

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

None this month

Organization & Alignment

[Ready, Fire, Aim: Pentagon Cut Workforce With Little Analysis Before Or Since](#) (*Defense One*)

Defense officials concurred with GAO that lessons should be drawn—but gave no indication they will be.

[Lawmakers Eye Four-Star Command for Unmanned, Autonomous Systems](#) (*Air & Space Forces Magazine*)

The Pentagon could have the option to create a new combatant command devoted to unmanned and autonomous systems if a provision in the Senate Armed Services Committee’s annual defense policy bill becomes law. The legislation is one of several moves lawmakers have proposed in recent weeks to both bound and bolster the department’s use of artificial intelligence and AI-enabled weapons.

Resourcing & Financial Management

Report: [The War May Be Ending. What Did Epic Fury Cost?](#) (*Center for Strategic & International Studies*)

With a ceasefire agreement signed, negotiations ongoing, and the Strait of Hormuz [open](#), the latest U.S. campaign against Iran that began in February 2026 may be ending. Congressional attention now turns to the war’s cost—it needs to be covered, as neither the FY 2026 Department of Defense (DOD) budget nor the president’s FY 2027 budget proposal include war costs.

[Pentagon Turns To AI In Push For Clean Financial Audit By 2028](#) (*Stars and Stripes*)

The Pentagon has awarded a nearly \$49 million contract for an artificial intelligence platform designed to help agencies prepare for annual financial audits as the department works toward a congressionally mandated clean audit by 2028.

[A Better Way To Spend \\$350 Billion At The Pentagon](#) (*Brookings*)

As President Donald Trump's standard defense budget proposal for next fiscal year makes its way through Congress, another big request already awaits Capitol Hill's attention. That first request is already for a lot of money—\$1.15 trillion for 2027. Adjusted for inflation, it would surpass what President George W. Bush and President Barack Obama spent on the military at peak levels of the war on terror, easily exceed any defense budget from the Cold War, and approach peak levels of World War II.

Acquisition

[Weapon Systems Acquisition: Beyond Business as Usual—Using Leading Practices to Curb Waste and Save Billions](#) (GAO)

Since 1990, DOD's costliest weapon programs have consistently exceeded cost estimates and delivery schedules—wasting billions of dollars and decades of time. DOD pours money into efforts that fall behind while global tech accelerates. These decisions are compounded by DOD's budget process, which requires securing long-term weapon program funding early, even before they know what the military needs. In contrast, leading companies develop cost and schedule goals that change with clients' capability needs—and they finish weapons fast. This helps them stay on budget. But DOD hasn't fully adopted these practices.

[The Pentagon Is Spending Billions On Major Weapons Systems, But There Are Growing Questions](#)

(Federal News Network)

Even as defense spending rises, many investments are still going into high-cost, limited systems, raising questions about whether the U.S. is building the right mix to sustain a prolonged fight.

Report: [Flagpole to Front Lines: A Warfighter-Driven Requirements Process](#) (RAND)

[...] RAND researchers developed the Flagpole to Front Lines (F2FL) concept, a warfighter-centric, strategies-to-tasks (STT) approach to linking national security objectives with operational requirements and acquisition decisions. F2FL provides a vehicle for DOW to realign strategic intent with operational and acquisition realities to ensure that DOW delivers systems to the field when and where they are needed. In this report, the authors describe the conceptual and methodological foundations of the F2FL framework and explain how F2FL provides concise and auditable requirements that can expedite the fielding of warfighting capabilities that are more closely aligned with national strategy.

[Two Changes Moving Through The House Would Reshape How Agencies Buy](#) (Federal News Network)

The House is trying to give the "Rule of Two" more legal weight, even as it pushes agencies to move faster on acquisition. One effort tightens expectations. The other opens the system up.

