "Acquisition Reform" tab. The following white papers (at the White Papers tab) provide detailed implementation plans to achieve your objectives.

- "Outcome-based Metrics + SE = Integrated Program Management"
- "Common Sense Project Management: "When you come to a fork in the road..."
- "Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management"

Yours truly,



Paul Solomon

CC:

Hon. Ken Calvert, HAC

Hon. Robert J. Wittman, HASC

Hon. Ro Khana, HASC

Hon. Roger Wicker, SASC

Hon. Elizabeth Warren, SASC

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Anthony Capaccio, Bloomberg News

Stephen Feinberg, DoD