



Permuta Industry Comparison – Dec 2025

Executive Summary

This analysis leveraged industry standard frameworks to objectively and subjectively assess open-source data to derive professional conclusions regarding Permuta's DefenseReady capabilities relative to their competitors. It is not an in-depth analysis of each capability, but a strategic analysis of key offerings within the current DoD landscape relative to Human Capital Management and Workforce Management.

Currently, the DoD is driving forward with this Administration's efforts to downsize and refocus the workforce to "boost readiness, capability, and efficiency across the Department." The Deputy Secretary of Defense's April 2025 Memorandum for Record, Subject: Workforce Acceleration & Recapitalization Initiative Organizational Review, succinctly outlines "key focus areas impacting not only the effort to reduce and realign the workforce but includes modernization efforts to leverage artificial intelligence to power the mission impact..."

Within the context of this evolving environment, Permuta has an opportunity to not only help guide DoD's complex transitions, but the potential to accelerate the implementation by further operationalizing DefenseReady through advanced generative AI analytics. Many of Permuta's competitors are already leaning into AI and establishing a DoD foothold, even those who do not have Permuta's extensive foundation in the fundamentals of workforce management and other capabilities.

Currently, DefenseReady's messaging leaves it in a transactional toolset category when it has far more capabilities. It is imperative Permuta make a concerted effort to clearly differentiate DefenseReady from its competitors and quantitatively and qualitatively link it to operational efficiency and strategic advantage. Then elevate all marketing materials to visually reflect this messaging to draw well-deserved attention to this capability.

AI-powered platforms are optimizing Human Capital Management and Workforce Management and according to a Gartner finding, "38% of Human Resources leaders are already piloting, planning, or implementing generative AI initiatives...the number of generative AI tools catering to the HR industry is growing daily." Now is the time to turn DefenseReady into the DoD go-to generative AI platform - not a tool, not a tracker, not a management capability, but a dynamic, mission ready, operational platform demanded by every Defense Leader.

Overview

- **Task Summary:**

The purpose of this analysis is to review the information provided by Permuta, expand on that information, as necessary, and derive professional conclusions and recommendations regarding Permuta's standing relative to their identified competitors. This is not an in-depth, point-by-point attestation of Permuta's DefenseReady's capabilities, but a strategic analysis of key offerings and capabilities within the current landscape.

- **Permuta:**

It is important to broadly baseline Permuta's offerings and DefenseReady's capabilities within the Human Capital Management (HCM) and Workforce Management operational space.

"Permuta is a technology company specializing in developing cutting-edge, agile, user-friendly, and secure applications designed primarily for military and federal government agencies. The company is focused on addressing the unique challenges of workforce management, talent management, readiness, and training management among other areas." (Source: Permuta)

"DefenseReady is a modular and customizable suite of application solutions specifically designed for the Department of Defense (DoD) and related military services. DefenseReady is specifically tailored to address the unique challenges and requirements of the DoD and military services, enhancing their ability to efficiently manage and maintain readiness for various missions and operations. It integrates various functional areas such as Human Resources, Training Asset Management, Security, Medical and more." (Source: Permuta)

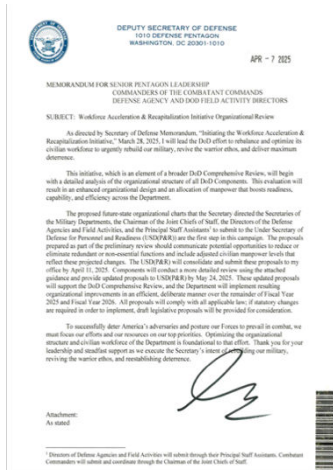
It is also important to establish a baseline regarding some distinctive differences between HCM and Workforce Management:

"Human Capital Management (HCM) is the comprehensive, strategic approach to managing an organization's entire workforce as valuable assets focusing on long-term development, engagement, and business goals, while Workforce Management (WFM) is a more operational subset of HCM that concentrates on the tactical, short-term management of daily operations, such as employee scheduling, time tracking, and labor costs control, to ensure efficient resource allocation and operational productivity."

In some instances, these terms are used interchangeably whereby WFM infers HCM and vice versa. However, HCM is intended to be all encompassing whereas WFM is intended to "manage" the day-to-day operations of a workforce. This is an important distinction because Permuta's literature primarily describe its capabilities as "managing" and providing "tools" to "enhance productivity," and less as a holistic HCM solution. It does not mean DefenseReady cannot expand its capability in this respect, it is simply an observation of the messaging related to DefenseReady's offering.

Strategic Landscape

To set the context for this analysis, a review of DoD's current workforce efforts was essential. Currently, DoD is actively working to align with the current Administration's focus on downsizing the government workforce. Elements of this activity are addressed in the Deputy Secretary of Defense's Memorandum for Record (MFR), Subject: Workforce Acceleration & Recapitalization Initiative Organizational Review, Dated April 7, 2025 (Appendix A). This MFR is part of larger Department review effort and is a phased approach intended to reduce, rebalance, and realign the civilian workforce. This focus is intended to "boost readiness, capability, and efficiency across the Department." The Attachment to this MFR is titled, *Guiding Principles for the Department of Defense Workforce Optimization*, which established key focus areas impacting not only the effort to reduce and realign the workforce, but includes modernization efforts to leverage artificial intelligence (AI) "to power the mission impact of the civilian workforce." Brief highlights follow:



Guiding Principles for the DoD Workforce Optimization

- **Strip away bureaucracy** – cutting unnecessary layers
- **Accelerate Decision-making** – eliminate redundancy
- **Deliver Maximum Warfighter Value** – mission readiness

Operating on a War Footing:

- **Mission-First Alignment** – directly enable lethality, readiness...
- **Consolidated Functions** – eliminate parallel/overlapping ftns...
- **Flattened Hierarchies** – eliminate middle management...
- **Speed Over Process** – eliminate legacy coordination...
- **Fiscal Discipline** – reallocate dollars not tied to warfighter...
- **No Vestiges of the Past** – Not tied to Ops priorities--eliminate...
- **Digital-First Operations**: Modernize or eliminate manual

workflows, paper-based processes, and outdated IT platforms and leverage automation and artificial intelligence to power the mission impact of the workforce...

