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The Honorable Adam Smith
Ranking Member, HASC
2216 Rayburn House Office Building
Washington, D.C. 20515

Subject: Markup NDAA for FY 2026 to Ban Meaningless Metrics

Dear Hon. Ranking Member Smith:

This is a follow-up to my letter to you dated November 17, 2024, Subj: Outcome-based Metrics, Barrier to Entry, and NDIS Implementation Plan, Part 2. That letter cited your opinion piece, "Future of US defense depends on culture shift prioritizing innovation," date October 18, 2024. Excerpts from that opinion:

- DOD still largely follows a slow and costly acquisition process hamstrung by a focus on the *process* and rigid requirements rather than fielding a *capability and achieving results*.
- Large programs of record for complex systems or large services contracts are built around onerous requirements or *meaningless metrics* rather than problem-solving ideas or *desired outcomes*.

I was pleased to read the NDAA markup of the SUBCOMMITTEE ON CYBER, INFORMATION TECHNOLOGIES, AND INNOVATION. Section 214, APPLICATION OF SOFTWARE INNOVATION AND DATA MANAGEMENT PLANS TO MODERNIZE TEST AND EVALUATION INFRASTRUCTURE. Section 214 includes:

(2) REQUIREMENTS.—The digital test and evaluation environment required under paragraph (1) shall—

(A) incorporate commercially-derived data management, analysis, and operations software tools to enable rapid test and evaluation;

(B) enable real-time and iterative data collection, management, analysis, and feedback loops across the life cycle of tested systems;

Previously I requested, "Please provide legislative support to Dr. LaPlante that will enable him to tear down that barrier to entry to the defense industrial base and to replace botched, manipulated, meaningless Earned Value Management (EVM) metrics with outcome-based metrics." I repeat my request for legislation to eliminate the DFARS EVM System clause. However, if the clause is retained, please enact legislation to require that the reported earned value be based on real-time and iterative data collection, management, analysis, and feedback loops from the digital test and evaluation environment, not on the manipulated, estimated quantity of work performed.

Then, as previously requested, "hold program managers and contractors accountable for achieving outcomes. Don't reward them for adhering to DFARS-required processes. Vivek Ramaswamy of the Dept. of Government Efficiency said today, "Most of the people making these decisions from health care to the Department of Defense are failing on effectiveness because they have no accountability."



Paul Solomon

CC:

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Anthony Capaccio, Bloomberg News