

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**