

CHAPTER 17

NATIONAL SECURITY AND THE INTERAGENCY PROCESS

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Power is the capacity to direct the decisions and actions of others. Power derives from strength and will. Strength comes from the transformation of resources into capabilities. Will infuses objectives with resolve. Strategy marshals capabilities and brings them to bear with precision. Statecraft seeks through strategy to magnify the mass, relevance, impact, and irresistibility of power. It guides the ways the state deploys and applies its power abroad. These ways embrace the arts of war, espionage, and diplomacy. The practitioners of these three arts are the paladins of statecraft.²

Chas W. Freeman, Jr.

The United States is a fully equipped, globally deployed, interagency superpower. It is the indispensable anchor of international order and the increasingly globalized economic system. Nothing quite like it has ever existed. Indeed such great powers as Rome, Byzantium, China, Spain, England, and France achieved extraordinary sophistication, enormous institutional and cultural influence, and longevity, but they never achieved the full articulation of America's global reach.

Today the United States forward deploys some 250 diplomatic missions in the form of embassies, consulates, and membership in specialized organizations. It possesses a unified military command system that covers all regions of the world, the homeland, and even outer space. It is the leader of an interlocking set of alliances and agreements that promotes peace, open trade, the principles of democracy, human rights, and protection of the environment. American capital, technology, and culture influence the globe. American power and influence is pervasive and multidimensional. All the instruments of national power are deployed. Yet the challenge of strategic integration, of bringing the instruments into coherent effectiveness, remains. Presidents and their national security staffs strive to achieve coherence, with varying levels of success through use of the "interagency process."

The interagency decisionmaking process is uniquely American in character, size, and complexity. Given ever expanding responsibilities and the competition for resources, it is imperative that national security professionals master it in order to work effectively within it. The complex challenges to national security in the twenty-first century will require intelligent integration of resources and unity of effort within the government. It is also imperative that changes be made to make the system and the process more effective.

The United States first faced the challenge of strategic integration within an embryonic interagency process during World War II. Mobilizing the nation, the government, and the armed forces for war and winning the peace highlighted the importance of resources and budgets, of integrating diplomacy with military power, gathering and analyzing enormous quantities of intelligence, conducting joint and combined military operations, and managing coalition strategies and balancing competing regional priorities, for example, the European versus the Pacific theater in national strategy. From the war and the onset of the Cold War emerged a number of institutional and policy innovations. Among them: the structure of the modern Department of State, Department of Defense (DoD) (from the old War and Navy Departments), a

centralized intelligence system, the Marshall Plan, the unified military command system, the Air Force, the predecessor of the U.S. Agency for International Development (Point Four), NATO and other alliances, military assistance pacts, military advisory groups, and the U.S. Information Agency.

There is probably no period in American history like the late 1940s and early 1950s that is formative of the kind of national and institutional learning that John P. Lovell calls “purposeful adaptation.” He defines it as “the need to develop and pursue foreign policy goals that are sensitive to national needs and aspirations and to the realities of a changing world environment.”³ The evolution of the interagency process parallels America’s purposeful adaptation to changing global realities of the last five decades. But it is not an orderly evolution because of serious structural and cultural impediments, such as discontinuities from one administration to another and poor institutional memory.⁴ Prominent historical markers along this path included such documents as National Security Council (NSC) 68, the intellectual framework for the containment strategy against the Soviet Union. Though not a policy document, the Weinberger Doctrine articulated criteria for the use of military power that dramatically influenced the shape of American strategy in the 1980s and 1990s.

