

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

[Pentagon Continues To ‘Struggle’ With Key Weapons Development Timelines: GAO](#) *(Breaking Defense)*

Pentagon leaders are still struggling to meet weapons delivery timelines despite their frequent pledges to get new equipment into troops’ hands more quickly, according to a new government watchdog report.

[Warren Probes Pentagon Program To Hire Highly Paid Private Sector Workers](#) *(CNBC)*

Sen. [Elizabeth Warren](#) is raising concerns about the [Defense Department](#)’s plan to recruit private sector professionals to [improve contracting](#) and capital allocation, warning in a letter shared first with CNBC that it could present “significant conflict of interest and revolving door concerns.”

[Defense Manufacturing Emerges As Pentagon Bottleneck](#) *(Federal News Network)*

After years of concerted effort by the Pentagon and Congress to cut through federal red tape and foster closer ties with the commercial sector to speed up military procurement, the defense industry is turning to another problem: how to deliver those orders fast.

[DoD Issues Guidance As Ban On Chinese Companies Takes Effect](#) *(Federal News Network)*

The first phase of the Pentagon’s effort to eliminate Chinese military-linked companies from the defense industrial base supply chain takes effect this week, barring defense contractors from working directly with companies on the department’s blacklist.

[Navy Ship Modernization: DOD Needs Comprehensive Strategy To Field Hypersonic Missile Capability](#) *(GAO)*

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Organization & Alignment

[Recent DoD Changes Risk Fielding Weapons With Hidden Problems, Watchdog Warns](#) *(Breaking Defense)*

US troops could receive new weapons and tech with “undocumented shortfalls” after Defense Secretary Pete Hegseth reshaped a key Pentagon testing office last year by cutting nearly 100 civilian posts and leaving more work those who remain, according to a [new government watchdog report](#).

Resourcing & Financial Management

[Pentagon Seeks To Shift Billions To Cover Rising Personnel Costs](#) *(Federal News Network)*

The Pentagon is shifting money away from weapons and technology programs to cover “higher-than-expected” military personnel costs, according to a recently released \$4.3 billion omnibus reprogramming request.

[Too Many Trucks, Too Many Zeros: Army Audit Drive Exposes Flaws As Pentagon Nears 2028 Goal](#)

(Reuters)

From too many zeros to too few, and even the letter 'O' typed in its place, the new systems at the Pentagon have uncovered a trail of mistakes as the Defense Department pursues its first clean audit.

[Hegseth Says Not Giving DOD \\$1.5 Trillion in Funding 'Greatest Threat' US Faces](#) *(Military.com)*

Defense Secretary Pete Hegseth said in his opening remarks during a congressional hearing Tuesday that not fully funding the Department of Defense (DOD) to the tune of \$1.5 trillion is the “greatest threat” the United States faces at home and abroad.

[War Costs Make Up a Third of the \\$87.6 Billion Supplemental Request](#) *(Center for Strategic & International Studies)*

On June 24, the White House sent Congress an \$87.6 billion [supplemental request](#). About one-third of the request appears to be driven by the costs of the Iran war. The remainder funds other administration priorities. Analysis of funds requested for the Department of Defense (DOD) indicates that the main driver is not war costs, but rather the DOD’s highest priorities based on judgments about future conflicts.

[FY2027 NDAA: Summary of Funding Authorizations](#) *(Congressional Research Service)*

July 24

[FY2027 NDAA: Status of Legislative Activity](#) *(Congressional Research Service)*

July 24

[FY2026 Defense Budget: Funding for Selected Weapon Systems](#) *(Congressional Research Service)*

July 2

Acquisition

[The Great American Acquisition Gap](#) *(RealClear Defense)*

In recent weeks, Ukraine has drawn attention for strikes on prestige Russian targets such as [Moscow](#), [St. Petersburg](#), and [Crimea](#), along with reports of sporadic [battlefield gains](#). While the war remains far from decided, these developments offer a moment to examine one of the fundamental reasons driving Ukraine's battlefield resilience: fast, agile, and adaptive defense procurement.

