

# The Defense Resources Management Institute Drmi

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 Defense Resource Management  
 Managing Diversity in the Military

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## KINGSTON HARRISON

Information Resource Management Planning in the Office of the Assistant Secretary of Defense (Program Analysis and Evaluation)  
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There is a common perception in mainstream academia that research and teaching on topics of current relevance are often characterized by conceptual poverty and mediocrity. On the other hand, policy makers frequently criticize the research and publications of academics as irrelevant, as all too often captive in the proverbial "ivory tower." The Center for Civil-Military Relations (CCMR) at the Naval Postgraduate School (NPS) seeks in all of its programs to combine scholarly rigor with real-world relevance in a wide spectrum of programs focused on civilian-military relations and national security and defense. The faculty at NPS consists of approximately 200 tenure track faculty, 30 military faculty, and a varying number of other non-tenure track faculty who support the teaching and research programs. Among the tenure track faculty, virtually all hold doctorates. Most CCMR programs, whether conducted in residence or abroad, are led by faculty members at NPS, and for team members draw upon the tenured and tenure track faculty in the Department of National Security Affairs, Defense Resources Management Institute, and the Graduate School of Business and Public Policy. These faculty members, who are recruited from the premier research universities in the United States and abroad, are active in their disciplines, conduct research, and publish books and articles. In the NPS graduate degree courses they are teaching highly motivated young officers from all of the U.S. military services and officers and civilians from more than 50 other countries. The emphasis at NPS is on graduate-level teaching, analytical rigor, and original research in that NPS follows the same "publish or perish" orientation that keeps the United States at the top of the international graduate education hierarchy.

*Defense Resource Management* Routledge

Although diversity is a twentieth-century term, as the United States continues through the twenty-first century, the issue of diversity in society and in organizations is becoming more complex. *Managing Diversity in the Military* addresses current equal opportunity and diversity issues and explores how the military is attempting to resolve them. The research presented reflects interests of scholars from various backgrounds who use different models, approaches, and methodologies, many of which are adapted from the study of civilian institutions. The work is divided into five sections: "Contemporary Approaches to Managing Diversity," "Diversifying Leadership: Equity in

Evaluation and Promotion," "Gender Integration and Sexual Harassment," "Military Discipline and Race," and "Where Do We Go from Here?" which proposes future research directions for equal opportunity and diversity management in the armed forces. All of the areas explored in this accessibly written volume have counterparts in the civilian sector. The book offers insights, practical methodologies, and effective management guidelines for commanders, civilian-sector executives, and human resource practitioners responsible for equal opportunity programs and outcomes. This is now the standard social research tool in an area of profound practical concerns.

*An Installation Study of Department of Defense Resources Management System* Government Printing Office

The thesis is an attempt to describe Department of Defense Intelligence Resource Management including the control and staff positions involved, the system through which resources are managed, and recent innovations in both, in order to contribute toward a clearer understanding of defense intelligence management. A second purpose is the identification of problem areas in defense intelligence management which deserve further study leading toward resolution. (Author).

**Managing Military Readiness** IAP

Although diversity is a twentieth-century term, as the United States continues through the twenty-first century, the issue of diversity in society and in organizations is becoming more complex. *Managing Diversity in the Military* addresses current equal opportunity and diversity issues and explores how the military is attempting to resolve them. The research presented reflects interests of scholars from various backgrounds who use different models, approaches, and methodologies, many of which are adapted from the study of civilian institutions. The work is divided into five sections: "Contemporary Approaches to Managing Diversity," "Diversifying Leadership: Equity in Evaluation and Promotion," "Gender Integration and Sexual Harassment," "Military Discipline and Race," and "Where Do We Go from Here?" which proposes future research directions for equal opportunity and diversity management in the armed forces. All of the areas explored in this accessibly written volume have counterparts in the civilian sector. The book offers insights, practical methodologies, and effective management guidelines for commanders, civilian-sector executives, and human resource practitioners responsible for equal opportunity programs and outcomes. This is now the standard social research tool in an area of profound practical concerns.