There are countless examples of how American statesmen codify in writing the patterns of “purposeful adaptation.” The tragic events of September 11, 2001, had such an impact on American national security that the George W. Bush administration created a Department for Homeland Security. It also published a series of strategy documents on counterterrorism, homeland security, military strategy, and infrastructure security. Bush’s National Security Strategy (NSS) dramatically redefined the philosophical underpinnings of the U.S. role in the world. Because the attacks of September 11 represented an assault on international order and exposed the vulnerabilities of the United States to asymmetric warfare by non-state actors, the NSS of September 17, 2002 spoke of the need to redefine the Westphalian concept of sovereignty.⁵

When the United States reluctantly inherited global responsibilities in 1945, American statesmen faced three challenges: forging a system of collective security, promoting decolonization, and building a stable international financial order. These and four decades of intense threat from the other superpower had a decisive impact on shaping the interagency process. With the end of bipolar ideological and geopolitical conflict, the foreign policy and defense agenda is captured by free trade, democratization, sub-national ethnic and religious conflict, failing states, humanitarian contingencies, ecological deterioration, terrorism, international organized crime, drug trafficking, and the proliferation of the technology of weapons of mass destruction (WMD). The dawn of the twenty first century calls for a relook at the adequacy of the interagency system.

The National Security Council: Coordination vs. Policymaking

To bring strategic coherence, consensus, and decisiveness to the burgeoning global responsibilities of the emerging superpower, the National Security Act of 1947 created the National Security Council. Its functions:

The function of the Council shall be to advise the President with respect to the integration of domestic, foreign, and military policies relating to the national security so as to enable the military services and the other departments and agencies of the Government to cooperate more effectively in matters involving the national security.

. . . other functions the President may direct for the purpose of more effectively coordinating the policies and functions of the departments and agencies of the Government relating to the nation’s

security . . .

. . . assess and appraise the objectives, commitments, and risks of the United States . . .

. . . consider policies on matters of common interest to the departments and agencies of the Government concerned with the national security . . .

The statutory members are the President, the Vice President, and the Secretaries of State and Defense. By statute the Director of Central Intelligence and the Chairman of the Joint Chiefs of Staff are advisors. Other advisors, including additional cabinet members, may be invited. The Council need not convene formally to function. Indeed, by late 1999 the Clinton NSC had met only once: March 2, 1993. There are alternatives to formal meetings, such as the ABC luncheons of Secretary of State Madeleine Albright, Secretary of Defense William Cohen, and Sandy Berger, Assistant to the President for National Security Affairs, or the Deputies breakfasts and lunches. The “NSC system” of policy coordination and integration operates 24 hours a day. The Assistant to the President for National Security Affairs directs the staff. The emergence of the modern” operational presidency,”⁶ brought to the NSC greater authority over the development and implementation of policy, thus creating a new power center that competes for jurisdiction with the Departments of State and Defense.

The NSC staff, known as the Executive Secretariat, has varied in size and function. In 1999 the staff comprised about 208 (of which 101 were policy personnel and 107 administrative and support personnel) professionals covering regional and functional responsibilities. Under the George W. Bush administration, the NSC staff was cut to nearly half. Staffers are detailed from the diplomatic corps, the intelligence community, the civil service, the military services (12 military officers were in policy positions in September 1999), academia, and the private sector. The staffing procedures are personalized to the president’s style and comfort level. The structure of the staff, its internal and external functioning, and the degree of control of policy by the president varies. Carter and Clinton were very centralized, Reagan and George Bush, senior, less so. As examples, the first two Presidential Decision Directives of the Clinton administration, dated January 20, 1993, set forth the structure and function of the NSC staff and groups that reported to it, as depicted in Figure 1 below:

National Security Council System

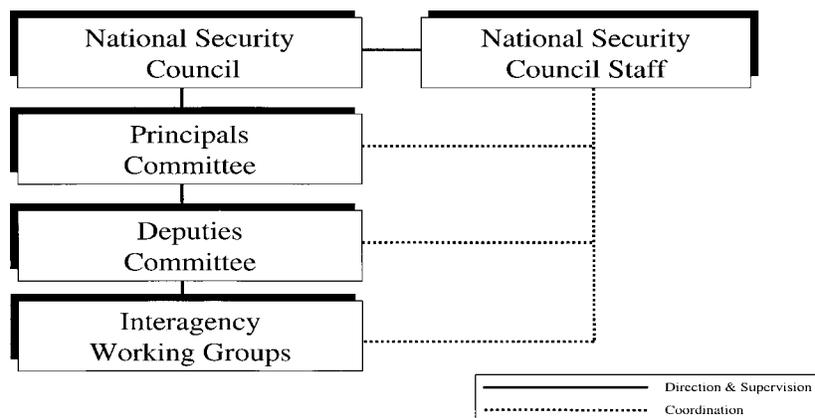


Figure 1. National Security Council System.

The day-to-day policy coordination and integration was done by the NSC Staff, divided into the following functional and geographic directorates:

National Security Council Staff

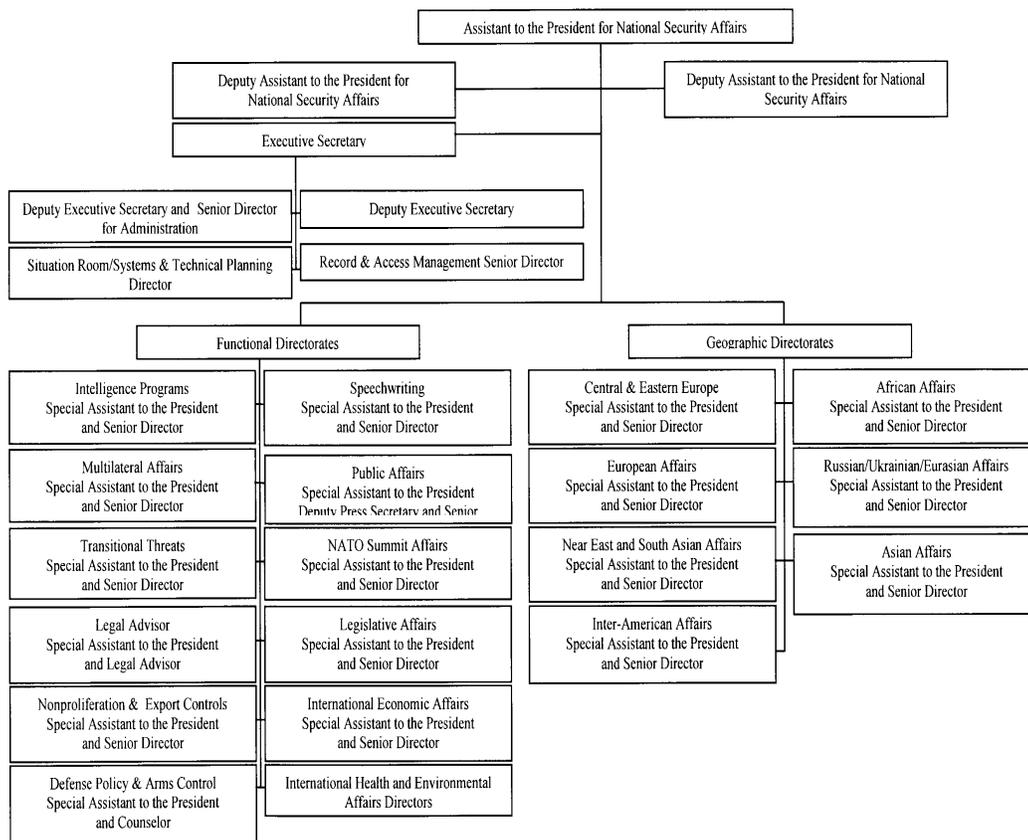


Figure 2. The National Security Council Staff.