[DoD Class Deviation Leaves Contractors With More Questions Than Answers](#) *(Federal News Network)*

The Defense Department's recently released class deviation leaves defense contractors with many of the same questions they previously had about how they should comply with a series of restrictions aimed at severing ties with companies the Pentagon says support Beijing's military. In fact, it adds even more ambiguity.

[Army Makes New Tweaks To Acquisition Portfolios, Realigns Autonomy Office](#) *(Breaking Defense)*

The Army's approach to acquisition portfolios, which is in flux after an overhaul in the fall, is to "keep what is working and change what is not," a service spokesperson told Breaking Defense.

[Acquisition Reform Requires Trust, Accountability](#) *(National Defense)*

The Ronald Reagan Institute recently published its fourth annual National Security Innovation Base Report Card. One of its recommendations for improvement is to "modernize shared budget and portfolio performance data between Congress and the Pentagon."

[Space Force Finalizes New Acquisition Structure, Names 9 Portfolio Executives](#) *(Air & Space Forces Magazine)*

The Space Force has finalized a major reorganization of its acquisition structure, creating nine mission area-focused portfolio acquisition executives with broad authority over the service's development and procurement programs.

[Pentagon Should Take Advantage of Expanded Acquisition Authority](#) *(National Defense)*

Defense acquisition just got a shot in the arm. Through section 1823 of the 2026 National Defense Authorization Act, the Defense Department now has the authority to execute a monumental shift in defense acquisition.

[Defense Federal Acquisition Regulation Supplement: Mitigating Risks Related to Foreign Ownership, Control, or Influence \(DFARS Case 2021-D011\)](#) *(Foundation for Defense of Democracies)*

As the United States prepares to surge spending into its defense industrial base, it should ensure that its financial controls can match its demand for firepower.

[Senate Lawmaker Presses DoD, Tech Firms To Disclose AI Contract Terms](#) *(Federal News Network)*

A Senate lawmaker is demanding that the Defense Department and seven technology companies deploying their artificial intelligence capabilities on the department's classified networks disclose the terms of their agreements in order to better understand what guardrails DoD is putting in place around AI use in the military.

[DoD Is Looking For New Ways To Bring Commercial Innovation Into National Security](#) *(Federal News Network)*

Building military capability takes more than defense contractors alone. Increasingly, the Pentagon is looking to commercial manufacturers, technology firms and other nontraditional partners to expand the defense industrial base. That's a topic drawing growing attention across the defense community, and my next guest says Michigan is becoming a focal point for that shift.

[Department of Defense Contractors and Efforts to Mitigate Foreign Influence](#) *(Congressional Research Service)*

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Healthcare

[Senate Seeks To Audit TRICARE Pharmacy Benefits Program Amid Conflict Concerns](#) (*Federal News Network*)

Senate lawmakers are pushing for an independent audit of the Defense Department's multibillion-dollar TRICARE pharmacy program amid concerns that its longtime contractor, which acts as a pharmacy benefit manager, may also be steering business toward its own pharmacies.

[Military Health Care: Clinical Quality Management In Operational Settings Like Field Hospitals](#) (GAO)

July 13

Logistics

[The Hidden Security Challenge: Responding to Grid Capacity Constraints and Their Impacts on Military Installations](#) (*Belfer Center*)

In the United States, the Department of Defense (DoD), its military installations, the defense industrial base (DIB), and surrounding defense communities rely almost exclusively on the civilian electric grid, powering everyday operations, training, critical missions, and emergency response. As a result, any strain on the nation's grid may pose significant energy security concerns, with fluctuations in power supply threatening a site's "mission readiness" and potentially undermining national defense capabilities.^[i]

Data & Information Technology

[DOD Halts Cybersecurity Requirements For CMMC Phase 2: 'The Math Just Simply Doesn't Math'](#) (*Defense Scoop*)

The Pentagon [placed an immediate freeze](#) on forthcoming cybersecurity requirements after government research suggested the policy would drive many businesses out of the defense industrial base at a time when the U.S. military urgently needs their innovations.

