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## **Articles published by the media since our last issue**

### **Management & Governance**

[Lawmakers To Finalize NDAA By Week’s End, Bring The Bill To The Floor In Early December](#) (*Federal News Network*)

House and Senate negotiators are racing to finalize the 2026 defense policy bill by the end of the week, with all House and Senate Armed Services Committee disputes resolved and only a few Senate jurisdictional details still holding the legislation’s advancement to the House floor in early December.

[IG Audit Reveals Gaps In DOD’s Accounting For Government Property Used By Contractors](#)

(*DefenseScoop*)

The Pentagon’s reporting on its government property in the possession of contractors (GPIPC) needs improvement, according to a watchdog audit that warns this issue could result in faulty financial records.

### **Organization & Alignment**

[Pentagon Faces Backlash For Quietly Reorganizing Its Policy Shop](#) (*Federal News Network*); [Pentagon’s Policy Shop Is A ‘Pigpen-Like Mess’: Sen. Cotton](#) (*Defense One*)

Pentagon leaders came under fire Tuesday for unilaterally overhauling part of the department’s policy office without consulting Congress.

The Senate Armed Services Committee learned about the changes just two days before Tuesday’s confirmation hearing for Austin Dahmer, who was nominated to serve as assistant secretary of defense for strategy, plans and capabilities.

## Resourcing & Financial Management

None this month

## Acquisition

### [Draft Memo Reveals Potentially Sweeping Pentagon Acquisition Reforms](#) *(Breaking Defense)*

The Pentagon appears poised to order sweeping changes to the way it buys weapons and platforms, signaling a paradigm shift to emphasize speed over all else by mandating more commercial competition, fewer internal review processes and new incentives both for DoD officials and industry, according to a draft memo obtained by Breaking Defense.

### [Acquisition Transformation: How to Make it Last](#) *(War on the Rocks)*

There are plenty of elements to praise in Secretary of Defense Pete Hegseth's acquisition transformation [announcement](#) last week. The emphasis on speed and commercial solutions, the overhaul of training for the acquisition workforce, the extension of tour lengths for program managers and executives, and a holistic portfolio approach to military capability are just a few.

### [Can Defense Secretary Hegseth Deliver the Acquisition Revolution the Pentagon Has Dodged for Decades?](#) *(AEI)*

At last month's conclave of general officers in Quantico, Virginia, President Trump and Secretary Hegseth [previewed](#) that the Administration would announce "generational" acquisition reforms emphasizing speed, agility, and urgency. It is expected that the outline for these reforms will be delivered by the Secretary this week in a [speech](#) at the National Defense University. These reforms will likely attempt to implement [Executive Order 14265](#) on Modernizing Defense Acquisitions and [Executive Order 14271](#) designed to improve commercial contracting that currently serve as a sound foundation for action. Still, what would truly "generational" acquisition reforms look like?

### [Hegseth's Acquisition Overhaul Seeks To Spur Major Shifts For Foreign Military Sales](#) *(DefenseScoop)*

Defense Secretary Pete Hegseth unveiled broad plans on Friday to shake up the Pentagon's approach to Foreign Military Sales, marking a cornerstone in the Trump administration's disruptive new effort to reform the U.S. military's processes for supplying technology and weapons systems to international buyers.

### [Pentagon Keen To Recruit Fresh Acquisition Workforce Talent As It Jumpstarts Procurement Reforms](#) *(DefenseScoop)*

The Pentagon's pool of acquisition experts may grow in the months ahead, following [major reforms](#) senior officials announced on Friday to drastically revamp the organization's processes and approach to developing, selling and purchasing products and services.

### [Pentagon's New Acquisition Strategy to Prioritize Nontraditional Contractors](#) *(National Defense)*

The Defense Department is undergoing a massive transformation of its weapons buying process, and one group that could benefit is companies with little history of doing business with the military, the Pentagon's acquisition and sustainment chief said Nov. 10.