The Principals Committee members were the cabinet level representatives who comprised the senior forum for national security issues. The Deputies Committee included deputy secretary level officials who monitored the work of the interagency process, did crisis management, and when necessary, pushed unresolved issues to the principals for resolution. Interagency Working Groups (IWGs) were the heart and soul of the process. They are *ad hoc*, standing, regional, or functional. They functioned at a number of levels, met regularly to assess routine and crisis issues, framed policy responses, and built consensus across the government for unified action. The fluid nature of the process meant that IWGs did not always have to come to decisions. The system preferred that issues be decided at the lowest level possible. If issues were not resolved there, they were elevated to the next level and when appropriate, to the Deputies Committee. Who chaired the different IWGs and committees varied between the NSC director and senior State Department officials.

Dramatic changes came with the election of George W. Bush. Comfortable with a corporate style executive leadership and surrounding himself with very experienced national security statesmen like Secretary of State Colin Powell (former Chairman of the Joint Chiefs of Staff, National Security Advisor to the President, and White House Fellow), Vice President Richard Cheney (former Congressman, Secretary of Defense, and White House Chief of Staff), and Defense Secretary Donald Rumsfeld (former Secretary of Defense, Ambassador to NATO, and Congressman), President George W. Bush centralized policy authority

by establishing new structures and procedures.

Beginning the new nomenclature for presidential directives, National Security Presidential Directive 1 (NSPD1), dated February 13, 2001, established six regional Policy Coordinating Committees (PCCs) and eleven PCCs to handle functional responsibilities. The plethora of existing IWGs was abolished by NSPD1. The activities of IWGS were transferred to the new PCCs. The PCCs were the most important structural changes made by the Bush administration. According to NSPD1, they were the “Day-to-day *fora* for interagency coordination of national security policy. They shall provide policy analysis for consideration by the more senior committees of the NSC system and ensure timely responses to decisions made by the president.” The centralization of authority over national security matters reached levels not seen for many years. However, it remained to be seen whether the system would work effectively. In Spring 2003, a senior national security careerist who was intimately involved with policymaking referred to interagency relations as “the worst in twenty years.” An experienced foreign policy hand commented: “The inter-agency system is broken” and averred that instead of centralization of authority, there is fragmentation.⁷ Explanations for this state of affairs varied. It included the intrusion of group think dynamics among senior neo-conservative decisionmakers, the role of strong personalities, the bypassing of the National Security Advisor, Condolezza Rice, as well as the deliberate isolation of the Department of State.⁸

Another important interagency reorganization made by the Bush administration was the creation of the Department of Homeland Security (DHS), and a unified military command, the Northern Command. The creation of DHS implies the transfer of responsibilities, people, and resources from existing agencies and departments to a new entity. DHS will have over 170,000 employees and an anticipated budget of 40 billion dollars. It constitutes the largest reorganization of the U.S. Government since the creation of the Defense Department. DHS will combine 22 agencies “specializing in various disciplines,” such as: law enforcement, border security, immigration, biological research, computer security, transportation security, disaster mitigation, and port security.⁹ Though it is a national security department it will not be involved in power projection, a crucial difference with the Defense Department. Yet, it will use many skills and resources that reside across the agencies: military, diplomatic, law enforcement, intelligence, and logistics. Homeland security also involves the concept of federalism, whereby some 87,000 state and local jurisdictions share power with federal institutions.

Policy is often made in different and subtle ways. Anthony Lake, writing in *Somoza Falling: The Nicaraguan Dilemma, A Portrait of Washington At Work*, discusses how the answer to an important letter can help set policy. Hence the importance of interagency coordination and the importance of being the one (bureau, office, agency) that drafts it. “. . . policy flows as much from work on specific items—like the letter from Perez [to Carter]—as it does from the large, formal interagency ‘policy reviews’ that result in presidential pronouncements.”¹⁰ Each action is precedent for future actions. Speeches, press conferences, VIP visits, and presidential travels are important. Lake elaborates: “Policy is made on the fly; it emerges from the pattern of specific decisions. Its wisdom is decided by whether you have some vision of what you want, a conceptual thread as you go along.”¹¹