[What the CMMC Pause Means for the Defense Industrial Base](#) (*Center for Strategic & International Studies*)

On July 13, 2026, the Department of Defense (DOD) suspended the second implementation phase of the Cybersecurity Maturity Model Certification (CMMC) program. Phase II was scheduled to take effect on November 10 and would have required contractors handling controlled unclassified information (CUI)—sensitive government information that is not classified but cannot be made public—to obtain an assessment from an accredited certified third-party assessment organization (C3PAO).

[Pentagon CIO Issues Department-Wide Directive On IT Category Management](#) (*Defense Scoop*)

Department of Defense CIO Kirsten Davies recently approved a far-reaching directive laying out policy, responsibilities and procedures for information technology category management and digital modernization investments.

[US Marines to Evaluate Ditto Platform for Resilient Battlefield Data Sharing](#) (*The Defense Post*)

The US Marine Corps has [selected](#) Ditto's software platform for evaluation under Project Dynamis as it seeks to improve data sharing across contested battlefields without relying on centralized communications infrastructure.

[DoD Contributes Aerospace, Sensor Data To Federal AI-For-Science Initiative](#) *(Military & Aerospace Electronics)*

The effort seeks to apply artificial intelligence to complex scientific and engineering challenges by combining large datasets with advanced computing resources and AI-enabled research workflows.

[Congress Ramps Up Scrutiny Of Pentagon AI Data Center Plans](#) *(Federal News Network)*

A provision that would bar the Defense Department from leasing its land to private companies to build data centers that contain components manufactured by U.S. adversaries is making its way through Congress. If enacted, the measure could complicate the department's future modernization efforts.

[Post-Advana Rebrand, Accenture Selected For \\$821M War Data Platform Integration Deal](#) *(DefenseScoop)*

Accenture Federal Services was selected for a five-year task order worth up to \$821 million to supply core integration support for the Pentagon's Chief Digital and AI Office-managed War Data Platform, which grew out of the Advana enterprise data and analytics program.

[Pentagon Taps AI to Turn Decades of Defense Data Into Scientific Breakthroughs](#) *(The Defense Post)*

The US Department of Defense will feed decades of validated military research data into a new AI-driven scientific platform under the White House-led Genesis Mission, giving researchers access to a larger pool of data for accelerating scientific discovery and defense innovation.

[Agentic Artificial Intelligence and Cyberattacks](#) *(Congressional Research Service)*
July 6

[Cyber and Artificial Intelligence Provisions in the FY2026 National Defense Authorization Act \(NDAA\)](#) *(Congressional Research Service)*
July 6

Human Resources

[House NDAA Rejects Civilian Workforce Cuts, Anti-Union Proposals](#) *(Federal News Network)*

The House narrowly passed its version of the fiscal 2027 defense policy bill on Wednesday evening despite strong Democratic opposition over the bill's massive price tag, the war with Iran and a provision that would expand military partnership between the United States and Israel.

[Staff Shortages Strain Weapons Programs, GAO Says](#) *(Federal News Network)*

Many of the U.S. military's major acquisition programs are struggling with short staffing and hiring challenges following massive cuts to the federal workforce last year, a federal watchdog said in a [new report](#) published Thursday.

[DOD Sued for Hegseth's Alleged Termination of Hundreds of Union Contracts](#) *(Military.com)*

Numerous union affiliates have sued the Department of Defense, alleging that a memorandum issued earlier this year by Defense Secretary Pete Hegseth was unlawful and directed the termination of hundreds of union contracts nationwide.

[‘War Force’ Hiring Initiative Seeks Federal Tech Talent At The Pentagon](#) *(Federal News Network)*

The Trump administration has launched a federal recruitment program designed to connect experienced software engineers with open technical positions across the Defense Department.

Risk Management

None this month

Performance Management

None this month