

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,

intergovernmental organizations, and nongovernmental organizations; and federal interagency coordination during homeland defense and civil support operations inside the U.S. and its territories.

New to this publication and the body of doctrinal work are discussions on a whole-of-government approach, strategic communications, the private sector, and formation of a joint interagency task force. One of the more helpful additions from the previous version is the inclusion of numerous appendices providing expanded explanations of the various U.S. government agencies, joint military organizations, and intergovernmental and nongovernmental organizations. Also provided are detailed discussions of the interagency management system, the conflict assessment framework, guidelines for relations between the U.S. Armed Forces and other organizations, and the U.S. Agency for International Development's civilian-military cooperation policy.

Since the guidance in JP 3-08 is authoritative to the Armed Forces and must be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise, this new publication is an essential read and reference for all involved in domestic or foreign operations involving U.S. military forces and the Department of Defense. **IAJ**

## ***SOF Interagency Counterterrorism Reference Manual***

Joint Special Operations University (JSOU) recently revised and republished its *SOF Interagency Counterterrorism Reference Manual*. In the past, this manual has provided a valuable reference for JSOU students, SOF staff officers, and partners in the interagency process. It is a practical, quick-reference guide to the interagency counterterrorism community and has been used by the Department of State's Foreign Service Institute, the National Center for Combating Terrorism, and other members of the interagency community.

By focusing on the counterterrorism mission it is not all inclusive. However, it does provide an outline of organizations, missions, relationships, and processes that comprise the U.S. government's national security apparatus involved in countering terrorism.

New information added to this revised edition are expanded discussions of the interagency counterterrorism roles of the Department of State, particularly the Office of the Coordinator for Counterterrorism; the Intelligence Community and other intelligence resources; the Departments of Justice and Homeland Security; and other U.S. agencies. **IAJ**

## ***Professional Diplomatic Education and Training***

In February 2011, the American Academy of Diplomacy and the Stimson Center completed their study of professional diplomatic education and training and published their findings in *Forging a 21st-Century Diplomatic Service for the United States through Professional Education and Training*. The study examines the diplomacy/defense imbalance and recommends additional funding, education, and training to ensure the successful future of the U.S. Foreign Service.

For over a decade, the "smart power" equation has been out of balance in America's Foreign Service. Under-investment in diplomacy over the last ten years has left the U.S. Foreign Service overstretched and underprepared. This has led in many cases to the military taking on the diplomatic and developmental roles of Foreign Service officers. The Department of Defense points to two root causes to the diplomacy/defense imbalance. The first is a lack of broad understanding about the