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The Honorable Michael Duffey
Under Secretary of War for Acquisition and Sustainment
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Recommendations for Fostering One Strong Industrial Base

Dear Hon. USW (A&S) Michael Duffey:

This letter updates my previous letter, Subj: Sections 808 and 811 of NDAA for FY 2027, House Version, dated July 24, 2026. It references Hon. Deputy Secretary of War Feinberg's memorandum, Subj: Fostering One Strong Industrial Base.

The memorandum directs you to "align the contract-oversight enterprise" and to deliver options to the Deputy Secretary for clarifying roles and charters, eliminating duplication, and addressing workforce effects. My previous letters included recommendations to realign contract oversight regarding extinct earned value management (EVM) personnel. Please consider the following excerpts when you develop your options.

My letter to PDO OUSD (A&S) Morani, Subj: Redeploy Extinct EVM Specialists to Positions Requiring Schedule Management and Requirements Management Technical Competencies, dated March 14, 2025, included a recommendation to "utilize the skills of extinct EVM specialists by transferring them to jobs where their technical competencies are essential and minimize terminations." Implementation would meet the objective of HASC Report 119-698, to "free up valuable DCMA resources to assist contractors in developing corrective action plans and implementing remedial measures.

Current EVMS specialists be redeployed to positions requiring schedule management and requirements management technical competencies. You can minimize the number of personnel that are non-essential and utilize the skills of extinct EVMS specialists by transferring them to jobs requiring the following technical competencies, per the OPM Career Paths for Federal Program and Project Management Guide, FEDERAL PROGRAM AND PROJECT MANAGEMENT COMPETENCY DEVELOPMENT FRAMEWORK - PART II:

Requirements Management: Knowledge of the principles and methods to identify, solicit, analyze, specify, design, and manage requirements.

Schedule Management: Plans, develops, and controls project schedule and tracks project milestones, activities, and deliverables, including timeframes and assigned resources.

Yours truly,



Paul Solomon

Cc:

Hon. Adam Smith, HASC

Hon. SecAF Meink

Hon. Roger Wicker, SASC

Hon. Russell Vought, Director, OMB

Hon. SECNAV John Phelan

Hon. Gen. Saltzman, U.S. Space Force

Hon. Mike Rogers HASC

Hon. Ken Calvert, HAC

Anthony Capaccio, Bloomberg News

Shelby Oakley, GAO

Hon. Mike Turner, HASC

Hon. David Norquist NDIA

Dep. Sec. of War Feinberg

Hon. USD Emil Michael

Hon. Robert Wittman, HASC

Joseph Kirschbaum, GAO

Hon. Michael Payne, Dir. CAPE

Jon Ludwigson, GAO

Hon. SecWar Pete Hegseth
