

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.

All links provided in this newsletter are accessible to IDA staff. External recipients might not have access to all provided content.

Articles published by the media since our last issue

Management & Governance

[DoD Lacks Reliable Data On The Number Of Civilians Teleworking, Working Remotely](#) (Federal News Network)

While DoD has good data on which positions are eligible for telework or remote work, it does not consistently track whether civilian employees are actually using those programs. As a result, official figures have at times overstated remote work usage by counting eligible positions instead of the number of employees approved to telework or work remotely, a [new watchdog report](#) shows.

[DoD Data On Telework And Remote Work Likely Inaccurate](#) (Federal News Network)

The watchdog also found that the data on the number of teleworkers and remote workers DoD previously reported is likely inaccurate.

Organization & Alignment

None this month

Resourcing & Financial Management

[Defense Budget: Effects of Continuing Resolutions on Selected Activities and Programs Critical to DOD’s National Security Mission](#) (GAO)

[NDIA POLICY POINTS: Budgeting to Transform Military Force Structure](#) (National Defense)

For the first time in several decades, the United States is on the verge of a real transformation of its military force structure. Adapting to the threats it faces will above all mean addressing the pace with which new capabilities must be developed and fielded.

[Army’s Noncommittal Procurement Strategy Is Creating Quandaries For Vendors](#) (Defense One)

The Army’s new acquisition strategy—buy fast, in small quantities, then maybe buy a lot more—is causing headaches for at least one of the vendors working on the service’s new medium-range reconnaissance drone.

[8\(A\) Program Pushed Further To The Edge By DoD Audit](#) *(Federal News Network)*

Experts say claims of widespread fraud of the 8(a) program are unfounded and the ongoing audits run counter to the goal of expanding the industrial base.

Acquisition

[NDAA Scales Back Ambitious Acquisition Reforms, Offers Little On Workforce](#) *(Federal News Network)*

Lawmakers said the fiscal 2026 defense policy bill that became law earlier this month would deliver “the most significant acquisition reforms in a generation.” But some of the more sweeping proposals introduced in the House and Senate versions of the bill were ultimately scaled back or [dropped entirely](#) from the final version of the legislation.

[Service Acquisition Leaders: Why This Time Will Be Different For Defense Acquisition](#) *(Breaking Defense)*

Editor’s note: The following is an exclusive piece shared with Breaking Defense by four of the Pentagon’s top acquisition officials: Gen. Dale R. White, the first-ever Direct Reporting Portfolio Manager for Critical Major Weapons Systems; Lt. Gen. Robert M. Collins, the Principal Military Deputy, Assistant Secretary of the Army (Acquisition, Logistics and Technology); VADM Seiko Okano, the Principal Military Deputy Assistant Secretary of the Navy for Research, Development and Acquisition; and Maj. Gen. Stephen G. Purdy, the Military Deputy, Assistant Secretary of the Air Force (Space Acquisition and Integration).

[Congress Sets Guardrails for Pentagon Acquisition Reforms](#) *(Air & Space Forces Magazine)*

House and Senate lawmakers say they’re on board with the Pentagon’s latest plan to reform the way it buys new systems, but in a report accompanying the latest draft of [fiscal 2026 defense spending bill](#), they urged more investment in the defense acquisition workforce and expressed skepticism about the Defense Department’s call for more budget flexibility.

[The Ever-Changing, Unchanged Defense Acquisition System](#) *(Center for a New American Security)*

The defense acquisition system has been and continues to be in a period of great change, both in terms of the laws and processes that govern it and the private sector ecosystem that supports it. Even so, policymakers in both Congress and the executive branch continue to be dissatisfied with the results. The aim of this series is to understand why these changes have not satisfied the overseers of defense acquisition and what these policymakers should do about it.