[Senate Lawmakers Bring Back Acquisition Reforms Dropped From Final 2026 NDAA](#) (Federal News Network)

The fiscal 2026 defense policy bill contained some significant reforms to defense acquisition processes — congressional leaders said the legislation would deliver "the most significant acquisition reforms in a generation." But several key provisions were scaled back or dropped entirely from the final version of the bill. Now, some of the ideas that failed to survive negotiations last year are resurfacing in the Senate

Armed Services Committee’s version of the fiscal 2027 authorization bill while building on existing reforms enacted in the 2026 National Defense Authorization Act.

[VIEWPOINT: Munitions Industry Needs New Acquisition Strategy](#) *(National Defense)*

When the United States needs to arm a coalition partner, deter an adversary or replenish stockpiles drawn down in support of a protracted conflict, it discovers an uncomfortable truth: the munitions industrial base it assumed would be ready is not.

[Air Force Could Spend \\$1.5B, Get ‘Doomsday Plane’ Data In T-7 Engine ‘Horse Trade’](#) *(Breaking Defense)*

After years of struggles on the [T-7 Red Hawk program](#), Air Force officials in January 2025 decided to take a different direction, [implementing a new strategy](#) called “active management” that offered prime contractor Boeing a series of financial incentives in exchange for meeting certain goals.

[Technology Release and Foreign Disclosure: DOD Is Taking Action to Help Improve Its Processes](#) *(GAO)*

DOD and other agencies use specific processes to determine whether to sell defense items—such as tanks and guns—and disclose sensitive information to U.S. allies. In 2024, Congress told DOD to assess how well those processes were working. By year's end, DOD reported on challenges and proposed reforms to improve efficiency. For example, decisions to release specialized technology require multiple stakeholders to weigh in. DOD is exploring the creation of a centralized policy database to coordinate efforts.

[Report: Solid Rocket Motors for Missile Defense: Challenges and Opportunities for Expanding the Industrial Base](#) *(Center for Strategic & International Studies)*

Even prior to Operation Epic Fury, recent U.S. missile expenditures had begun to generate concerns about the depth and resilience of U.S. inventories and production rates. The increasing use of missiles as “weapons of choice” has created significant urgency behind efforts to strengthen the air and missile defense interceptor industrial base, particularly for key components such as solid rocket motors.

[GAO Report Finds Disconnect Between Pentagon and Special Ops Acquisitions](#) *(National Defense)*

The Defense Department is not taking advantage of congressionally authorized authorities that can give it insight into Special Operations Command acquisition programs, a recent Government Accountability Office report found.

[Policy Hurdles, Disconnect With Pentagon Office Lead To ‘Mixed Success’ For Major SOCOM Programs, Watchdog Says](#) *(DefenseScoop)*

U.S. Special Operations Command “reported mixed success” in meeting cost and schedule goals for several of its most expensive acquisition programs, according to a Government Accountability Office [report](#).

[DIA Wants AI to Handle Defense Procurement’s Most Tedious Jobs](#) *(Military AI)*

Amid a broader Pentagon push to apply AI to administrative work, the Defense Intelligence Agency (DIA) has launched a market research effort for an AI-enabled platform that could automate some of the military's most time-consuming procurement tasks.

[Sen. Warren Seeks Ethics Pledge From Raytheon Exec Nominated To Top Space Acquisition Job](#) (*Defense One*)

A U.S. senator wants a Raytheon executive who was nominated to serve as a top Air Force space acquisition official to commit to impartial and ethical business dealings if confirmed to the post, according to a new letter reviewed by *Defense One*.

[Trump's Pick For Defense Acquisition Deputy Lacks Traditional Resume](#) (*Federal News Network*)

President Donald Trump's nominee to be the second-highest official overseeing Pentagon acquisition appears to be an intelligence officer in the Navy Reserve without high-level experience managing weapons purchases or the upkeep of military equipment.

[Move Fast and Scale: A Brief Insiders' History of the Replicator Initiative](#) (*Belfer Center*)

Former U.S. Deputy Secretary of Defense [Kathleen Hicks](#) and former Speechwriter to the Deputy Secretary of Defense [Aaron Sherman](#) provide an insider account of the **Replicator Initiative**, tracing its origins, purpose, early implementation, and preliminary outcomes. This initiative to rapidly scale needed military capabilities offers important lessons for reform, from goal-setting and aligning incentives to implementation, feedback, and iteration.

