

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

January 21, 2026

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

Subj: House Committee on Appropriations Direction to Submit an Acquisition Workforce Strategy

Dear Hon. USD (A&S) Duffey:

The House Committee on Appropriations Joint Explanatory Statement (JES) directs the Secretary of Defense to submit an acquisition workforce strategy (AWS). Please consider my previous recommendations for the AWS and a new recommendation regarding the Systems Engineering Research Center (SERC) competency framework, Digital Engineering Competency Framework (DECF) v. 1.1.

Per the JES, the strategy shall include:

- A comprehensive assessment of the workforce necessary to execute a reformed defense acquisition system.
- Functional specialty.
- Current and future education and training requirements.
- All changes in policy and management of the acquisition corps.

Recommendation for the AWS

My first recommendations for the AWS were provided in the letter to Performing the Duties of the OUSD(A&S) Steven Morani, Subj: Redeploy Extinct Earned Value Management Specialists to Positions Requiring Schedule Management and Requirements Management Technical Competencies, March 14, 2025.

Second, recommended changes in policy are in the letter to USD (R&E) Emil Michael, Subj: Hold Program Managers and Contractors Accountable to Deliver on Time, January 18, 2026, and the cited white paper, Title: Integrating the Embedded Software Path, Model-Based SE, MOSA, and DE with Program Management, January 18, 2026.

A third recommendation is to utilize DECF v. 1.1 to support an acquisition workforce in which all acquisition personnel, regardless of role, should be familiar with the strategies, policies, standards, and guidelines for establishing an authoritative source of truth (ASOT), maintaining baseline control of models, and how and why changes can appropriately be made throughout the lifecycle.

Yours truly,



Paul Solomon
www.pb-ev.com

CC:

Hon. Adam Smith, HASC

Hon. Mike Rogers, HASC

Hon. Roger Wicker, SASC

Russell Vought, Director, OMB

Hon. SECNAV John Phelan

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

Hon. Dan Driscoll, SECARMY

Hon. Ken Calvert, HAC

Anthony Capaccio, Bloomberg News

Hon. Mike Turner, HASC

Hon. David Norquist NDIA

Hon. USD (R&E) Emil Michael

Hon. Dep. Sec. of War Stephen Feinberg

Hon. Robert Wittman, HASC

Shelby Oakley, GAO

Hon. SECDEF Troy Meink

Hon. Michael Payne, Dir. CAPE