

Paul Solomon
3307 Meadow Oak Drive
Westlake Village, CA 91361
Paul.solomon@pb-ev.com

December 2, 2025

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

Subj: Your I/ITSEC Remarks on Testing and Delivering Capabilities on Schedule

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

This letter augments my letter, subj: More Recommendations for "Transforming the Warfighting Acquisition System" date November 18 by adding your remarks at the I/ITSEC on December 2.

You stated:

1. The Pentagon is looking to decrease the amount of *unnecessary oversight* in its modeling, simulation and training portfolios to allow operators to focus more on testing instead of jumping through bureaucratic hoops.
2. By decreasing oversight, this will "empower" future Program Acquisition Executives and program managers to have more flexibility over their programs and be able to focus more on delivering capabilities on schedule.

The previous letter cited guidance in the PMI *Project Management Body of Knowledge Guide* to integrate quality early to ensure outcomes meet objectives, requirements, and acceptance criteria. It compared that guidance with the Earned Value Management System (EVMS) standard EIA-748.

Contractor compliance with EIA-748 guidelines thwarts your intent to decrease unnecessary oversight and focus more on testing instead of jumping through bureaucratic hoops. EIA-748 provides guidance to:

1. Calculate EV by applying the percentage of *work completed* to the total budget for the work.
2. EV is a direct measurement of the *quantity* of work accomplished. The *quality and technical content of work performed is controlled by other processes*. EV is computed based on the budget assigned to the completed *work scope* (regardless of test results or outcomes).

Your I/ITSEC Conference objectives provide more justification to eliminate the DFARS EVMS clause and DCMA compliance reviews.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC

Hon. Mike Rogers, HASC

Hon. Roger Wicker, SASC

Hon. David Norquist NDIA

Hon. Troy Meink, Sec. of the AF

Russell Vought, Director, OMB	Dep. Sec. of War Stephen Feinberg
Hon. SON John Phelan	Hon. USD Emil Michael
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	Acting DCMA Dir. Ebright
Meg O'Keefe SAE G-47 SE Committee	John Evers SAE G-47 SE Committee