[Beyond Reshoring: In-Space Manufacturing as a Defense Industrial Strategy](#) (*Center for a New American Security*)

Over the past several years, Congress and the Trump and Biden administrations have made significant efforts to reverse America's atrophying manufacturing capability broadly and the defense sector specifically. The Department of Defense (DoD) has emphasized production and manufacturing with programs like the Office of Strategic Capital (OSC) and Accelerate the Procurement and Fielding of Innovative Technologies (APFIT) while funding new modernization programs that prioritize faster and more aggressive ramps to the full rate of production. [...] However, the DoD has paid less attention and made less progress addressing supply chain risks threatening subtler suppliers.

Healthcare

[National Security Snapshot: DOD's Military Health System Reforms and Challenges](#) (*GAO*)

The Department of Defense (DOD) military health system provides medical care to 9.4 million beneficiaries, including service members and their families around the globe. This care is delivered through over 700 medical facilities with more than 100,000 military, civilian, and contractor employees, and a vast network of private sector health care providers. DOD estimates that it will spend over \$72.5 billion for the military health system in fiscal year 2027.

[Defense Health Care: Actions Needed to Assess Civilian Partnerships' Contributions to Readiness](#) (*GAO*)

The U.S. military must be ready to provide lifesaving medical care on the battlefield. The Department of Defense calls this "clinical readiness." DOD partners with civilian medical facilities like trauma centers to help its medical personnel maintain clinical readiness skills off

the battlefield. The partnerships enable medical personnel to perform patient care work at the facilities. But DOD doesn't collect enough data on the work performed, making it hard to tell if personnel are getting the experience they need. DOD also doesn't know how many partnerships it has and hasn't identified ways to save costs.

[Military Health Care: Families Face Challenges Accessing Care for Special Needs, Defense Has Not Reviewed Coverage](#) (GAO)

Military families rely on TRICARE's Extended Care Health Option program to obtain health care services for their special needs children. However, this program may not be meeting enrollees' needs because its coverage limit has remained the same since 2009. Its benefits also may not be on par with those of other programs, like Medicaid. The Department of Defense plans to review this program's benefits, including how they compare to those of certain Medicaid programs. But the department hasn't set goals for this review or a time frame for completing it.

Logistics

None this month

Data & Information Technology

[1.5M People Use GenAI.Mil, Pentagon CTO Says](#) (DefenseScoop)

The Defense Department's enterprise generative AI platform is now being used by 1.5 million personnel, according to Pentagon CTO Emil Michael.

[What Is Maven Smart System, and What Does It Do?](#) (Center for Strategic & International Studies)

During the first 24 hours of the war in Iran, the United States [used](#) Maven Smart System (MSS) to help strike more than 1,000 targets, a [tenfold increase](#) over what was possible in the pre-MSS era. However, few outside the government and contractor ecosystem involved in creating and using MSS are familiar with what it is, how it works, and the capabilities enabling a revolution in military intelligence and targeting.

[Spectrum Management: DOD and the National Telecommunications and Information Administration Should Improve External Collaboration](#) (GAO)

DOD uses radio-frequency spectrum for communications, radar, and weapons systems. Spectrum is a limited resource and demand is growing. DOD and the National Telecommunications and Information Administration conduct studies on how to share DOD's assigned spectrum with commercial users, like mobile phone networks. During these studies, they ask the private sector for input. But in a recent study, DOD didn't clearly communicate to private sector participants how their input would be evaluated or used in decision-making. Setting clear expectations for participants could help reduce uncertainty and build trust.

[Freedom of Information Act: National Guard Bureau Should Verify Data and Address Reported Challenges](#) (GAO)

The Freedom of Information Act (FOIA) enables the public to request access to government records. The National Guard Bureau collects and tracks FOIA data from all three National Guard components—the bureau, the Army National Guard, and the Air National Guard. But we found issues with the bureau's process for doing so. For instance, it doesn't have a way to

verify the accuracy of the FOIA data. It also hasn't addressed challenges that affect the timely processing of FOIA requests, such as insufficient staffing and inconsistent communication.

