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Mr. Moshe Schwartz, President
Etherton & Associates, Inc.
1489 Chain Bridge Road, Ste. 304
McLean, VA 22101

Subj: NDIA Spring 2026 Integrated Program Management Forum Agenda

Dear Mr. Schwartz:

At Congressional hearings in 2024 and 2025, you discussed measuring the workforce on compliance and process. "If we empower the workforce and focus on outcomes, we can hold people accountable."

Please advocate that contractors and program acquisition executives (PAE) for major capability acquisitions also focus on outcomes, not process. You can't hold those stakeholders accountable unless they use authoritative, outcome-based metrics. Current statutes and regulations for those acquisitions require that contractors use cost and schedule performance metrics in the Earned Value Management System (EVMS) standard, EIA-748. Those are measures of the quantity of work performed that are not based on quality or the technical maturity of the product being developed and tested.

In the attached letter to NDIA President David Norquist, Subj: *EIA-748E Eludes Integrated Program Management (IPM) and Evidence-based Decision-making, 9/14/25*, I recommended that the NDIA IPM Div. collaborate with the Systems Engineering (SE) Division to inject EIA-748 with requirements management tools for systems and software engineering programs and to include best practices for automated, real time schedule status metrics that are based on Authoritative Sources of Truth as well as best engineering practices. The metrics and practices recommended by the SE Division are outcome-based.

You will be the keynote speaker at the NDIA Spring 2026 IPM Forum on March 25. Please use that forum to support my recommendations regarding EVMS, outcome-based metrics, and digital engineering Both traditional and non-traditional contractors should focus on outcomes and be held accountable. So should PAEs.

Thanks.

Yours truly,



Paul Solomon
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CC:

Hon. Adam Smith, HASC
Hon. SecAF Meink
Hon. Roger Wicker, SASC

Hon. Mike Turner, HASC
Hon. David Norquist NDIA
Hon. Pete Hegseth, Sec. Of War

Hon. Russell Vought, Director, OMB
Hon. SECNAV John Phelan
Hon. Gen. Saltzman, U.S. Space Force
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