Within the context of this evolving environment, Permuta has an opportunity to not only help guide some of these elements, but to make a greater impact by further operationalizing DefenseReady through advanced generative AI analytics. Many of Permuta's competitors are already leaning into AI, even those who do not have Permuta's extensive foundation in the fundamentals of workforce management and other capabilities.

Approach

To guide the analysis, various aspects of the following two industry standard frameworks were used as a tool to depict the relative positioning of competitor capabilities to Permuta's offerings and to derive a broad understanding of the competitive landscape:

- **Perceptual Mapping.** This framework is a tool that plots the positioning of each competitor on a 2-dimensional grid. The grid reflects the extremes of pre-defined attributes important to Permuta, e.g. high cost, low cost. This approach provides the opportunity to visually represent the data provided by Permuta regarding identified competitors for further analysis. Additional research may uncover more competitors, highlight marketing messaging gaps, and help determine if DefenseReady's capabilities are adequately differentiated in this competitive space. (Harvard Business School Online)

While there are benefits that will be further explored using the Strengths Weaknesses Opportunities Threats (SWOT) framework discussed below, there is a caution regarding Perceptual Mapping's limitations. Specifically, there are only two key attributes evaluated to measure by so it's important to select the evaluation factors that best highlight Permuta's offering in the competitive space to ensure results are not skewed to unintentionally to benefit DefenseReady. In addition, because Perceptual Mapping is a strategic look at limited, open-source data, the conclusions are subjective and left to interpretation of that data. Despite the limitations, this framework can prove beneficial to reflect Permuta's relative position in the competitive space.

- **Strengths, Weaknesses, Opportunities, Threats (SWOT).** This framework builds on the data used in the development of the Perceptual Map as well as the conclusions derived from the map itself. It provides the opportunity to assess Permuta's **Strengths** and positive attributes providing a competitive advantage. This approach also considers negative attributes highlighting **Weaknesses** that may cause a disadvantage, such as lack of specificity in product capabilities, or market messaging. **Opportunities** are external factors that can be leveraged to give Permuta an advantage over competitors, but it also provides insights into competitor strengths that can be adopted by Permuta to improve market position. Finally, **Threats** are also external factors that can impact both Permuta and competitors or can be a threat to your competitors giving Permuta an advantage. (Maven.com)

Analysis

To encapsulate key elements of DefenseReady's strengths, the x- and y-axis points selected for the Perceptual Mapping are Total Cost of Ownership (TCO) and Advanced HCM/WFM Capabilities respectively. These two assessment elements were selected because of the availability of the data and similarity of capabilities across competitors (Appendix C). The information below reflects the sub-elements considered for the Perceptual Map:

- **Total Cost of Ownership (TCO) Components:**
 - COTS/LCNC (low-code, no-code)
 - Compliance (FedRAMP, IL4/5)
 - Integrated with DoD Systems
 - Cost
 - Deployment Time

- **Capabilities Components:**
 - HCM
 - Workforce Management
 - Workflows
 - Position & Career Management
 - Training/Certification Tracking
 - Asset Tracking
 - Security/Clearance Tracking
 - Mission Tracking
 - Readiness Dashboard
 - Budget Forecasting
 - Congressional Reporting

The components/criteria identified above were used to evaluate the capabilities described in the data Permuda provided as well as additional research of each company’s widely available marketing data. Of note, all these companies indicated they are HCM-focused and/or can quickly scale to obtain this capability. Similarly, several companies indicated they are WFM-focused and had some capabilities relative to the listed sub-elements. The results of the assessment of the information are reflected in Figure 1: Summary Data for Perceptual Map, located below:

	Permuda	Palantir	Oracle PeopleSoft	SAP	BAH-Advana	ServiceNow	Salesforce
TCO							
COTS/LCNC	Green	Yellow	Green	Green	Yellow	Green	Yellow
FedRAMP IL4/5 Compliance	Green	Green	Green	Green	Green	Green	Green
Customer Support Model	Green	Green	Green	Green	Green	Green	Green
Integrated w/DoD Systems	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Cost	Green	Red	Red	Red	Green	Green	Green
Deployment Time	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Capabilities							
HCM	Green	Yellow	Green	Green	Yellow	Yellow	Yellow
Workforce Management	Green	Green	Green	Green	Green	Green	Green
Workflows	Green	Green	Green	Yellow	Red	Green	Red
Position & Career Management	Green	Green	Green	Green	Red	Yellow	Yellow
Training/Certification Tracking	Green	Yellow	Green	Green	Red	Yellow	Yellow
Asset Tracking	Green	Yellow	Red	Yellow	Red	Yellow	Red
Security/Clearance Tracking	Green	Yellow	Red	Red	Yellow	Red	Red
Mission Tracking	Green	Yellow	Yellow	Green	Yellow	Red	Red
Readiness Dashboard	Green	Yellow	Green	Green	Yellow	Red	Red
Budget Forecasting	Yellow	Yellow	Green	Green	Green	Yellow	Yellow
Congressional Reporting	Green	Yellow	Red	Red	Yellow	Red	Red

Figure 1: Summary Data for Perceptual Map

Using the summary data derived the table above, the following Perceptual Map depicts the relative positioning of each company on the x- and y-axis.

