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November 8, 2026

The Honorable David Norquist
President & CEO
National Defense Industrial Association
2101 Wilson Blvd, Suite 700
Arlington, VA 22201

Subj: Need for a Systems Engineer on the House Armed Services Committee

Dear Hon. NDIA Pres. Norquist:

This letter augments two letters that address the importance of systems engineering (SE) in the DoD acquisition process and the objectives of the House Armed Services Committee (HASC).

The letters address the following objectives, processes, and practices:

1. HASC objectives to improve effective and integrated program management (IPM) of new and legacy systems.
2. HASC objective to shift from document-driven processes to evidence-based decision-making that delivers improved capability for the warfighter at the speed of relevance.
3. DoD guidance for best practices for planning, implementing, and evaluating a Modular Open Systems Approach (MOSA).
4. DoD guidance on digital engineering (DE) practices necessary to capture, assess, and support MOSA elements.

These topics fall under the purview and mission of the NDIA SE Division. You can support NDIA, HASC, and DoD objectives by encouraging the HASC to include a SE on the committee that will be constituted next year.

Excerpts from the pertinent letters

Subj: EIA-748E Eludes Integrated Program Management and Evidence-based Decision-making, dated September 14, 2025:

> NDIA IPM Div.…collaborates with the SE Division to inject it with requirements management tools for systems and software engineering programs. If EIA-748 is not cancelled, it should be overhauled to include best practices for automated, real time schedule status based on Authoritative Sources of Truth as well as best engineering practices.

Subj: NDIA Violates Its Mission Statement by Advocating SAE/EIA-748E Earned Value Management System, Part 2, dated September 17, 2025

> …the guidebook, *Implementing a MOSA in DoD Programs*, February 2025…provides best practices for planning, implementing, and evaluating MOSA. Best practices include using metrics that measure progress and achievement of MOSA objectives, implementation activities, and risk mitigations and using DE practices necessary to capture, assess, and support MOSA elements.

NDIA SE Division Mission

The SE Div. advocates for the widespread use of SE in the Defense Dept. acquisition process to achieve affordable, supportable, and interoperable weapon systems that meet the needs of warfighters and provide the United States a technological advantage. In addition to supporting the open exchange of ideas and concepts between government and industry, the Division works for a new understanding of a streamlined SE process and aims to provide state-of-the-art national defense systems early in the formation of policies, guidance, initiatives, and investments.

Recommendation for Nomination of Representative-elect Jacqui Irwin

Please inform Ranking Member Smith that the NDIA supports the nomination of Representative-elect Jacqui Irwin to serve on the HASC. Her professional and defense-related qualifications include:

Professional Engineering Background

- SE at Johns Hopkins University's Applied Physics Laboratory…assigned to troubleshoot launches of the U.S. Navy's Trident II nuclear missiles.
- Engineer at Teledyne Systems

Legislative Leadership

- Chair of the California Assembly Committee on Military and Veterans Affairs
- Governor's Military Council.
- Chairs the Assembly Select Committee on Cybersecurity.
- Co-chairs the National Conference of State Legislatures Task Force on Cybersecurity (includes AI and privacy).

Yours truly,



Paul Solomon

CC:

Hon. Rep.-elect Jacqui Irwin	Hon. Russell Vought, Dir. OMB
Hon. USD(A&S) Michael Duffey	Hon. Mike Turner, HASC
Hon. Roger Wicker, SASC	Hon. SecDef Pete Hegseth
Hon. SecAF Meink	Hon. Adam Smith, HASC
Hon. Russell Vought, Director, OMB	Hon. USW (A&S) Michael Duffey
Hon. Acting SECNAV Cao	Hon. USD Emil Michael
Hon. Gen. Saltzman, U.S. Space Force	Hon. Robert Wittman, HASC
Hon. Mike Rogers HASC	Hon. Dep. SecDef Stephen Feinberg
Hon. Ken Calvert, HAC	Hon. Michael Payne, Dir. CAPE
Anthony Capaccio, Bloomberg News	Jon Ludwigson, GAO
Shelby Oakley, GAO	Joseph Kirschbaum, GAO