

work to provide the U.S. country team with tools to operate more effectively. In the months ahead, S/CRS and the CRC will continue to contribute to U.S. efforts to support the emergence of South Sudan and growth of an inclusive, democratic government capable of responding to the needs of its people. **IAJ**

The State-Defense Initiative: An Interagency Solution

In recent years, the evolution of the conflicts in Iraq and Afghanistan has underlined the need for U.S. civilian agencies to train with the Department of Defense (DoD) as part of the wider U.S. effort to leverage whole-of-government solutions to emerging global security challenges. As a result, DoD now regularly invites civilian agencies such as the State Department and USAID to participate in training, exercises, education, experiments and war games (TE3).

In this context, the State-Defense Integration branch (SDI) has emerged as a key conduit between diplomacy and defense. Established by the Office of International Security Operations in the Department of State's Bureau of Political-Military Affairs (PM/ISO), SDI provides personnel to support DoD TE3, seminar, and conference requests. In doing so, it draws from the State Department's Quadrennial Diplomacy and Development Review for its objectives: bringing together the unique contributions of our civilians to advance US interests; building greater civilian capacity to prevent and respond to crisis; providing our military the civilian partner(s) it needs and deserves; and, changing the way we do business by working smarter.

Through the Interagency Working Group of the Worldwide Joint Training & Scheduling Conference (WJTSC), civilian departments and agencies, combatant commands, the military services and combat support agencies developed business rules for DoD requests for interagency participation in military exercises, as well as for how those requests are funneled through the Joint Staff/J7. These rules have been in place for approximately three years, during which the State Department created SDI to fulfill requests while ensuring State's equities are met.

As a result of the SDI evolution, PM/ISO has become the primary coordination point-of-entry for a variety of DoD support requests. A newly developed data system undergirds a circular coordination process which enhances communication across the Joint Exercise Life Cycle (JELC) and maximizes support to DoD. The SDI team analyzes, clarifies and shapes the initial support request; identifies and deploys appropriate State Department personnel; solicits after action reports; and identifies lessons learned, which are incorporated into the Joint Lessons Learned Information System and used to shape future interactions.

This process has significantly improved communication, coordination, and State Department support to DoD. As of July 14, 2011, more than 220 requests for in excess of 3,000 man-hours have been received for calendar year 2011. More than 85 requests have already been supported, an estimated 400 percent improvement over the previous calendar year.

While SDI has helped make the challenge of identifying and placing exercise participants more efficient, it continually strives to improve the process. Despite State Department procedures that require support requests go through PM/ISO, independent requests by combatant commands, the military services, and specific units, occasionally continue. As the SDI process matures and both the State Department and DoD are able to apply the rules consistently, such requests are expected to decline.

These gains extend across multiple levels within both organizations. At the strategic level, the SDI increases integration, synergy, and efficiency; supports senior-level guidance and priorities; enables and enhances cross-organizational integration and coordination; promotes the systematic capture of lessons learned, prompt implementation of corrective actions, and increased understanding of shared equities, capability gaps, and support requirements; and, applies integration feedback to inform policy, operational, and resource decisions across State.

At the operational level, the SDI enables cross-fertilization of organizational planning, personnel, and processes by: informing DoD planning as it relates to U.S. foreign policy; enhancing State Department understanding of DoD goals and mission objectives; identifying shared equities; and providing a forum to share learning experiences and associated lessons learned.

Finally, at the tactical level, the SDI improves understanding and coordination in the field at the action officer level; increases familiarity with respective institutions, cultures, and processes; builds relationships; fosters learning and trust, including through sharing of best practices; and supports the strategic and operational imperatives of senior leaders.

Since its implementation, the SDI's structured approach toward enhancing the integration and synergy of diplomacy and defense has proven beneficial to both organizations by providing a mechanism to produce measurable results which can be used to shape State-Defense relations at the strategic level while empowering personnel at the operational and tactical levels. **IAJ**

Joint Publication 3-08

Interorganizational Coordination During Joint Operations

The Chairman of the Joint Chiefs of Staff released in June 2011 a new edition of Joint Publication 3-08, *Interorganizational Coordination During Joint Operations*. This updated single-volume publication replaces the two-volume March 2006 edition, entitled *Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination During Joint Operations*.

The newly released capstone document sets forth doctrine governing the activities and performance of the Armed Forces of the United States for coordination of military operations with U.S. government agencies; state, local, and tribal governments; and intergovernmental organizations, nongovernmental organizations, and the private sector. Its contents apply to the joint staff, commanders of combatant commands, sub-unified commands, joint task forces, subordinate components of these commands, and the military Services during both domestic and foreign operations.

The document is intended to enhance interorganizational coordination to help achieve desired end states by facilitating cooperation in areas of common interest or avoiding unintended negative consequences when working in conjunction with or in the same areas as other stakeholders. Such coordination, it states, enables participants to form a common understanding of each other's roles, responsibilities, interests, and equities; facilitate unity of effort in their actions and activities; and efficiently achieve common objectives.

Covered in this new edition are the foundations of intergovernmental organizational coordination, guidelines for conducting such coordination, and considerations for both domestic and foreign environments. Offered within it are updated discussions on the National Security Council, Homeland Security Council, and National Security Staff; descriptions of federal agencies,