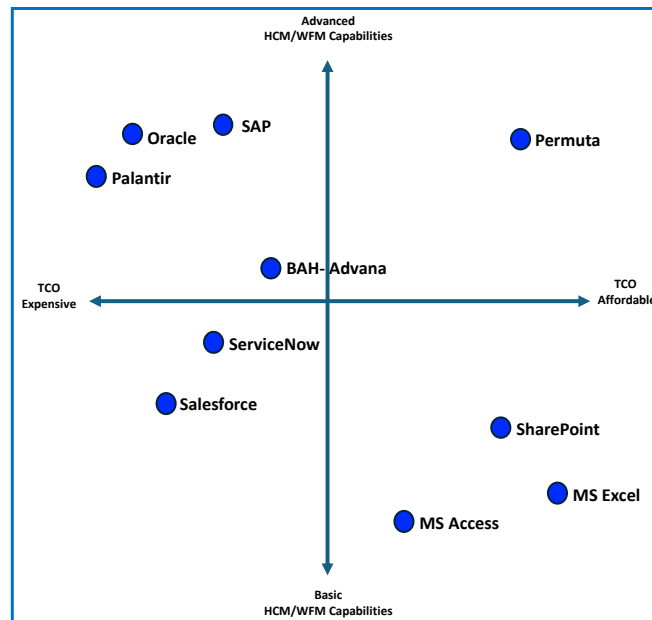


Figure 2: Perceptual Map 1

Perceptual Map Plotting Summary:

- **Permuta:** Low Cost/High Capabilities, but AI - Advanced Analytics was not evident
 - Significant TCO benefits and HCM/WFM capabilities. However, the capabilities appear more transactional in nature, e.g., tracking people, certifications, assets. Also, AI capabilities are evident but does not appear to significantly evolve operations – yet.
- **Palantir:** High Cost/Moderate Capabilities in HCM/WFM
 - Expensive capabilities with more integrated AI which may accelerate their ability to deliver HCM/WFM capabilities.
- **Oracle Peoplesoft:** High Cost/Moderate-High Capabilities in HCM
 - A high-cost solution with HCM/WFM capabilities, but lacking in some operational areas of WFM e.g., asset tracking.
- **SAP:** High Cost/Moderate-High Capabilities
 - SAP’s advanced AI capabilities will enable them to quickly close perceived gaps and position themselves as a close competitor.
- **BAH-Advana:** Low Cost (e.g., sunk cost)/Low-Moderate Capabilities
 - A low-cost solution due to its existing position within DoD, however, Chief Digital and Artificial Office (CDAO) is pushing back on the proprietary nature of their solution.
- **ServiceNow:** Moderate Cost/Low-Moderate Capabilities
- **Salesforce:** Moderate Cost/Low-Moderate Capabilities, more CRM focused
- The three Microsoft-related elements in the lower right quadrant reflect basic capabilities inherent in the existing Microsoft suite of tools already procured within the DoD that can be leveraged for rudimentary workforce, workflow management, and tracking.

While Permuta provided significant data shaping the first Perceptual Map, additional research uncovered more companies and/or software solutions in areas pertaining to Workforce Platforms, Mission Readiness Platforms, Integrated Human Capital & Position Management, AI-Powered Workforce Intelligence, Defense Companies Offering Advanced HR Workflows & Systems, and Leading DoD Workflow Platforms/Commercial Platforms Adapted for DoD Use. Several of the companies and tools listed below are already in use and have existing footholds within the DoD. The companies are described below and plotted in Figure 3: Perceptual Map 2 to reflect their relative positioning. The additional competitors include:

- **Workday.** Workday Illuminate is an established HR platform that empowers users with task automation and real-time assistance. (Forbes, 17 Dec 24) “Workday’s HCM platform is a widely used commercial solution that includes modules for ***talent optimization, organizational management,*** and ***benefits*** administration. While the DoD has its own customized systems, some agencies or offices may still leverage or integrate with commercial tools like Workday for specific functions.” “This solution was selected by the Defense Intelligence Agency for \$100M over Permuta’s bid.” (Permuta)
- **Cyberstar.** “Industry leading provider of ***Defense Cyber Workforce (DCWF) & 8140 workforce modernization*** solutions. DoD Cyber workforce linkage. Empower cyber warriors with zero-friction workforce and talent solutions, ***implement platform w/accelerated timelines*** and ***reduced cost,*** meets ***stringent security controls thru IL5*** and beyond. Workforce modernization platform built by cyber operators for cyber operators and ***focuses on automating DoD cyber workforce management and compliance.***” SOCOM selected Cyber Workforce (PR Newswire, 17Apr25)
- **Eightfold talent Intelligence AI.** “***Talent Management platform;*** recently launched generative AI capabilities delivered via Talent Intelligence Copilots. Use Natural Language capability to assist with recruiting and ***employee-focused HR tasks,*** enabling members of a workforce to access training opportunities and explore career options while providing recruiters with tools for scheduling interviews and automating the creation of job descriptions.” This solution is already in use and leveraged by the Defense Innovation Unit (DIU) and received additional funding from CDAO to scale the platform.
- **GiGEagle.** “AI-powered ***talent matching platform,*** developed by DIU with technology provided by Eightfold AI. First developed in 2018...by Brig Gen McGinley, Program Director. It originated by matching unique civilian skills of reservists and guardsmen with short-term DoD project needs, but now it has enterprise-wide potential for matching active-duty members, civilians, and military spouses with in-demand roles.”
- **Palantir.** While Permuta has Palantir on its radar, this company is fully embracing generative AI to enhance their capabilities in the HCM and WFM landscape and has a strong foothold within DoD. “Maven Intelligence AI platform used for ***personnel management*** and ***workforce planning*** across the DoD/Army. Helps leaders consolidate and leverage personnel data for ***optimizing workflows,*** creating ***employee record management*** systems,