**Resource Management** Taylor & Francis

"Defense Acquisition Management" is a "reader," that is, it is a collection of articles on various aspects of Defense Acquisition Management. It was prepared by the faculty of the International

Defense Acquisition Resource Management (IDARM) program, a division of the U.S. Naval Postgraduate School's School of International Graduate Studies. It is the initiative of Dr. Elisabeth Wright, the IDARM Program Manager. The name for the IDARM program was not chosen without careful thought. The program is intended for an international audience, and therefore focuses on the practices of the U.S. system only where it employs or embodies a "best practice" that can have universal application. Acquisition resource management describes the program's integrated approach to defense program management, defense contracting, and defense logistics management. The chapters in this book encompass the core components of the IDARM Program curriculum: acquisition management, which includes systems engineering and, within it, requirements determination and logistical planning; the negotiation of contracts and agreements, as well as the settlement of disputes; and procurement and contracting processes. It also includes two chapters on specialized subjects in defense acquisition: research and development, and U.S. weapons sales to foreign governments.

*Course Information* Routledge

"Arms control negotiations and changes in the military threat have combined to create a surge in the mission requirements of the Office of the Assistant Secretary of Defense (Program Analysis and Evaluation) (OASD (PA & E)). These requirements impose an increased need for information at a time of severe DoD budget reductions. Although the FY90 PA & E information resource budget of \$12 million meets current requirements, the ASD (PA & E) and his deputies must make decisions in the future allocation and management of information resources. This information resources management plan analyzes the issues and recommends ways to reduce deficiencies in managing information resources. The management of information resources within PA & E suffers from four principal deficiencies: (1) Inefficient organizational structure for managing information resources; (2) Inadequate planning for the transition of mainframe databases and applications from the Honeywell MULTICS system to the new Headquarters Systems Replacement Program; (3) Inefficient office automation for handling word processing, document coordination and distribution, forms management and electronic mail; and (4) Inadequate horizontal communication within PA & E of the availability of database and information processing capabilities. This plan recommends actions needed to reduce the deficiencies. (KR) --Stinet.

Defense Resource Management

"This paper presents an analytic framework that builds from previous work to yield the systematic and defensible readiness analysis that must underlie decisions ranging from budget allocation to force employment and even strategy development.

To manage readiness, the Department of Defense must balance the supply and demand of deployable forces around the world. The readiness of an individual unit is the result of a series of time-intensive force generation processes that ultimately combine qualified people, working equipment, and unit training to produce military capabilities suitable for executing the defense strategy. While this discussion is a basic tenet of production theory, it had not been commonly applied to readiness management until recently. The important point here is that understanding how the readiness of military capabilities is generated provides the clearest picture of the current readiness status and whether that status is likely to change over time. Furthermore, it provides the best shot at identifying effective management policies to ensure that DOD can generate the capabilities that the Nation asks of it. This paper argues that traditional unit-level readiness metrics are useful as part of a larger readiness management construct, but by themselves they do not provide enough information to proactively manage strategically. This approach provides a clear explanation of the causes of readiness degradations and options for how to mitigate them that can be traced to precise resource investments"--Page 1.

*The Department of Defense Health Services System Information Resource Management Program*

This paper examines the current state of the Army's funding in relation to its needs as well as in relation to its historical proportion of the Department of Defense (DoD) budget. DoD has traditionally allocated the Army approximately a quarter of the overall DoD budget, while the Navy and Air Force have received greater than 30 percent. These figures are roughly the same whether looking at the Reagan, Clinton, or either of the Bush Presidencies. Despite the heavy lifting done by the Army in Iraq and Afghanistan, the Fiscal Year (FY) 2007 Budget request had the Army getting about 25 percent while the Navy and Air Force receive slightly less than 30 percent each. The FY2008 request submitted to Congress in February 2007 moved that mark to 27 percent for the Army, 28 percent for the Air Force, 29 percent for the Navy/Marine Corps, and 16 percent for other DoD programs. These overall percentages do not vary by more than 2 percent of the historical average over the last 30 years.

