

value of diplomacy and development at this point in history and what diplomacy and development require. The second is the lack of resources allocated to the State Department and other foreign affairs agencies.

There is a need to dramatically increase spending in non-military foreign-affairs programs. Hiring initiatives at the State Department and United States Agency for International Development (USAID) intend to increase the size of the Foreign Service by 25% at State and 100% at USAID by 2014. This would allow the State Department to fill longstanding vacancies and USAID to reduce its reliance on contractors and rebuild its own expertise. Still, more resources will be required to provide the diverse diplomatic service a common professional formation, including ongoing education and training.

The nature of the Foreign Service elevates the importance of a commitment to early and professional education and training. Professional education and training are essential to the overall level of performance of the Foreign Service and thus, diplomatic efforts. Foreign Service officers' primary responsibility must be to manage change and minimize instability and conflict, and to take the leading role in post-conflict stabilization when conflict occurs.

Formal training has grown in importance as on-the-job training and guidance from senior officers has lost its effectiveness. Hiring shortfalls have led to gaps in the mid-level ranks, causing a shortage of officers who would ideally provide practical advice and hands-on training to the rising generation of officers. Education and training would ensure Foreign Service officers have a clear understanding of their roles as protectors of national interests through negotiation whenever possible and in post-conflict stabilization (when required). Like military officers and corporate leaders, Foreign Service officers require the ability to think beyond the moment and tactical needs. They need to act strategically; plan and execute complex operations and policy initiatives; and lead effectively in a vastly varied foreign affairs environment. Professional development should include a comprehensive and well-articulated curriculum to be accomplished over time, with the goal of producing greater intellectual and operational breadth and a wider command of the great issues of the day affecting U.S. national security and global interests.

The study made three initial recommendations to address the resources and decisions essential for progress. The first recommendation was to redress the diplomacy/defense imbalance by fully funding State Department and USAID hiring initiatives. The second recommendation was to provide and sustain a 15% level of personnel above that required for regular assignment to create positions for training. The third recommendation was a long-term commitment to investing in the professional education and training needed to build a 21st-century diplomatic service that would enable the U.S. to meet complex challenges. Other recommendations proposed by the study include requiring Foreign Service officers complete courses currently recommended as preparation for those positions, giving education and training priority as resources become available, and establishing a corps of roving counselors to aid in training diplomats. **IAJ**

## ***Interagency Symposium on Transitions***

In February 2011 the Army Combined Arms Center hosted their third annual Interagency Symposium. This year's event, co-hosted by the United States Institute for Peace and the Simons Center for the Study of Interagency Cooperation, brought experts from the Department of State, Department of Defense, and non-governmental organizations to discuss "Interagency Transitions

in Iraq, Afghanistan, and Beyond.”

As U.S. and coalition military forces begin to shrink their size and involvement in Iraq and Afghanistan a wide range of responsibilities are increasingly being transitioned to U.S., international, and host nation civilian institutions. This requires significant vision, planning, and interagency interaction.

The Symposium’s panels showed that providing an overarching vision and developing a whole-of-government approach is easier to say than enact, however. Agency cultures and lack of planning capacity within all pertinent institutions frequently thwart whole-of-government approaches. Additionally, working with host nation officials is even more difficult – success goes beyond acquiring host nation buy-in to U.S.-led programs; these governments must set their own priorities and assume the lead role in economic development and security.

Three key issues of transition were identified and debated during the Symposium: timelines for withdrawal; conditions for transitions; and funding transitions. Overall, panel members agreed that mandated timelines provided primarily a positive effect; forcing planning and cooperation by offering fixed dates around which plans can be built and, if honored, help establish credibility.

Conditions for transition were also seen as positive, given that the parties involved could agree upon them. Like timelines, conditions set boundaries, helping define objectives and prioritize U.S. efforts and spending. However, different agency cultures and focus, along with the host nation’s ability to achieve political, economic, and security progress, make agreement upon the proper conditions for transition difficult.

Finally, the Symposium discussed the challenges of funding transitions. Funding mechanisms are often the bane of long-range planning for transitions. Single-year funding cycles encourage short-term priorities and a “use it or lose it” mentality, which often leads to wasteful expenditures and loss of political leverage as local officials know money must be spent.

Results of the Symposium will be published as a “Leader’s Handbook on Interagency Transitions.” **IAJ**

## ***Note from the InterAgency Journal Editors***

Effective with this edition, we will publish the *InterAgency Journal* in “Winter” and “Summer” versus “Fall” and “Winter” editions. The Winter edition will continue to be published in February with the Summer edition being printed in August.

Special thanks to all of our readers and contributors for your patience as we refine our publications and printing cycles. **IAJ**