and tracking individual readiness. In Aug 2025, Palantir received a potential \$10B contract to further enhance the Army's readiness using its **AI capabilities.**" (DefenseScoop, 25 May 25; GovCon Wire, 1 Aug 25)

- **SAP Success Factors HCM with Joule.** Integrates generative AI via its virtual assistant Joule, which can draft job descriptions, generate performance goals, and summarize employee data streamlining decision-making in HR. (Forbes, 17 Dec 24)
- **Leidos.** Defense Enclave Services, health, readiness, training, AI (Data Analytics), established within DoD.
- **Microsoft Power Platform + Azure ILS.** "DoD and government users can rapidly build custom applications (Power Apps) and **automate workflows** (Power Automate) without extensive coding, within the **IL5 compliant** boundary."

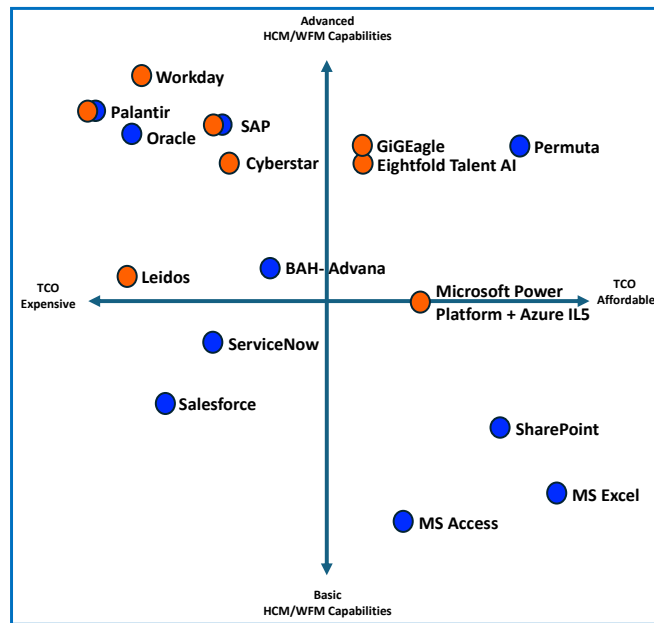


Figure 3: Perceptual Map 2

Eightfold Talent Management (#2), SAP Success Factors HCM with Joule (#13), and Workday Illuminate (#16) were identified in a Forbes article titled "16 Essential Generative AI Tools Transforming HR in 2025, December 17, 2024 and are already in use within the DoD. This article also highlights a Gartner finding that "38% of Human Resources leaders are already piloting, planning, or implementing generative AI initiatives. With use cases spanning resume screening, drafting job descriptions, automation of performance reviews, and onboarding new hires, the number of generative AI tools catering to the HR industry is growing daily."

- **SWOT Analysis**

The table below leverages key observations derived from the Perceptual Mapping process for further analysis using the SWOT framework discussed above.

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> * Comprehensive Compliance * Extensive WFM Foundation * Integrated w/Microsoft Ecosystem * Established w/in Fed/DoD Space * DoD Leadership/Team Experience 	<ul style="list-style-type: none"> * Indistinct External Messaging * Insufficient Marketing * Integration w/MS Ecosystem * Emerging AI Adoption 	<ul style="list-style-type: none"> * Current DoD Focus on HCM/WFM * Evolving AI Ecosystem 	<ul style="list-style-type: none"> * Current/Emerging Competitors * Advanced AI Platforms

Figure 4: SWOT Analysis

- **DefenseReady Strengths:**

- **Comprehensive Compliance** (e.g., FedRAMP, IL, SORN, ATO)
 - On the leading edge in terms of exceeding compliance requirements allowing immediate secure and seamless connections within the DoD environment.
- **Extensive HCM/WFM Foundation**
 - Full-scope capabilities covering the tracking and management of essential workforce elements needed for enhanced decision making.
- **Integrated with Microsoft Ecosystem**
 - User familiarity with existing Microsoft environment reducing learning curve.
 - DefenseReady’s ability to quickly adapt to emerging problem sets.
 - Reduced implementation timeline and customer support result in lower costs.
- **Established within the Federal and DoD HRM/WFM Space**
 - DefenseReady/FederalReady capabilities solving current problems.
- **DoD Leadership/Team Experience**
 - Ability to translate DefenseReady capabilities into warfighting/operational terms.
 - Understand DoD nuances in the context of an evolving environment.
 - Quickly adapt and respond to national security threats.

- **DefneseReady Weaknesses:**

- **Indistinct External Messaging**
 - DefenseReady’s messaging is broad and generic, making it difficult to differentiate it from other HCM/WFM solutions. The summary description located at Appendix B reads like DefenseReady is a basic, transactional, tracking tool, used to “manage” the day-to-day operations at lower tactical/management levels within an organization.
 - The quick-summary sheets (Permuta-All Services.pdf and Mobilize in Minutes.pdf) are extremely broad and appear to offer an array of apps, but nothing that is distinctive that either reflects the need to “mobilize” or “how” it directly contributes to “organizational readiness/operational excellence.”