[House NDAA Provision Could Derail Army Data Center Projects](#) *(Federal News Network)*

An amendment in the House Armed Services Committee chairman's mark for the fiscal year 2027 defense policy bill could discourage technology companies from building data centers on military installations, hindering Army modernization efforts and future private investment, an Army official said.

[Army Advances Historic, First 'Right To Integrate' Hackathon, Accelerating Data Sharing On The Battlefield](#) *(U.S. Army)*

Soldiers, engineers and defense industry partners recently came together for the Army's truly historic, first "Right to Integrate" sprint at Fort Carson. This intensive, ongoing effort aims to break down barriers between military systems and speed up the delivery of more integrated combat capability to units in the field.

[DoD's \\$9.7B Award For Microsoft Products Derailed By Protest](#) *(Federal News Network)*

The Pentagon's \$9.7 billion award to Dell Federal Systems for enterprisewide Microsoft licenses is under protest.

Minburn Technology [filed a complaint with the Court of Federal Claims](#) on June 11, alleging the Defense Department's award violates the Competition in Contracting Act (CICA) and that Dell was ineligible for the award in the first place.

Human Resources

[5 NDAA Proposals That Could Impact DoD Employees](#) *(Federal News Network)*

House lawmakers want to block future layoffs of some Defense Department employees, test out drones to fight fires and create new chief acquisition talent officers.

These are a few of the provisions that could matter most to Defense Department employees if they become law under the House's version of the fiscal 2027 defense policy bill. The full House now is considering the bill after the House Armed Services Committee [passed the legislation](#) on June 5.

[HASC Challenges Trump's EO Ending Bargaining Rights For DoD Workers](#) *(Federal News Network)*

The House Armed Services Committee is pushing back against President Donald Trump's executive order that removes collective bargaining rights for civilian workers at nearly three dozen federal agencies in an effort "to enhance the national security of the United States."

[Senate Defense Bill Seeks To Attract Cyber Talent, Limit Civilian Layoffs](#) *(Federal News Network)*

Senate lawmakers want to give the Defense Department new tools in fiscal 2027 to recruit and retain cyber talent, limit the department's ability to carry out workforce reductions and establish a program to retain high-performing supervisors and managers across the department.

[Hegseth Launches 'Patriot Pipeline' Portal](#) *(DefenseScoop)*

The Pentagon launched a website this week to support a new initiative that helps servicemembers, military spouses and civilians explore jobs and career development opportunities.

[Pentagon Demands Human Performance Data From Services In Fitness Overhaul](#) (*Military Times*)

The [Pentagon](#) has quietly set in motion a yearlong strategy to unify the [military](#) services' approach to boosting [human performance](#) and reaching "Total Force Fitness," emphasizing a data-driven approach to achieving the desired results.

Report: [Rising Stars Over the Pacific? Cultivating Indo-Pacific Expertise in the U.S. Armed Forces](#)

(*Center for Strategic and Budgetary Assessments*)

The last four presidential administrations have assessed the Indo-Pacific region to be the world's most consequential theater for U.S. national security. In *Rising Stars Over the Pacific? Cultivating Indo-Pacific Expertise in the U.S. Armed Forces*, Thomas G. Mahnken and Thomas P. Mahnken explore how the policies and practices of the U.S. armed Services have reflected this political and strategic shift toward the Indo-Pacific.

[Military Child Care: DOD Should Communicate More Clearly with Providers in the Fee Assistance Program](#) (*GAO*)

Many service members need child care to work but may be unable to get it on base. DOD's fee assistance program helps military families get child care from eligible providers in their communities. We looked at eligibility challenges for participating providers—some of which may lead to unnecessary disruptions in military families' child care. For example, the letters that DOD gives to providers who are suspended from the program can be unclear. Child care providers with a relatively minor problem, such as a late inspection report, may not know that they can follow up with DOD to resolve it.

Risk Management

None this month

Performance Management

None this month