

## **New Book Looks Inside a U.S. Embassy**

For anyone who has ever wanted to catch a glimpse of what goes on inside an embassy, but can't get past the marine guards, *Inside a U.S. Embassy: Diplomacy at Work* provides a window into the lives of U.S. diplomats, Foreign Service Officers, and their families. The book's first-hand accounts come from a variety of sources, from large embassies to small consulates, from Algiers to Zagreb. Whether helping stranded American's return home or negotiating international agreements, the people who make up the Foreign Service are vitally important to America. *Inside a U.S. Embassy* proves that the answer to the question "What's going on in there?" is "A heck of a lot." **IAJ**

## **Whole Community Approach to Emergency Management**

The Federal Emergency Management Agency (FEMA) published in December 2011 *A Whole Community Approach to Emergency Management* which presents a foundation for increasing individual preparedness and engaging with members of the community as vital partners in enhancing the resiliency and security of the nation through a "Whole Community" approach to emergency management. The booklet is intended to promote greater understanding of an approach that engages government at all levels with communities and individuals when responding to disaster and to provide a strategic framework to guide all members of the emergency management community as they determine how to integrate Whole Community concepts into their daily practices.

In preparing the document, FEMA is advancing the proposition that a community-centric approach for emergency management focused on strengthening and leveraging what works well in communities on a daily basis offers a more effective path to building societal security and resilience. By focusing on core elements of successful, connected, and committed communities, the agency believes emergency management can collectively achieve better outcomes in times of crisis, while enhancing the resilience of communities.

FEMA does not intend the document to be all-encompassing or focus on any specific phase of emergency management or level of government, nor offer specific, prescriptive actions that require communities or emergency managers to adopt certain protocols. Rather, it conveys an overview of core principles, key themes, and pathways for action that have been synthesized from a year-long national dialogue, led by FEMA, around practices already used in the field. While not a "how-to" document, it does provide a starting point for those learning about the approach or looking for ways to expand existing practices and to begin more operational-based discussions on further implementation of Whole Community principles. **IAJ**

## **Survey Reveals Necessity of Interagency Cooperation**

According to a survey conducted by the Government Business Council and Booz Allen Hamilton released in December 2011, sixty-five percent of federal managers say budget pressures will increase the importance of interagency collaboration. The survey is a follow-up to a similar report conducted in 2010 evaluating progress towards increased interagency collaboration and how budget pressures may change foreign policy. It also explores the idea of "smart power" – the

integrated application of defense, diplomacy, and development – to meet today’s most challenging national security issues.

However, the survey also revealed that though interagency collaboration is viewed as essential, there are still barriers to its application and many are skeptical as to whether interagency collaboration will lead to overall mission success. Such challenges include a lack of communication, lack of clear interagency policy, and presence of interagency politics.

The survey also found that federal agencies have shared mission priorities and goals, and respondents believe that agencies beyond the Department of Defense, Department of State, and the U.S. Agency for International Development have the potential to help address geopolitical challenges. Respondents also cited humanitarian assistance, disaster relief, stabilization and reconstruction, and conflict prevention as target areas of smart power and interagency cooperation. **IAJ**

## **Interagency Legislation Update**

On October 19, 2011, The Senate Homeland Security and Governmental Affairs Committee, Chaired by Senator Lieberman, marked up the “Interagency Personnel Rotation Act of 2011” (S.1268) and reported it out of committee. In an attempt to expedite passage of the bill, Senator Lieberman agreed to have it introduced as an amendment to the National Defense Authorization Act (NDAA). By the end of November this amendment was packaged with 70 other amendments to be considered with the NDAA. Because of the objection of one Senator to only one of the 71 packaged amendments, the entire package of amendments, which included S.1268, failed to be included in the NDAA which was eventually approved by both the Senate and the House and signed into law by the President on December 31, 2011.

On December 22, 2011 The Congressional Budget Office (CBO) released the following cost estimate report for S.1268.

“S. 1268 would establish a Committee on National Security Personnel within the Executive Office of the President to improve the integration of national security and homeland security personnel. The committee would identify areas of interest for interagency cooperation among agencies responsible for national security and homeland security. CBO estimates that implementing S. 1268 would cost less than \$1 million annually over the 2012-2016 period, assuming the availability of appropriated funds. Those costs would be incurred to implement new regulations, provide additional staff training, and to cover additional administrative expenses.

CBO estimates that enacting the legislation would affect direct spending; therefore, pay-as-you-go procedures would apply. Enacting the bill would not affect revenues. S. 1268 contains two provisions that would have an insignificant effect on direct spending. The bill would rescind certain funds previously appropriated to the Department of Defense. In addition, S. 1268 would make it possible for a small number of Foreign Service officers to retire one year later than they would have otherwise. Postponing retirement would initially reduce retirement costs. However, that initial reduction would be largely offset in later years by a small increase in retirement benefits because the affected Foreign Service officers would have an additional year of service. CBO estimates that both of those provisions would have an insignificant net effect on direct spending over the next 10 years.” **IAJ**