- No clear qualitative and/or quantitative metrics to highlight DefenseReady's capabilities. Permuta's website broadly describes "35% enhanced operational efficiency" and "40% increased decision-making speed & accuracy" but it's unclear what specific aspect of DefenseReady contributes to these improvements.
- **Solution:** Clarify what distinguishes DefenseReady from competitors; Define how DefenseReady solves DoD's current and future issues (DSD MFR); Revamp marketing materials i.e., briefings, marketing handouts, and related media, e.g., website.
- **Insufficient Marketing**
 - Despite DefenseReady's capabilities, it was only mentioned once across multiple, comprehensive searches. DefenseReady was a sub-element under Mission Readiness "Software & Data Platforms" and it was described as: "This cloud-based platform is a comprehensive training management system. It automates training tasks, tracks personnel qualifications and certifications, and provides data analysis to address knowledge gaps." It did not highlight the comprehensive HCM/WFM or any other aspects of DefenseReady.
 - **Solution:** Push out articles about DefenseReady's capabilities and highlight specific problems solved within DoD; collect positive comments from your current customer base and include them in the revamped messaging materials and website. Get messages out at Conferences and networking opportunities.
- **Integration with MS Ecosystem**
 - This was highlighted as a "strength," but it can also be a weakness if DefenseReady is perceived as so tightly integrated with Microsoft it cannot be an independent "plug-n-play" capability.
 - **Solution:** Highlight the benefits of Microsoft integration but also stress the true COTS nature of DefenseReady and its ability to seamlessly integrate with the broader DoD ecosystem.
- **Emerging AI Adoption**
 - AI is shaping the landscape within DoD and evolving DefenseReady to not only track processes, but to allow process optimization, predictive analysis, and identify workflow redundancies and offer smart alternatives is imperative to future success within the DoD.
 - **Solution:** Mature AI within Defense Ready and scale it quickly. Also, determine the best AI solution to partner with, develop capabilities inhouse, or some combination.
- **Opportunities:**
 - **Current DoD Focus on HCM/WFM**
 - "Recalibrate offerings to directly support the DoD's core operational priorities, emphasizing how products and services enhance lethality, readiness, and strategic advantage rather than simply providing administrative support...articulate clear, compelling value propositions in terms that resonate with defense decision makers focused on mission outcomes." (Appendix A – Womble Bond Dickenson)
 - "Position service offerings as enablers of the DoD's digital transformation goals, demonstrating how solutions accelerate the transition. Emphasize mission impact,

- digital capabilities, and operational efficiency.” (Appendix A – Womble Bond Dickenson)
- “Emphasize innovative solutions, cost effectiveness, operational improvements, quantifiable metrics that demonstrate how solutions deliver superior value compared to status quo approaches or competing alternatives.” (Appendix A – Womble Bond Dickenson)
- “Be a strategic partner in the transformation journey, offering solutions that directly advance the DoD’s core objective while demonstrating exceptional value and performance.” (Appendix A – Womble Bond Dickenson)
- **Evolving AI Ecosystem**
 - Identify AI platforms that best complement DefenseReady and work to build partnerships to evolve DefenseReady’s strong foundation to meet DoD’s AI demand signal.
- **Threats**
 - **Current/Emerging Competitors**
 - The Forbes article highlighting “16 Essential Generative AI Tools Transforming HR in 2025” had 3 tools already used by the DoD. In addition, Gartner’s assessment that “the number of generative AI tools catering to the HR industry is growing daily” further highlights the need to clearly differentiate DefenseReady from other HCM/WFM offerings.
 - **Advanced AI Platforms**
 - This threat is applicable to all companies and may accelerate adoption within DoD.

Final Thoughts

Turn DefenseReady into a generative AI-enabled platform - not a tool, not a tracker, not a management capability, but a dynamic operational platform for Defense leaders. Build on the strengths of DefenseReady, the core, foundational automated tracking and managing components are evident, but it must evolve the status quo into a dynamic, intelligent, optimized environment that effectively delivers “operational readiness and strategic advantage” in a smaller, leaner, more lethal workforce. Persistent focus on advancing DefenseReady AI into an innovative, dynamic, and elevated solution to DoD’s gaps resulting from the aggressive downsizing and changing environment is imperative to its successful adoption within the current DoD landscape. It is not enough to just automate existing processes. Today’s solutions must address the obvious problems and anticipate the second- and third-order effects of what is happening today. Advanced, predictive analytics are just the entry level into this competitive space – the real expectation is likely not even imagined yet.

Appendix A: Data Sources

The following documents were provided by Permuta for review on 4 Aug 25, 8 Aug 25, and 18 Aug 25 respectively:

- BrainBank v1.1.zip: BrankBank v1.1.pdf
- Hawkings Group Resources.zip: Hawkings Group Resources.docx
- DefenseReady Capabilities Overview-1(1).pdf
- DefenseReady SS.pptx
- DR Core and Top Features.docx
- Mobilize in Minutes-Permuta.pdf
- Permuta-All services.pdf (3.3MB)
- The Permuta_2025_Catalog (3).pdf accessible in the Adobe Document Cloud.
- Permuta Additional info.odt
- Architecture.png
- CSP Overview.pdf – Customer Support Plan
- Customer Success Plan 2024 Final.pdf
- High_Level_Costs_Menu.png
- Product_Timeline.png