[Hegseth Declares End of Acquisition System 'As You Know It,' Tells Contractors to Adapt or 'Fade Away'](#) (*National Defense*); [Hegseth To Slash Red Tape, Empower Program Heads In Acquisition Revamp](#) (*Defense News*)

"The defense acquisition system as you know it is dead," Secretary of War Pete Hegseth said in a major speech delivered to industry representatives Nov. 7 at the National War College in Washington, D.C.

[What Experts Will Watch as the Pentagon Implements Acquisition Reform](#) (*Air & Space Forces Magazine*)

When Defense Secretary Pete Hegseth rolled out an expansive acquisition reform agenda earlier this month, he promised aggressive implementation and reorganization aimed at transforming the way the Pentagon develops and fields weapons and platforms. [...] However, the promise of reform carries with it some significant question marks, experts said.

[The Army Is Changing Its Acquisition Structure. Here Are The Details.](#) (*Breaking Defense*); [Army Scraps PEOs In Bid To Streamline Procurement, Requirements Processes](#) (*Defense One*)

The Army is launching a complete rework of its weapons portfolio organization in the biggest acquisition shakeup the service has seen in years, officials exclusively told Breaking Defense.

The overhaul will see a host of consolidations, including a reduction in the number of general officers at the top rank, the contraction of the 12 Program Executive Offices (PEOs) in charge of acquisition, and an entirely new reporting structure up the chain.

[Hegseth Presses Defense Execs To Move Faster In Speech Laying Out Sweeping Acquisition Changes](#) (*Breaking Defense*)

The defense industry needs to become faster, more agile and less risk averse, Defense Secretary Pete Hegseth said in an address to defense CEOs and military program officials today, warning that companies that fail to change will "fade away."

[Time to Accept Risk in Defense Acquisitions](#) (*Council on Foreign Relations*)

U.S. Secretary of Defense Pete Hegseth launched enterprising Pentagon reforms that prioritize speed in acquiring new military capabilities, but this ambitious proposal is at risk of running into the same bureaucratic obstacles that have plagued past efforts.

[The Pentagon Wants to Buy Weapons Faster. What Will It Cost?](#) (*Air & Space Forces Magazine*)

The emphasis on speed in the Pentagon's newly unveiled slate of acquisition reforms may come with increased near-term cost increases, analysts say. But according to U.S. defense officials, the new weapons-buying construct provides the military with enough flexibility to prevent runaway budget overruns in major programs.

[Racing Against Time: Realizing a True Defense Industrial Enterprise](#) (*War on the Rocks*)

*Editor's Note: The topics covered in this article were discussed further in a recent episode of the War on the Rocks podcast with Gen. (ret.) Brown, Jr. Listen [here](#).*

[The Military's Acquisition Reform Push Means 85% Ready Is Good Enough To Start](#) (*Defense One*)

Among the changes that Defense Secretary Pete Hegseth laid out in his [Nov. 7 address to industry](#) is the idea that the Pentagon will be more willing to buy a system that provides “the 85% solution” now and the full solution later. On Tuesday, a panel of industry executives talked at a *Defense One* [event](#) about what that might take and what it might mean.

[Speed Not A Mandate For Pentagon Acquisition Overhaul, Says Top Weapons Buyer](#) (*Breaking Defense*)

“There's certainly no question about the emphasis on speed, but recognizing that there's a need for judgment and flexibility in that triangle of cost schedule performance,” said Under Secretary of Defense for Acquisition and Sustainment Michael Duffey.

[MOSA Redux: Modular Acquisition is New Again](#) (*CIMSEC*)

What is old is new again, and Modular Open Systems Approach (MOSA) is no different. MOSA is an acquisition and design approach consisting of a technical and business architecture that supports using system interfaces compliant with widely supported and consensus-based standards, to the extent that standards are available and suitable.<sup>1</sup> Despite being a concept and approach important for defense systems for decades, adoption and implementation have been sporadic at best.

[Space Force Reworking Test, Validation Requirements To Meet Acquisition Reform Goals](#) (*DefenseScoop*); [Space Force Must Define Acceptable Risks Of Rapid Acquisition Push: Senior Official](#) (*Breaking Defense*)

As the Pentagon pushes for greater speed and agility in its acquisition processes, the Space Force is trying to find ways to relax the requirements for new systems, as well as cut down its test and validation timelines, according to service officials.

