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

Subj: Recommendations to Implement Memo, Subj: Transforming the Warfighting Acquisition System, Part 2

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

This letter is a follow-up to my letter, same subject, dated November 10, 2025.

Sec. Hegseth, in his memo, Subj: Transforming the Warfighting Acquisition System, dated November 7, 2025 (Transformation Memo), directs you to update, within 150 days, the 5000-series DoW Instructions, DFARS, and other relevant documents to codify the directions contained in that memo. I am concerned that you are behind schedule in implementing the directions for Data-Driven Acquisition to “Measure progress and prove programs are on the right path by providing real-time and continuous access to program and portfolio performance data.”

The Transformation Memo included directions regarding Authoritative Sources of Truth, automated program performance reporting, outcome-based metrics, digital threads, and real-time data.

Excerpts from the Transformation Memo follow:

“It is critical that programs leverage existing authoritative data sources, including contractor data and automated reporting systems to assess program performance.”

The OUSW(A&S) will work in close coordination with the Military Services to assess the effectiveness of existing reporting requirements and conduct a review – across all actively reporting programs – to ensure 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 the EO. During this comprehensive review, the OUSW(A&S) will also assess whether the correct data is collected and assessed for informed decision making and that the metrics being tracked are outcome focused. While discussions surrounding data requirements can begin immediately, the implementation of new data standards, particularly across classified systems, will take time to implement. To ensure the proper use of digital threads and the ability to use real-time data to inform decision-making, the Department will carefully review how data is currently used and ingested, and where improvement is needed to address gaps, while ensuring the reporting process does not become overly burdensome.

My previous recommendations to implement Sec. Hegseth’s directions are still valid, as follows:

The white paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering, MOSA, and Digital Engineering with Program Management*, already included recommended updates in Table 3.

Recommendations to update DFARS are in the white paper, *Common Sense Project Management, "When you come to a fork in the road."*

Please implement the recommendations ASAP.

Yours truly,



Paul Solomon

CC:

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