*Defense Resources Management Course*

The U.S. Department of Defense accounts for over half of federal government discretionary spending and over 3% of GDP. Half of all federal employees work for the Department. The annual budget for the military not only provides for those salaries, it covers the baseline and wartime operating expenses of the force, and hundreds of billions of dollars of investment in new capabilities and technologies. Given the materiality of the defense function and amount of resources it consumes, the processes for budgeting for defense and managing the funds is important to understand. This text provides a fully integrated view of defense budgeting. It takes the position that defense budgeting is a

specific instance of public budgeting, and public budgeting is a specific instance of public policy. In order to fully understand how the nation budgets for defense, it first lays a theoretical and conceptual foundation for public policy and public budgeting. That is followed by an assessment of the political and policy context for defense, including the overarching federal budget process and role of Congress in setting defense policy. Only then does the text explore the specifics of defense budgeting: how, by whom, and why the budget is crafted. Beyond the topic of budgeting - formulating, requesting, and legitimating the request for funds - the book tackles financial management topics. Included are discussions of federal appropriations law, funds management, accounting requirements, intragovernmental business transactions, and contemporary topics of defense policy such as funding overseas contingency operations in an era of deficit control legislation. This book is an appropriate reference for both students and practitioners of defense budgeting and financial management. It would also be appropriate in a general public budgeting course. Most public budgeting texts focus on state and municipal governments and there are few that address the federal system. This book fills that gap and provides a specific example of federal budgeting.

*Readings Defense Resource Management*

Resource managers throughout the Defense Department are required to develop and package the resource requirements for their commands. This process must evaluate many differing proposals and determine those that will compete successfully for limited resources at the next higher headquarters. This constrained environment also results in the closest of scrutiny at all levels to insure the requirements meet the needs of the Defense Department. A methodology is provided which is intuitively and mathematically acceptable that will offer the resource manager a way of packaging and presenting these resource requirements. It is oriented on the goals and objectives of the organization and its higher organization. A weighting process that evaluates the contribution of each initiative to these goals in such a manner that they can be defended under the closest of scrutiny is offered. The methodology is oriented on the Program Analysis and Resource Review (PARR)/ Program Objective Memorandum (POM) process but is also applicable to the budget execution process. (Author).

*National Security Management*

This is the first comprehensive book on Military Cost-Benefit Analysis and provides novel approaches to structuring cost-benefit and affordability analysis amidst an uncertain defense environment and cloudy fiscal prospects. Lifting the veil on military Cost-Benefit Analysis, this volume offers several new practical tools designed to guide defense investments (and divestments), combined with a selection of real-world applications. The widespread employment of Cost-Benefit Analysis offers a unique opportunity to transform legacy defense forces into efficient, effective, and accountable 21st century

organizations. A synthesis of economics, statistics and decision theory, CBA is currently used in a wide range of defense applications in countries around the world: i) to shape national security strategy, ii) to set acquisition policy, and iii) to inform critical investments in people, equipment, infrastructure, services and supplies. As sovereign debt challenges squeeze national budgets, and emerging threats disrupt traditional notions of security, this volume offers valuable tools to navigate the political landscape, meet calls for fiscal accountability, and boost the effectiveness of defense investments to help guarantee future peace and stability. A valuable resource for scholars, practitioners, novices and experts, this book offers a comprehensive overview of Military Cost-Benefit Analysis and will appeal to anyone interested or involved in improving national security, and will also be of general interest to those responsible for major government programs, projects or policies.

*Defense Resource Management*

This paper proposes an alternative approach to the Defense Department's Planning, Programming, and Budgeting System (PPBS) to meet the new needs of national security. The alternative approach, dubbed PDIMS for Program Development and Implementation Management System, involves the following: (1) a comprehensive set of decisions by the Secretary of Defense on capability, policy, and investment; (2) a resource-constrained, Department-wide program planning process that develops the alternatives for these decisions; and (3) a Department-wide implementation review process that monitors implementation of the Secretary's decisions. The paper reviews Secretary Rumsfeld's vision for a transformed PPBS, explores his criticisms, defines his statutory tasks, and investigates the applicability of the business paradigm. It also describes the historical practice of the PPBS, explains the various elements of PDIMS, and illustrates how the sequence of events could work. PDIMS is a synthesis of Secretary of Defense Donald Rumsfeld's call for defense transformation and his concerns about the ability of the Department's current resource allocation processes to make transformation a reality. PDIMS offers choices for changing the existing PPBS process and serves as a starting point for consideration and discussion. (3 tables, 4 figures).

*Implications of Responsibility Centers for Successful*

*Implementation of the Department of Defense Resource Management Systems*

*Management, Operation, and Support of the Defense Resources Management Education Center*

*Defense Resources Management Education Center*

**National Defense Budgeting and Financial Management**

**Defense resource management study**

*National Defense University*

*Resource Management: A Prioritization Process*

**Department of Defense Intelligence Resource**

**Management**

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