

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

[DoD, Anthropic Now Face Legal, Operational Reckoning](#) (*Federal News Network*); [New Court Filing Reveals Pentagon Told Anthropic The Two Sides Were Nearly Aligned — A Week After Trump Declared The Relationship Kaput](#) (*TechCrunch*)

The Defense Department says it has officially notified Anthropic that the company and its products are deemed a supply-chain risk, a move that could require defense vendors to certify they aren't using Claude in DoD work. The designation stems from a breakdown over AI guardrails and the Pentagon's insistence on “all lawful purposes,” raising questions about the scope of the Department's authority and how a challenge would play out.

Organization & Alignment

None this month

Resourcing & Financial Management

[DoW Comptroller and IG Announce Refined Approach to Achieve FY28 Clean Audit Objective](#) (*U.S Department of War*)

The Department of War announced today that a refined approach is underway to support the Department's efforts to achieve a clean audit opinion by 2028.

The refinements outlined in a joint memo between the Office of the Under Secretary of War (Comptroller) and the Office of Inspector General (OIG), will help the Department streamline financial reporting and accelerate the Department's efforts to obtain a clean opinion in FY28.

[What Can Trump's Budget Buy the Navy? Exploring Options and Trade-Offs](#) (*Center for Strategic & International Studies*)

At the beginning of 2026, President Trump proposed a substantial increase to the U.S. defense budget, totaling a historic \$1.5 trillion. Given the broad array of pressing security needs facing the United States, the Department of War will need to prepare to spend this funding wisely.

This paper explores the trade-offs the Navy will face in allocating resources among six competing investment paths: ships, munitions, force generation/sustainment, hedge forces, deterrence, and shipyard modernization.

Acquisition

[Competitive by Design: Reforming Defense Procurement for Speed](#) *(USNI – Proceedings)*

The variable portfolio contract can accelerate innovation, build lethal surge capacity, and secure industrial advantage in strategic competition.

[Pentagon Expands Use of Palantir AI in New Defense Contract](#) *(Military.com)*

The Department of Defense is expanding its use of Artificial Intelligence (AI) by formalizing Palantir Technologies' Maven system as a long-term program, signaling a shift from experimental tools to operational infrastructure.

[Want To Fix Acquisition? Start With The Program Managers.](#) *(Breaking Defense)*

Air and space programs have been riddled with delays and cost overruns. The simplest fix is training reform for the program managers, Space Force Maj. Reed "Jimi" Schafer writes.

[Vital Signs 2026: Supercharging the U.S. Defense Industrial Base](#) *(National Defense)*

Over the last three years, the National Defense Industrial Association has advocated for more focused and bipartisan attention on the interdependent link between a strong U.S. defense industrial base and effective national deterrence.

[Practical Considerations for Modernizing the Military Procurement System](#) *(Defense Opinion)*

With his [memo](#) last November and address at the National War College, Secretary of Defense Pete Hegseth has made clear that the acquisition process for military technology will change considerably in the near future.

[Requirements Without Factories: Why The Pentagon Must Reconnect Design To Production](#) *(Breaking Defense)*

New Pentagon requirements reforms need to account for whether the industrial base can actually build systems at the desired scale, John G. Ferrari and Dillon Prochnicki write.

[Integrating Innovation into U.S. Department of War Requirements Reform](#) *(RAND)*

Innovation that enhances warfighter capabilities is critically important to the U.S. Department of War (DOW). As DOW modernizes its joint requirements development system, which has long been criticized as cumbersome, antiquated, and an impediment to U.S. national security, the department has a generational opportunity to better align defense innovation with operational needs. In this report, RAND researchers examine how defense innovation can be effectively integrated into the reformed joint requirements system and identify how lessons from defense innovation organizations can inform and improve how requirements are developed and matured.

Healthcare

None this month

Logistics

None this month

Data & Information Technology

[The Pentagon Is Planning For AI Companies To Train On Classified Data, Defense Official Says](#) (*MIT Technology Review*)

The generative AI models used in classified environments can answer questions but don't currently learn from the data they see. That could soon change.

[The First 100 Days of CMMC, And What Comes Next](#) (*National Defense*)

Following a multi-year rulemaking process, the Defense Department's Cybersecurity Maturity Model Certification program crossed the regulatory finish line on Nov. 10.

For much of the defense industrial base, that moment carried a simple question — now that CMMC had moved from concept to reality, what would change first?

[Navy Program Turns Ships Into Continuous Data Pipelines For AI Development](#) (*DefenseScoop*)

Applied Intuition has delivered the first Data Edge Collection Kit to the Navy, which will allow the service to constantly collect AI-ready data from the operational environment.

[Pentagon Names Former DOGE Employee Gavin Kliger As New Chief Data Officer](#) (*DefenseScoop*);

[Pentagon's New Chief Data Officer To Push 'AI Capabilities To Warfighters'](#) (*Breaking Defense*)

The Pentagon has tapped Gavin Kliger, a former Department of Government Efficiency (DOGE) employee, to lead the DOD's growing adoption of artificial intelligence capabilities as its new chief data officer.

[Army To Stand Up New Center That's 'Going To Be Like The 9-1-1 For How We Move Data,' General Says](#) (*DefenseScoop*)

The Army's top officer focused on networks said the service is standing up a new data operations center that will better manage the massive quantity of information the modern military has accumulated — from the top, down to the field.

[DoD IT Leaders Push 'Smarter Not Harder' Enterprise Cyber Workforce System](#) (*Federal News Network*)

The military services are calling for a single, departmentwide system to manage the Pentagon's cyber workforce. Now, a senior official within the Defense Department chief information office is committed to pursuing that effort.

[DOD CIO Says JWCC Next Will Improve Cloud Oversight](#) (*MeriTalk*)

The Pentagon's next iteration of the Joint Warfighting Cloud Capability (JWCC) contract, dubbed "JWCC Next," will offer enhanced financial oversight and clarity on cloud spending, according to Department of Defense (DOD) Chief Information Officer Kirsten Davies.

Human Resources

[A Year Into Hegseth's Cuts, Defense Civilians Report 'Degraded Performance' And Low Morale](#) (*Defense One*)

A year after Secretary Pete Hegseth launched a [hasty](#) effort to reduce the Defense Department’s civilian workforce by up to 61,000 people, employees are reporting gutted offices, lower productivity, and pervasive uncertainty.

[‘Stressful, Chaotic, Never-Ending:’ DoD Employees Face Mounting Strain As Middle East Conflict Widens](#) *(Federal News Network)*

As the conflict in the Middle East widens by the hour following the U.S. and Israel’s launch of “major combat operations” against Iran on Feb. 28, Defense Department employees say the demands of a new war are exacerbating challenges the Pentagon has faced over the past year, including workforce shortages, plunging morale and eroding trust in leadership.

Risk Management

None this month

Performance Management

None this month