[Most Of The Air Force's Biggest Programs Will Now Be Overseen By A 4-Star Under The Deputy SecDef](#) (*Defense One*)

The centralization of the ICBM, B-21, F-47, and Air Force One programs appears at odds with the Pentagon's professed acquisition approach, one expert said.

[New Navy Unmanned Acquisition Office Could Oversee up to 66 Programs, Consolidate 6 PEOs](#) (*USNI News*)

The Portfolio Acquisition Executive Robotic Autonomous System (PAE RAS) will absorb the development of up to 66 programs across 18 different offices under a single acquisition professional that would report directly to the assistant secretary of the Navy for research, development and acquisition (RDA), according to a draft version of the consolidation plan reviewed by USNI News.

[Navy Invites Contractors, Investors For Industry Day With New Acquisition Office](#) (*Breaking Defense*)

Establishing the RCO is one in a series of moves the Navy has made this year, alongside the other services, to overhaul acquisition offices and processes as part of a larger revamp being pushed by Defense Secretary Pete Hegseth.

**Podcast:** [The Army Is Racing To Modernize Its Industrial Base To Stay Ready For Tomorrow's Fight](#) (*Federal News Network*)

From printed circuit boards to drone assembly, the Army's organic industrial base is evolving to meet future combat needs. Col. Brett Ayvazian and Col. James Crocker from Army Materiel Command say modernization is underway, but aging infrastructure and supply chain fragility remain key challenges.

#### [Startup Obviant Wins \\$99M From DIU For AI Acquisition Data Analytics](#) *(Breaking Defense)*

If Obviant's prototype succeeds, the contract allows for expanding its use across the armed services and joint Combatant Commands — potentially complementing or competing with the Pentagon's own Advana analytics.

### **Healthcare**

None this month

### **Logistics**

None this month

### **Data & Information Technology**

#### [DoD Failing To Address Growing Security Threats Posed By Publicly Available Data](#) *(Federal News Network)*

A government watchdog is sounding the alarm about a growing national security threat online. Rather than a traditional cyberattack, however, this one comes from the everyday digital footprints service members and their families leave across the internet.

#### [Information Environment: DOD Faces Risks with Publicly Accessible Information](#) *(GAO)*

This testimony before the Senate Committee on Armed Services' Subcommittee discusses our work on DOD's efforts to mitigate national security risks and assess DOD components' efforts to protect the digital footprint of DOD personnel.

#### [GAO Urges DOD to Address Digital Data Risks](#) *(MerTalk)*

The Department of Defense (DOD) — which the Trump administration has rebranded as the Department of War — is not fully confronting security risks posed by the growing amount of publicly accessible digital information for its personnel and operations, according to a new Government Accountability Office (GAO) [report](#).

#### [Pentagon Begins Enforcing CMMC Compliance, But Readiness Gaps Remain](#) *(DefenseScoop)*

An amendment to the Defense Federal Acquisition Regulation Supplement went into effect Monday, officially mandating that all Defense Department solicitations and contracts include requirements for Cybersecurity Maturity Model Certification 2.0 ([CMMC 2.0](#)).

#### [DOD Establishes CYBERCOM 2.0, Upgrading Cyber Force Model](#) *(MeriTalk)*

The Pentagon is [rolling out](#) a revised cyber force generation model aimed at increasing the effectiveness of its cyber forces and providing improved operational support to the Joint Force.

[DOD Updates Policy for Managing Contractor-Prepared Data](#) (*ExecutiveGov*)

The Department of Defense's Office of the Under Secretary of Defense for Acquisition and Sustainment on Friday issued DOD Manual 5010.12, which updates its policy and processes for acquiring and managing contractor-prepared data across all defense components and throughout the contract lifecycle, from planning to post-award activities.

**Human Resources**

None this month

**Risk Management**

None this month

**Performance Management**

None this month