

# Policy Formulation Model

<b>1. Define the Policy Issue</b>	<ul style="list-style-type: none"> <li>• Determine the question that requires a policy response – what to do about something, not how to do it (e.g., What do we do if Iran tests a nuclear device?)</li> </ul>
<b>2. Strategic Context: Foreign and Domestic</b>	<ul style="list-style-type: none"> <li>• Identify the issue's root cause and effects along with relevant domestic, regional, and global policies, strategies, interests, audiences, and associated policy communities.</li> </ul>
<b>3. Identify and Prioritize U.S. National Interests and Domestic Political Considerations</b>	<ul style="list-style-type: none"> <li>• What's at stake?</li> <li>• How do divergent and dissenting interests interrelate?</li> <li>• Will they be considered legitimate by the domestic audience?</li> </ul>
<b>4. Facts / Assumptions / Factors Framing Policy Development</b>	<ul style="list-style-type: none"> <li>• Understand leadership's guidance, constraints, restraints, resource considerations, and enablers.</li> </ul>
<b>5. Determine Desired Policy End State/Goal</b>	<ul style="list-style-type: none"> <li>• Define the enduring and overarching result (conditions) that resolve (address) the policy issue identified in #1 above (e.g., an Iran in total compliance with the Non-Proliferation Treaty).</li> </ul>
<b>6. Determine Supporting Policy Objectives and Measures of Effectiveness</b>	<ul style="list-style-type: none"> <li>• Define enabling objectives/conditions that need to be attained/maintained to achieve end state (e.g., Iran WMD manufacturing plants open to IAEA inspection and/or shut down/dismantled; weapons grade uranium destroyed; formal diplomatic document that Iran must sign pledging its cooperation).</li> </ul>
<b>7. Identify Policy Options</b>	<ul style="list-style-type: none"> <li>• Develop spectrum of policy options to achieve the objectives in support of the desired end state/goal (e.g., multinational-based diplomacy to attain Iranian compliance with the Non-Proliferation Treaty).</li> </ul>
<b>8. Conduct Analysis of Each Policy Option</b>	<ul style="list-style-type: none"> <li>• Feasibility – Option accomplished w/available resources?</li> <li>• Acceptability – Option worth the cost (e.g., military, political)?</li> <li>• Suitability – Will option reasonably accomplish objectives?</li> </ul>
<b>9. Assess Risk for Each Policy Option</b>	<ul style="list-style-type: none"> <li>• Assess risk of sustaining policy over time.</li> <li>• Determine the risk of policy option execution or non execution.</li> <li>• Assess for probability of risks and their consequences.</li> <li>• Review positive and negative 2d and 3d order effects.</li> <li>• Identify policy spoilers that would mandate a change of this policy.</li> <li>• Determine risk mitigators; is residual risk acceptable?</li> </ul>
<b>10. Compare Policy Options and Make Recommendation</b>	<ul style="list-style-type: none"> <li>• Conduct comparative analysis of policy options and make a recommendation.</li> </ul>
<b>11. Consideration and Decision by Leadership</b>	
<b>12. Monitor Implementation</b>	
<b>13. Receive Feedback on Success or Failure of Policy and it's Implementation and Assess for Adjustment</b>	