Additional information was identified during the course of this review:

- Business Insights, *How to Use Perceptual Mapping to Assess Your Competition*, July 31, 2025, Catherine Cote, post updated on August 15, 2025, Harvard Business School Online, <https://online.hbs.edu>
- *A Better Way to Map Brand Strategy*, Niraj Dawar and Charan K. Bagga, Harvard Business Review, June 2015, <https://hbr.org/2015/06/a-better-way-to-map-brand-strategy>
- *What is Conjoint Analysis and How Can You Use It?*, Tim Stobierski, December 18, 2020, Harvard Business School Online, <https://online.hbs.edu/blog/post/what-is-conjoint-analysis>
- *9 Types of Competitor Analysis Frameworks to Master*, July 25, 2023, <https://maven.com/articles/competitor-analysis-frameworks>
- DepSecDef Memorandum, Subject: Workforce Acceleration & Recapitalization Initiative Organizational Review, dated April 7, 2025 <https://media.defense.gov/2025/Apr/08/2003685574/-1/-1/1/WORKFORCE-ACCELERATION-RECAPITALIZATION-INITIATIVE-ORGANIZATIONAL-REVIEW.PDF>
- *DoD Workforce Transformation and Strategic Implications for Defense Contractors*, April 22, 2025, Womble Bond Dickinson Law Firm, Alerts: Beyond the headlines: Navigating Change in the Federal Government, <https://www.womblebonddickinson.com/us/insights/alerts/dod-workforce-transformation-and-strategic-implications-defense-contractors>
- *Army SBIR/STTR Offers Small Business \$2M to Revolutionize HR Systems with AI*, May, 16, 2025, Daniel Smoot, Office of Army Innovation Programs, <https://armysbir.army.mil/announcement/army-sbirstr-offers-small-businesses-2m-to-revolutionize-hr-systems-with-ai/>

- *Cyberstar Achieves Full FedRAMP Authorization for its DoD Cyber Workforce Management Platform for DCWF & 8140 Modernization*, Provided by Cyberstar, March 31, 2025, <https://www.prnewswire.com/news-releases/cyberstar-achieves-full-fedramp-authorization-for-its-dod-cyber-workforce-management-platform-for-dcwf--8140-modernization-302415157.html>
- *Permuta Launches SaaS Version of DefenseReady on Microsoft Azure Government DoD Cloud*, Permuta Technologies, Inc, January 18, 2024, 17:33 ET
- *16 Essential Generative AI Tools Transforming HR in 2025*, Forbes, Bernard Marr, Contributor, December 17, 2024, <https://www.forbes.com/sites/bernardmarr/2024/12/17/16-essential-generative-ai-tools-transforming-hr-in-2025/>
- *Army awards Enterprise Service Agreement to Enhance Military Readiness and Drive Operational Efficiency*, US Army Public Affairs, July 25, 2025, https://www.army.mil/article/287506/u_s_army_awards_enterprise_service_agreement_to_enhance_military_readiness_and_drive_operational_efficiency
- *Army Awards Palantir Potential \$10B Agreement for Commercial Software*, GovCon Wire, August 1, 2025, <https://www.govconwire.com/articles/palantir-army-enterprise-agreement-commercial-software-leo-garciga>
- *SAIC Secures \$928M Air Force Contract for Warfighting Capability Prototype Engineering, Mission Integration*, GovCon Wire, June 26, 2025, <https://www.govconwire.com/articles/saic-air-force-warfighting-prototyping-capability-vincent-difronzo>
- *'Growing demand' sparks DoD to raise Palantir's Maven contract to more than \$1B*, Brandi Vincent, Defensescoop, May 23 2025, <https://defensescoop.com/2025/05/23/dod-palantir-maven-smart-system-contract-increase/>
- *Announcing Workday Illuminate: The Next Generation of Workday AI*, Workday Press Release, September 17, 2024, PRNewswire, <https://investor.workday.com/2024-09-17-Announcing-Workday-Illuminate-TM-The-Next-Generation-of-Workday-AI>
- Eightfold.ai, The Future works here. <https://eightfold.ai>
- *SuccessFactors Leapfrogs HCM Capabilities: Ai, Skills, Talent, Intelligence, and More*, Josh Bersin, Insights on Corporate Talent, Learning, and HR Technology, October 29, 2024, <https://joshbersin.com/2024/10/successfactors-leapfrogs-hcm-capabilities-ai-skills-talent-intelligence-and-more/>

Appendix B – Permuta Technologies and the DefenseReady Landscape

Permuta is a technology company specializing in developing cutting-edge, agile, user-friendly, and secure applications designed primarily for military and federal government agencies. The company is focused on addressing the unique challenges of **workforce management, talent management, readiness, and training management** among other areas. Key aspects of include:

- **Specialized Government Solutions:** DefenseReady and FederalReady
- **Modular and Customizable Products:** Adaptability to User Requirements
- **Emphasis on Organizational Readiness and Operational Excellence:** **Management** of Human Resources, Assets, Processes, real-time planning and decision-making tools
- Permuta is comprised of ~70% Veteran and Civil Service workforce
- **Cloud-optional and Secure Solutions:** Cloud, Local, Hybrid IL6-compliant options
- **Integrated with existing systems:** Harmonizes disparate systems for seamless **workflows**
- **Human-centered design approach:** Intuitive, easy to use **toolset** enhancing **productivity**
- **Customer-centric philosophy:** Deliver solutions exceeding client expectations
- **Innovative features and capabilities:** Addressing workforce and readiness **management**, such as dynamic dashboards, real-time reporting, comprehensive **management** of training, security, medical finance and asset **management**.
- **Proven track Record:** Successful deployments in various government sectors

