

The Defense Management Institute (DMI) was established by the Director of Administration and Management (DA&M) for the Department of Defense (DOD) and is operated by the Institute for Defense Analyses (IDA). DMI is a non-partisan research organization committed to bridging public and private sector efforts to improve the management, organization, performance improvement and enterprise business operations of the DOD. DMI organizes the practice of “defense management” into the following eight pillars: Management and Governance, Organization and Alignment, Resourcing and Financial Management, Acquisition, Healthcare, Logistics, Data and Information Technology, and Human Resources.

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## Articles published by the media since our last issue

### Management & Governance

[Opinion: Can Hegseth Transform U.S. Defense Acquisition?](#) (*Aviation Week Information Network*)

U.S. Defense Secretary Pete Hegseth’s strategy to transform the American defense acquisition system is hugely ambitious. In a much-heralded speech on Nov. 7, he animated a 43-page memorandum commanding change to every function of acquisition management, from requirements-setting and program management to budgeting and arms exports. However far-reaching, the initiatives constitute a familiar catalog of good ideas that have been advanced from every corner of the acquisition ecosystem for more than a decade.

[Can Fixing The Pentagon’s Back Office Make The Front Lines Stronger?](#) (*Federal News Network*)

A new Deloitte report argues that inefficiencies in HR, finance, IT, and acquisitions are draining DoD's resources from war fighting. It calls for an AI-first overhaul to fuel lethality and readiness.

### Organization & Alignment

[Pentagon Moves To Slash Oversight In Modeling, Simulation, Boosts Flexibility For Testers: Duffey](#) (*Breaking Defense*)

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, Undersecretary of Defense Acquisition and Sustainment [Michael Duffey](#) said today.

### Resourcing & Financial Management

[Pentagon Fails Its 8th Audit In A Row](#) (*Task & Purpose*); [Pentagon Fails \(Another\) Audit, Restates 2028 Goal To Finally Pass](#) (*Breaking Defense*)

The Department of Defense once again failed to pass its annual audit, the eighth time in as many years since Congress mandated a full accounting of the Pentagon’s expenses.

[DoD’s Plan To Track Contractor-Held Property Is Failing, Putting 2028 Audit Goal At Risk](#) (*Federal News Network*)

The Pentagon's plan to fix its decades-old material weaknesses — its inability to reliably track government property in the possession of contractors — is failing, a new inspector general evaluation finds.

## Acquisition

### [The Sabotage Of Secretary Hegseth's Acquisition Reform Initiative](#) *(Breaking Defense)*

After watching Secretary Pete Hegseth's Nov. 7 [speech](#) on radically overhauling how the [department develops](#) and buys military capability, one could conclude that Pentagon leadership finally gets what needs to be done to innovate at speed and compete with [China](#). The speech was hard-hitting and substantive, and while the fixes outlined by the secretary didn't include [everything](#) that needs to be done, he got pretty close. That is, until one looks under the hood.

### [Acquisition Reform vs. Congress: Who Will Win?](#) *(War on the Rocks)*

Weeks ago, Secretary of Defense Pete Hegseth gave a speech announcing the Pentagon's intentions to embrace more aggressive acquisition reforms. One of the most significant changes is to shift from a program focused acquisitions to portfolio concepts.

### [I/ITSEC NEWS: Pentagon Acquisition Reform Is About Trade-Offs](#) *(National Defense)*

Less than a month after the Defense Department released its Acquisition Transformation Strategy, the Pentagon's top acquisition official said the department's "aggressive and systemic overhaul" of the acquisition system is going to require some trade-offs.

### [DISA Officials: Agency on Track in Pentagon Acquisition Reform Effort](#) *(MeriTalk)*

As the Pentagon pushes sweeping acquisition reforms aimed at speeding how the department buys and fields "functionally relevant capabilities," senior officials at the Defense Information Systems Agency (DISA) said the agency is largely on track to meet the new requirements.

### [Navy's New Rapid Capabilities Office Pursues Disruption, With Caution](#) *(DefenseScoop)*

As the Navy's new Rapid Capabilities Office hustles to identify and field urgently-needed technologies at a speedier pace than ever before, senior leaders recognize how the plans have potential to introduce or magnify security, operational and ethical risks that can accompany experimental acceleration.

### [Air Force Shakes Up Acquisition Leadership](#) *(Air & Space Forces Magazine)*

The top of the Air Force's acquisition enterprise is in the midst of a major overhaul, with the Senate having confirmed a new four-star general to oversee acquisition from the Pentagon and Air Force Materiel Command getting downgraded from a four- to three-star command.

## Healthcare

None this month

## Logistics

[Excess Defense Articles: DOD Needs to Better Assess the Program](#) *(Government Accountability Office)*

## Data & Information Technology

[GAMECHANGER: A Case Study Of AI Innovation At The Department Of Defense](#) *(Brookings)*

Taking advantage of rapid advances in artificial intelligence (AI) is an active and ongoing priority for the United States Department of Defense (DOD). While attention has largely focused on AI's role in

warfighting systems, the Pentagon's vast business operations—finance, procurement, internet technology (IT), health care, supply chain management, and more—are equally critical.

**[As the U.S. Military Integrates Artificial Intelligence, Data Integrity is Top Priority](#)** *(Defense Daily)*

As artificial intelligence (AI) systems become deeply integrated into military decision-making, mission success hinges on AI data integrity.

**[NDIA POLICY POINTS: AI Adoption in Defense Runs into Regulatory Hurdles](#)** *(National Defense)*

In September, the White House's Office of Science and Technology Policy released a request for information to identify "statutes, regulations, agency rules, guidance, forms and administrative processes that unnecessarily hinder the development, deployment and adoption of artificial intelligence technologies."

**[Industry Flags Gaps in DOD Software Attestations](#)** *(MeriTalk)*

Defense technology companies are urging the Pentagon to clarify how it verifies software security compliance, citing a lack of standardized processes for software attestations, according to a new Pentagon [report](#).

**[Pentagon Posts Guidance On Implementing Zero Trust For Operational Technology](#)** *(DefenseScoop)*

The Defense Department recently published a new document outlining how organizations should apply zero-trust cybersecurity principles for operational technology systems.

## **Human Resources**

**[Talent Development To Unleash The DOD Acquisition Workforce](#)** *(DefenseScoop)*

The Defense Department is moving with urgency to achieve an all-out transformation of its acquisition system. Secretary Pete Hegseth has directed leaders to reward outcomes over process and accelerate delivery of capabilities to the warfighter. That push aligns with reforms included in the fiscal 2026 National Defense Authorization Act (NDAA), creating a rare moment of unity to revitalize and streamline how the department equips the force.

## **Risk Management**

**None this month**

## **Performance Management**

**None this month**