

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

[Nearly half of DoD civilian employees will be furloughed in the event of a shutdown](#) (*Federal News Network*)

About 334,900 civilian employees at the Defense Department will be furloughed in the event of a government shutdown, according to the department’s [contingency plan](#) released over the weekend.

[Impending National Defense Strategy release raises questions about China, Taiwan and the 'Davidson window'](#) (*Inside Defense*)

As the U.S. approaches the looming 2027 deadline when some predict China may be capable of invading Taiwan, military leaders and lawmakers appear united in countering this potential threat -- with the White House proposing a roughly \$1 trillion defense budget.

### Organization & Alignment

[Space Force cell explores reorg to push commercial data to military](#) (*Breaking Defense*)

The reorganization of the JCO will involve two elements: setting up processes for JCO to provide commercial space monitoring data directly to operators and establishing an acquisition pathway for that data.

### Resourcing & Financial Management

[GCSS-Army rolls out audit-compliant identity governance integration system](#) (*US Army*)

In support of the DOD’s strategic priority to strengthen audit readiness, U.S. Army Program Executive Office Enterprise’s Global Combat Support System – Army (GCSS-Army) product office has successfully completed a new audit-compliant identity governance software integration, marking a major milestone in enterprise identity management and audit compliance capability.

[GAO Report on the Pentagon’s Audit Effort](#) (*USNI*)

The following is the Sept. 18, 2025, Government Accountability Office report, DOD Financial Management: Insights into the Auditability of DOD’s Fiscal Year 2024 Balance Sheet.

### Acquisition

[Saltzman: Pentagon in 'generational moment' to improve acquisition process](#) (*Inside Defense*)

The Defense Department is in the midst of a "generational moment" to reshape the acquisition process to deliver more effective capabilities more quickly, Chief of Space Operations Gen. Chance Saltzman said on 23 September.

#### **Navy wants private-sector consortium to manage industrial base investments** *(Inside Defense)*

The Navy is interested in partnering with companies and other private-sector players to establish one or more affiliated groups that will manage maritime industrial base investments and development projects, according to a new request for information.

#### **DOD instruction on the defense acquisition regulation system** *(Inside Defense)*

The Sept. 17, 2025 [Defense Department instruction](#) "establishes policy and assigns responsibilities for the management and operation of the Defense Acquisition Regulations System (DARS) [and] establishes the Defense Acquisition Regulations (DAR) Council."

#### **Air Force puts NGAS back on the table with second cost analysis underway** *(Inside Defense)*

The Air Force is sorting through a subsequent cost refinement study for its Next Generation Air-Refueling System after an initial analysis of alternatives resulted in "some really rough costs," according to a top service official.

#### **Brent Ingraham sworn in as next Army acquisition chief** *(Inside Defense)*

Brent Ingraham was sworn in as the Army's next assistant secretary for acquisition, logistics and technology Monday, the service announced in a [news release](#).

#### **GAO: DOD Struggles to Manage Weapon System IP** *(MeriTalk)*

The Pentagon faces persistent challenges in acquiring and managing intellectual property (IP) rights for weapon systems, hampering its ability to repair, maintain, and modernize critical military assets, according to a [new report](#) from the Government Accountability Office (GAO).

#### **Final Rule Implements Restrictions on Simultaneous Consulting Work for DOD and Covered Foreign Entities** *(Crowell)*

On August 25, 2025, the Department of Defense (DoD) issued the [Final Rule](#) implementing Section 812 of the [National Defense Authorization Act \(NDAA\) for Fiscal Year \(FY\) 2024](#) (P.L. 118-31). The Final Rule will take effect on October 24, 2025 via a new solicitation provision, DFARS 252.209-7012 (Prohibition Relating to Conflicts of Interest in Consulting Services – Certification).

#### **Announcing the 2025-26 DIU-DAU Immersive Commercial Acquisition Program Fellows** *(DIU)*

The Defense Innovation Unit (DIU) recognizes the selection of 10 contracting officers for the fourth cohort of the Immersive Commercial Acquisition Program (ICAP) for 2025-2026.

#### **US could lose next major war due to Pentagon's 'broken' acquisition system** *(Fox News)*

Dynamic Tech Defense Reform initiative in new NDAA to overhaul Pentagon acquisition

#### **Press Release: Senator Tim Sheehy Highlights Concerns Over Pentagon's Acquisition System In Op-Ed** *(Quiver Quantitative)*

Senator Tim Sheehy critiques the Pentagon's acquisition system, warning it jeopardizes U.S. military readiness for future conflicts.

## **The Myths of the DoD's "Last Supper" – New VPA Paper Analyzes Defense Procurement Today** *(Vanderbilt Law)*

Despite an ever-growing and very large budget, the military does not use the most modern technology at scale. The industrial base cannot meet production demand. And the timelines for procurement are astonishingly long. Washington can't agree on much, but there is bipartisan consensus that defense acquisition is broken.

## **Healthcare**

**None this month**

## **Logistics**

### **Army mismanaged CENTCOM stockpiles of troop supplies modules: Audit** *(Defense News)*

The U.S. Army mismanaged equipment stockpiles for U.S. Central Command, according to a recent Department of Defense Inspector General audit.