(Source: Permuta)

DefenseReady is a modular and customizable suite of application solutions specifically designed for the Department of Defense (DoD) and related military services. DefenseReady is specifically tailored to address the unique challenges and requirements of the DoD and military services, enhancing their ability to efficiently **manage** and maintain readiness for various missions and operations. It integrates various functional areas such as Human Resources, Training Asset **Management**, Security, Medical and more. The key features and benefits of DefenseReady include:

- **Comprehensive Workforce Management:** Tools for **managing** various aspects of military personnel, including career path planning, awards and evaluations, physical fitness programs, and medical readiness.
- **Training Management:** Facilitates the **management** of individual training, certifications, and qualifications helping to maintain the readiness and skill levels of military personnel.
- **Asset Management:** **Management** of logistical assets, from **cataloging and tracking** to issuing and maintaining equipment, arms rooms, and government fleets.
- **Operational Readiness:** Enables **tracking, querying, assessing, and visualizing** readiness factors for individuals, teams, and units, crucial for mission preparedness and response.
- **Security Management:** **Tools** for **managing** clearances, visitor **management**, facility authorizations, and security incidents, ensuring a secure operational environment.
- **Modular and Tailorable:** Provides the ability to **choose specific capabilities** and quickly adapts to evolving mission needs.

- Integration and Compatibility: Built on secure platform, compatible with Microsoft Dynamics 365/Power Platform, **ensuring seamless integration with existing systems and data sources**. Azure AD supports authentication methods (CAC and PIV), Multi-factor Authentication. Fully integrated with DevOps pipeline.
- Authorized by Microsoft to offer DefenseReady with Embedded Microsoft Dynamics CRM as a unified solution under the Microsoft Independent Software Vendor (ISV) Royalty Licensing program. Enables Permuta to license a COTS product preconfigured to meet common DoD requirements and the rights to license Microsoft products as part of a unified solution.
- User-Friendly Interface: Designed with a human-centric approach, easy to understand and use, thereby saving time and enhancing effectiveness.
- Real-time Insights: Commanders/Decision Makers benefit from **near real-time** Common Operational Picture (COP) dashboards and analytics.
- Secure and Compliant: Used in a secure cloud environment, with FedRAMP standards and compliance (IL5 and IL6).

(Source: Permuta)

Appendix C – Permuta-Provided Data

Strategic Comparison of Workforce Management Solutions for Government and Defense: Permuta vs. Leading Platforms

Category	Permuta	Palantir	Oracle (PeopleSoft)	SAP	Advana	ServiceNow	Salesforce	Excel	SharePoint
Target Audience	DoD, Intel, Federal	Defense, Intel	Federal HR, ERP	Global Enterprise, Federal	DoD (OCFO, Data)	Federal IT/Service Mgmt	Federal Sales/CRM	Everyone	Everyone
Human Capital	✔ Native, mission-driven	✦ Customizable via data models	✔ Full HCM suite	✔ Full HCM suite	✦ Analytics only	✦ Basic personnel mgmt via ITSM	✦ CRM-centered	✗ Manual	✗ Document-based
Position & Career Mgmt	✔ Role-based, UIC-ready	✦ Needs modeling effort	✔ Native to Oracle HCM	✔ Available in SuccessFactors	✗	✦ Workflow-driven	✦ Custom apps	✗	✗
Training/Certs	✔ 8140/8570 native	✦ Requires custom pipeline	✦ Limited, external LMS needed	✔ LMS via SuccessFactors	✗	✔ Workflow only	✦ Custom possible	✗ Manual	✗
Asset Tracking	✔ Linked to individual readiness	✦ Requires custom modeling	✗	✦ Via SAP ERP	✗	✦ IT assets only	✗	✗	✗
Task Force Management	✔ Native for rotational/emergent units	Custom implementation	✗	✗	✗	✗	✗	✗	✗
Security/Clearance Mgmt	✔ Native T35/CG workflows	✦ Can model clearance data	✗ Not native	✗ Not native	✦ Visibility via data ingest	✗	✗	✗	✗
Mission Tracking	✔ Direct mission tasking, billets, rotations	✦ Event/model driven	✗	✗	✦ Mission analytics	✗	✗	✗	✗
Readiness Dashboard	✔ True readiness scoring	✦ Requires modeling & ETL	✗	✗	✦ Financial & personnel dashboards	✗	✗	✗	✗
Budgetary Forecasting	✦ Role/program-based	✦ Advanced modeling	✔ Strong ERP backbone	✔ ERP-native	✔ Strong financial focus	✦ Limited	✦ Custom dev	✗	✗
AI Integration	✦ Alerts, role-matched gaps	✔ Advanced ML/AI for modeling	✦ HR analytics only	✔ Embedded analytics	✔ Financial modeling	✦ Workflow AI	✔ Einstein AI / Eightfold	✗	✗
Speed to Deploy	✦ Rapid (mission templates)	✔ Requires modeling team	✗ Long (ERP-heavy)	✗ Long (consulting required)	✗ Long (DoD managed)	✦ Moderate	✦ Moderate	✦ Instant	✦ Instant
Custom Dev Needed	✔ Minimal – COTS, mission ready	✗ High – fully customizable	✗ High for mission needs	✗ High	✗ High	✦ Moderate (low-code)	✗ High	✗ User-dependent	✗ User-dependent
Integration with DoD Systems	✔ JFAS, DCPS, DSS, etc.	✦ Custom pipelines	✦ ERP connectors	✦ ERP connectors	✔ Native (for data ingest)	✦ Some support	✦ APIs available	✗	✗
FedRAMP/IL Compliance	✔ FedRAMP, DoD IL5	✔ FedRAMP High	✔ IL-compliant Oracle cloud	✔ IL-compliant SAP GovCloud	✔ DoD IL5	✔ FedRAMP High	✔ FedRAMP Moderate	✗	✗
Impact Level 4	✔ Certified	✔ Certified	✔ Certified	✔ Certified	✔ Certified	✔ Certified	✔ Certified	✗	✗
Impact Level 5	✔ Certified	✔ Certified	✔ Certified	✔ Certified	✔ Certified	✔ Certified	✔ Moderate	✗	✗
Impact Level 6	Available w/ IL6 hosting	✔ Certified	Custom/Not Native	Custom/Not Native	✗	Possible w/ config	Not default	✗	✗
Billets & Position Numbers	✔ Native UIC + billet tracking	Requires custom modeling	Manual setup	Possible w/ config	✗	Workflow only	Not standard	✗	✗
Support Model	✔ US-based, DoD SMEs	✔ Support via data engineers	✦ Standard Oracle support	✦ Global support	✔ DoD-led	✦ ITSM tiered	✦ Partner ecosystem	✗ User-based	✗ User-based
PERSTEMPO	✔ Native tracking by member	Custom data model	✗	✗	✗	✗	✗	✗	✗
Cost	✦ Lower TCO (COTS model)	✦ High – custom + licensing	✔ High – ERP deployment	✦ High – global enterprise model	✦ Gov-funded (no license)	✦ Medium – depends on config	✦ Medium – license + dev	✦ Low – manual upkeep	✦ Low – customization required
Years Supporting DoD	25+ years	15+ years	25+ years	20+ years	~5 years	~10 years	~10 years	30+ years (generic use)	20+ years (generic use)
Congressional Reporting	✔ Built-in reports for Title 10/32, DoD Manpower, training compliance	Depends on analyst queries	✗	✗	Financial stats only	✗	✗	✗	✗
SORN Compliant	✔ Yes	Possible on data handling	External configuration	External configuration	✔ Centralized by DoD	Optional via policy	Not native	✗	✗

