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The Honorable Mike Rogers
Chairman, HASC
2216 Rayburn House Office Building
Washington, D.C. 20515

Subject: NDAA Markup; Did Secretary of War Hegseth Put His Metrics Where His Mouth Is?

Dear Hon. Chairman Mike Rogers:

This augments my letter, Subj: Update to Markups for NDAA for FY 2027, dated April 5, 2026. It is a response to Secretary of War Hegseth's remarks at the HASC hearing on April 29, 2026, and to Ranking Member Smith's online conversation at the Brooking Institution on March 5, 2021.

Hegseth asserted that the requested budget will "continue to reverse MISMANAGEMENT."



Smith stated:

"We have wasted a spectacular amount of money on weapon systems that either haven't worked at all or who have not lived up to their process. The failure we wind up tolerating is failure on a massive, freaking scale. Think F-35. Second is process over results. Part of it is also having a freaking product that works at the end of the day."

The budget request itself will do nothing to "reverse mismanagement" of weapon system acquisitions or ensure that the freaking product works, on schedule. DoW has not yet revised acquisition policies or institutionalized outcome-based metrics of technical and schedule performance. Metrics are needed to hold PMs, PAEs, and contractors accountable for their performance.

NDAA Markup

Please markup the NDAA for FY 2027. Direct the GAO to assess the extent to which Sec. Hegseth put his metrics where is mouth is.



Per the *Acquisition Transformation Strategy (ATS)*, the Department will capture programmatic performance to deliver capability and other key performance metrics.

GAO should examine a sample of actively reporting programs to assess the extent to which the following ATS metrics requirements have been implemented:

1. Do reported metrics appropriately convey program health, status, ongoing or anticipated issues, risks, and actions required to address possible causes for delay, as well as compliance with the transformative initiatives in response to E.O. 14265?
2. Is the correct data collected and assessed for informed decision making?
3. Are the metrics being tracked outcome-focused?
4. Is there proper use of digital threads?
5. Are there automated reporting mechanisms to assess program performance?

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC	Shelby Oakley, GAO
Hon. Stephen Dep. Sec. Stephen Feinberg	Hon. David Norquist NDIA
Hon. Roger Wicker, SASC	Hon. Troy Meink, Sec. of the AF
Hon. Russell Vought, Director, OMB	Hon. SON Hung Cao
Hon. USD (R&E) Emil Michael	Hon. USW (A&S) Michael Duffey
Hon. Gen. B. Chance Saltzman, U.S. Space Force	
Hon. Pete Hegseth, Sec. of War	Hon. Dan Driscoll, Sec. of the Army
Anthony Capaccio, Bloomberg News	Hon. DoW CIO Kirsten Davies