## **Data & Information Technology**

### **GAO report on DOD data rights** *(Inside Defense)*

The Sept. 29, 2025 [Government Accountability Office report](#) finds that Defense Department "guidance focuses largely on programs early in the acquisition cycle and does not fully address the needs of programs in sustainment when it comes to [intellectual property] and data rights planning.

### **US auditing Chinese involvement in cloud services, defence chief says** *(Al Jazeera)*

Pete Hegseth orders review after revelations Microsoft used Chinese contractors to manage sensitive cloud services.

### **DOD to look at potential consolidations across cyber enterprise** *(Defense Scoop)*

GAO released a [new report](#) Wednesday that included recommendations for the Defense Department.

### **With CMMC rule final, DoD focused on training, small business relief** *(Federal News Network)*

CMMC officially goes into effect Nov. 10, but the Pentagon has three-year, "phased" implementation plan for the sweeping contractor cybersecurity requirements.

### **Survey: Many Contractors Unprepared for DOD Cyber Rule** *(MeriTalk)*

Nearly half of the organizations in the defense industrial base (DIB) are unprepared to meet looming cybersecurity standards under the Pentagon's finalized Cybersecurity Maturity Model Certification (CMMC) rule, a new Kiteworks survey warns.

### **Katherine Sutton Confirmed as DOD Cyber Policy Chief** *(Executive Gov)*

The Senate on 18 September confirmed Katherine Sutton, a cyber policy and technology expert, as the assistant secretary of defense for cyber policy. The upper chamber voted 51-47 to confirm Sutton and other nominees for several federal government positions.

### **Data overload threatens decisionmakers as autonomy expands** *(Breaking Defense)*

Reducing cognitive overload on warfighters while improving "time to trust" for autonomous systems is a matter of design.

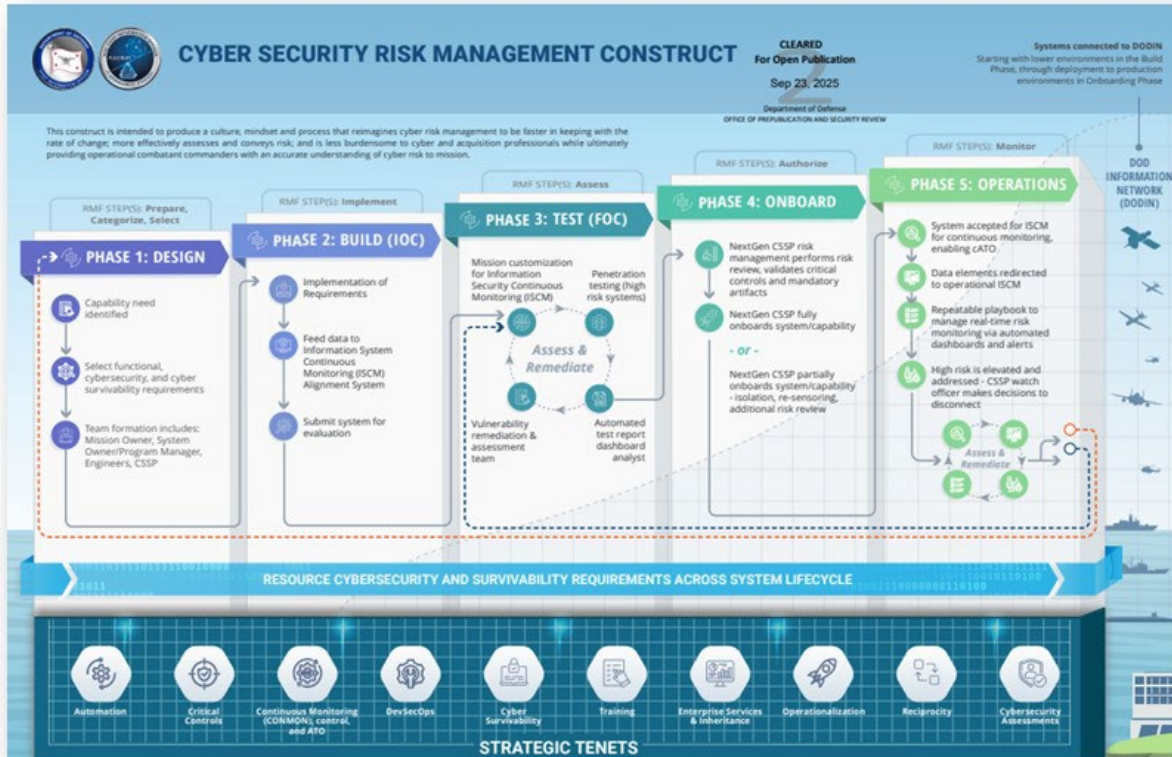
## **Human Resources**

None this month

## Risk Management

Department of War Announces New Cybersecurity Risk Management Construct (*Department of War*); DoD issues replacement for risk management framework (*Breaking Defense*); DOD Unveils New Cybersecurity Risk Management Construct (*MeriTalk*); Pentagon Implements Cybersecurity Risk Management Construct (*Executive Gov*)

The new [Cybersecurity Risk Management Construct](#) consists of a five-phased lifecycle and is based on ten core principles.



## Performance Management

None this month