Palantir vs Permuta

Category	Key Differences
Industry	Palantir is a data analytics platform, not built for HR or workforce execution.
Deployment	Requires custom modeling and engineering teams; slower than Permuta's COTS templates.
Compliance	No native support for 8140, clearance workflows, or DoD HR standards.
Integration	Excellent for data fusion, but lacks native HR system connectors like DSS or DCPS.
Costs	High TCO due to software + heavy services.
UX & Support	Designed for analysts, not HR users; requires intensive training.

Oracle vs Permuta

Category	Key Differences
Industry	Generic enterprise HR, not mission-specific.
Deployment	Lengthy ERP deployments, often over a year.
Compliance	No built-in support for clearances or DoD training mandates.
Integration	Strong for ERP, weak for DoD-specific systems.
Costs	High implementation + customization cost.
UX & Support	Dated UI, heavy reliance on Oracle consultants.

SAP vs Permuta

Category	Key Differences
Industry	SAP is enterprise-wide, lacks mission alignment or defense-centric workflows.
Deployment	Requires SI engagement; slow and complex.
Compliance	No native clearance, 8570/8140, or readiness tracking.
Integration	Strong within SAP stack, not natively aligned to DoD systems.
Costs	Very high licensing and SI costs.
UX & Support	Comprehensive but overly complex for mission ops.

Advana vs Permuta

Category	Key Differences
Industry	Built for DoD analytics, not operational HR or workforce execution.
Deployment	Users have no control over platform changes.
Compliance	Read-only dashboards; no enforcement workflows.
Integration	Consumes data from DoD systems; doesn't act on it.
Costs	Free to DoD, but not configurable for agency-specific needs.
UX & Support	Not user-administered; controlled centrally by OSD.

ServiceNow vs Permuta

Category	Key Differences
Industry	Focused on ITSM and workflow, not personnel readiness.
Deployment	Requires low-code customization; moderate speed.
Compliance	No built-in support for clearance or DoD-specific rules.
Integration	Good APIs, but not pre-integrated with defense systems.
Costs	Subscription + customization; adds up over time.
UX & Support	Strong workflow UI, but not tailored to DoD missions.

Salesforce vs Permuta

Category	Key Differences
Industry	CRM-first platform; not workforce or mission management.
Deployment	Requires heavy customization for HR use.
Compliance	No native DoD compliance features.
Integration	Flexible APIs, but no plug-and-play DoD connectors.
Costs	License + partner customization fees; high TCO.
UX & Support	Strong UI, but not intuitive for readiness workflows.

Excel vs Permuta

Category	Key Differences
Industry	General-purpose, not designed for HR or readiness.
Deployment	Instant, but not scalable or secure.
Compliance	Zero compliance tracking or enforcement.
Integration	Manual data entry; no system integration.
Costs	Low, but very high risk and labor costs.
UX & Support	Familiar UI, but prone to errors and version issues.

SharePoint vs Permuta

Category	Key Differences
Industry	Document management, not mission or personnel-focused.
Deployment	Fast, but requires heavy configuration for workflows.
Compliance	No structured compliance enforcement.
Integration	Limited workflow connectivity to HR systems.
Costs	Bundled in Microsoft ecosystem; hidden overhead in customization.
UX & Support	Good for document sharing, but not operational HR.