[Air Force, Space Force Announce Acquisition Changes Amid Hegseth’s Reform Push](#) *(DefenseScoop)*; [How The Air Force Is Revamping Its Acquisition Shop With New ‘Portfolios’](#) *(Breaking Defense)*; [Air Force Outlines Acquisition Changes Supporting Hegseth Mandate](#) *(Defense News)*

The Department of the Air Force has established seven new portfolio acquisition executive (PAE) offices that will oversee capability development moving forward.

[Pentagon Taking Hatchet to Acquisition Regulations; 2,700 Rules Eliminated](#) *(National Defense)*

The Pentagon in its campaign to eliminate red tape has excised thousands of Federal Acquisition Regulation rules from its books, a senior Defense Department official said Jan. 27.

[AI-Assisted Acquisitions Demand Data Sharing](#) *(National Defense)*

Artificial intelligence holds promise for streamlining the Defense Department's plodding acquisitions process, but without information accessibility across services and agencies, the technology will fall short of its potential, industry experts said recently.

Healthcare

None this month

Logistics

[DLA Turns To AI, ML To Improve Military Supply Forecasting](#) *(Federal News Network)*

The Defense Logistics Agency — an organization responsible for supplying everything from spare parts to food and fuel — is turning to artificial intelligence and machine learning to fix a long-standing problem of predicting what the military needs on its shelves.

Data & Information Technology

[Salesforce Lands \\$5.6B Army Contract For Data Analytics, Cloud Capabilities](#) *(DefenseScoop)*

The Army has reached an agreement with Salesforce that the company says will help the Pentagon boost its data analytics capabilities and accelerate future agentic AI deployments.

[Pentagon Rolls Out Major Reforms Of R&D, AI](#) *(Breaking Defense)*; [‘Accelerate Like Hell’: Hegseth Moves To Reshape DOD’s AI And Tech Hubs](#) *(DefenseScoop)*

Defense Secretary Pete Hegseth consolidates tech offices under Pentagon CTO Emil Michael, launches new AI initiatives from swarms to sims to GenAI, and breaks up the sprawling Advana database.

[Pentagon to Split Advana Data Platform](#) *(MeriTalk)*

Defense Secretary Pete Hegseth has directed the Pentagon to restructure its Advana data platform, separating financial data from a new War Data Platform to support warfighting and intelligence missions across the Defense Department (DOD) — which the Trump administration rebranded as the War Department.

[In First, Army Tests Lockheed’s NGC2 Data Layer Prototype](#) *(Breaking Defense)*

“Next Gen C2 is the vehicle, I think, that’s going to bring artificial intelligence and its capabilities to our commanders in the future,” Brig. Gen. Michael Kaloostian, director of the Command and Control Future Capability Directorate at Army Transformation and Training Command, said.

[Missile Defense in the Digital Age: AI, Data, and Domain Awareness in the Arctic](#) *(MeriTalk)*

As missile threats evolve and the Arctic grows more accessible, defense leaders are rethinking what it takes to protect the homeland in the High North. Speaking on a recent Red Hat Government Symposium panel, “[Missile Defense in the Digital Age](#),” experts underscored that the next generation of missile defense will depend on artificial intelligence (AI)-ready data, resilient networks, and close cooperation among allies.

[DoD Audit Flags Weaknesses In Cybersecurity Certification Vetting, Heightening Compliance Risks](#) *(Reuters)*

An [audit](#), opens new tabby the U.S. Department of Defense Office of Inspector General (DoD OIG) has identified critical weaknesses in the Pentagon's process for authorizing third-party organizations to

conduct Cybersecurity Maturity Model Certification (CMMC) 2.0 Level 2 assessments — controls that defense contractors and suppliers must obtain before winning certain DoD contracts.

[Pentagon Is Embracing Musk's Grok AI Chatbot As It Draws Global Outcry](#) *(Federal News Network)*

Defense Secretary Pete Hegseth said Monday that [Elon Musk's artificial intelligence chatbot Grok](#) will join Google's generative AI engine in operating inside the Pentagon network, as part of a broader push to feed as much of the military's data as possible into the developing technology.

Human Resources

None this month

Risk Management

None this month

Performance Management

None this month