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National Security Decision-Making Department*

Resource Allocation Volume I: The Formal Process

Resource Allocation Volume II: Decision Making



Volume I describes the official resource allocation mechanisms used to develop the Department of Defense's portion of the President's Budget and the enactment of the congressional bills that adjust and fund the budget. Its principal topics are the military Joint Strategic Planning System; the Department of Defense's Planning, Programming, and Budgeting System; the Pentagon's acquisition process (including requirements generation); and the federal budget process. It is a single-volume reference that emphasizes the interaction within the structured resource allocation process.

Volume II is a guide for analysis-based defense resource allocation decision making. It promotes rational behavior within the formal process and introduces a decision-making framework based with five major phases: problem definition, analysis, decision, reconciliation, and execution. While many portions of the framework appear in other publications, this text emphasizes analysis as the foundation for optimal decision making and includes reconciliation of the decision as an inherent part of the process.

Both volumes in their current editions are available on the U.S. Naval War College Web site as Adobe.pdf files <<http://www.nwc.navy.mil/nsdm/nsdmrav1.htm>> and <<http://www.nwc.navy.mil/nsdm/nsdmrav2.htm>>. They are updated twice every year in the summer and winter.