

interagency collaboration and interagency coordination, stating that when agencies collaborate, they work side by side toward a shared goal, whereas when they coordinate, they deliberately align separate resources, capabilities, strategies, and implementation in support of shared goals.

The author draws on interviews with ambassadors, generals, and other important figures, analyzing the interactions between U.S. civilian and military efforts in Afghanistan from 2001-2009, and describing examples of successfully coordinated initiatives. However, the author also observed instances where the lack of civil-military coordination resulted in duplicative efforts and the accidental undermining activities or goals. The author then offers recommendations for more effective coordination based on her observations.

The agencies on the ground in Afghanistan faced many of the same coordination challenges faced by agencies in the U.S., making the lessons contained in this report relevant to public executives and managers, as well as individuals involved in civil-military relations. **IAJ**

Director Discusses DIA's Future, Cybersecurity

In September 2013, Defense Intelligence Agency (DIA) director Army Lt. Gen. Michael T. Flynn addressed a panel at the Intelligence and National Security Alliance (INSA) Summit.

In his remarks, Flynn said that DIA must focus on their mission and strengths, and that they must “continually emphasize burden sharing, partnerships, and integration.”

Flynn spoke about DIA’s focus on three core qualities: the fusion of analysis and collection; the importance of organizational flexibility; and the integration of interagency partners from across the intelligence community, including close relationships with combatant commands and service intelligence centers. He then went on to discuss DIA’s role in the intelligence community, their support of several combatant commands, and their involvement in policy.

Flynn also discussed the potential for strategic cyberattacks, saying “[DIA is] aware of the cyber threat.” He also reiterated Defense Secretary Hagel’s May remarks that the destructive potential for cyberattacks has become a prominent national security issue, and stated that DIA was collaborating with intelligence community partners “to understand the security challenges that we face in our era.” **IAJ**

GAO Appraises U.S. Border Security

In June 2013, the U.S. Government Accountability Office (GAO) released a report addressing the Department of Homeland Security’s (DHS) efforts to secure the southwest border, interagency oversight and information sharing efforts related to the southwest border, and DHS management of assets used to secure the southwest border. The report, GAO-13-653T, was based on previous GAO reports and testimonies released between January 2008 and March 2013.

GAO-13-653T confirmed that DHS has either followed or intends to follow the recommendations set out in previous GAO reports. For example, while the U.S. Customs and Border Patrol is in the process of developing the performance goals and milestones recommended in previous GAO reports, those milestones are not currently in place.

Also, DHS has similar opportunities to improve its management of border security assets. The report notes proposed border management efforts that have not yet been analyzed, and notes that these efforts should be analyzed to justify the types, quantities, and locations proposed in the plans.

While DHS still faces challenges in securing U.S. borders, DHS has made improvements in interagency coordination and information sharing. For example, DHS has made great strides in cooperating with other security and law enforcement agencies, but further actions are needed to uphold existing interagency agreements. **IAJ**

Report Calls for More Effective Government

The Partnership for Public Service (PPS) and Booz Allen Hamilton (BAH) released in August 2013 *Building the Enterprise: Nine Strategies for a More Integrated, Effective Government*, a new report designed to assist the Obama administration's efforts to improve the effectiveness and efficiency of the federal government. *Building the Enterprise* builds on the groundwork laid by the Government Performance and Results Act of 1993 and the Government Performance and Results Modernization Act of 2010, and aims to "improve the overall performance of the federal government and, in so doing, restore the American public's trust and confidence [in the U.S. government]."

The report's nine strategies call for a multiagency approach to how the U.S. government responds to situations and circumstances in the most efficient, appropriate, and economic manner. These strategies include:

- Strategy 1 – Develop an enterprise performance plan with senior-level commitment to drive cross-agency goals and mission;
- Strategy 2 – Build portfolios of programs aligned against the enterprise plan's goals;
- Strategy 3 – Designate and empower enterprise goal leaders;
- Strategy 4 – Develop career enterprise executives to lead cross-cutting missions and functions;
- Strategy 5 – Establish an independent office of evaluation to assess enterprise performance;
- Strategy 6 – Manage information technology as a true enterprise resource;
- Strategy 7 – Take shared services to scale;
- Strategy 8 – Adopt an enterprise approach to the acquisition of goods and services;
- Strategy 9 – Build an enterprise civil service system.

By implementing these nine strategies, the U.S. government can begin to eliminate program duplication and overlap, and align scarce resources toward defined goals to better serve the needs of the American people. **IAJ**