The NSC staff does the daily and long-term coordination and integration of foreign policy and national security matters across the vast government. Specifically, it:

- Provides information and policy advice to the President
- Manages the policy coordination process
- Monitors implementation of presidential policy decisions
- Manages crises

- Articulates the President's policies
- Undertakes long term strategic planning
- Conducts liaison with Congress and foreign governments
- Coordinates summit meetings and national security related trips

There is a natural tension between the policy coordination function of the NSC and policymaking. Jimmy Carter's Director of Latin American Affairs at the NSC, Robert Pastor, argues that:

. . . tension between NSC and State derives in part from the former's control of the agenda and the latter's control of implementation. State Department officials tend to be anxious about the NSC usurping policy, and the NSC tends to be concerned that State either might not implement the President's decisions or might do so in a way that would make decisions State disapproved of appear ineffective and wrong.¹²

The NSC staff is ideally a coordinating body but it oscillates between the poles, taking policy control over some issues while allowing the State or Defense to be the lead agency on most national security and foreign policy issues. On some key issues, such as the Kosovo crisis of 1998-99, the NSC staff may take over policy control from State. Similarly, policy towards Cuba and Haiti in 1993-95 was handled directly out of the White House because of the deeply-rooted domestic dimension of those issues. In virtually all cases, however, major policy must be cleared through the NSC staff and the National Security Advisor. This process of clearing makes the NSC staff a key element in the policymaking process. In general, this clearance process involves a review by the appropriate NSC staff director to assure that the new policy initiative is consistent with the president's overall policy in that functional or regional area, that it has been coordinated with all appropriate departments and agencies, and that all obvious political risks associated with the new initiative have been identified and assessed. This process makes all the relevant departments stakeholders in the final policy statement. The Oliver North Iran-Contra caper created an autonomous operational entity within the NSC staff. But this was an aberration that does not invalidate the general rule. The salient point is that proximity to the president gives the NSC staff significant policy clout in the interagency process. Such clout must be used sparingly lest it cause resentment and resistance or overlook the policy wisdom and skills available elsewhere in the executive departments.

Toward a Theory of the Interagency Process: How Does the President Mobilize the Government?

The interagency is not a place. It is a process involving human beings and complex organizations with different cultures, different outlooks on what's good for the national interest and the best policy to pursue—all driven by the compulsion to defend and expand turf. The process is political (therefore conflictual) because at stake is power, personal, institutional, or party. The "power game" involves the push and pull of negotiation, the guarding of policy prerogatives, of hammering out compromises, and the normal human and institutional propensity to resist change.¹³ Regardless of the style of the president and the structures developed for the management of national security policy, the interagency process performs the same basic functions: identifies policy issues and questions, formulates options, raises issues to the appropriate level for decisions, makes decisions where appropriate, and oversees the implementation of decisions throughout the executive departments.

It is helpful to view policy at five interrelated levels: conceptualization, articulation, budgeting, implementation, and post-implementation analysis and feedback. Conceptualization involves the intellectual task of policy development, such as a presidential directive. Articulation is the public declaration of policy that the president or subordinates make. It is critical in a democracy in order to engage public support.

Budgeting involves testimony and the give and take before Congress and its various committees to justify policy goals and to request funding. Implementation is the programmed application of resources in the field in order to achieve the policy objectives. Post-implementation analysis and feedback is a continuous effort to assess the effectiveness of policy and to make appropriate adjustments. It is conducted by all the agencies in the field. The General Accounting Office of the Congress makes extensive evaluations of the effectiveness of policy implementation. Congressional hearings and visits in the field by congressional delegations and staffers also make evaluations that help refine policy.

The ideal system (see Figure 3) would have perfect goal setting, complete and accurate intelligence, comprehensive analysis and selection of the best options, clear articulation of policy and its rationale, effective execution, thorough and continuous assessment of the effects, and perfect learning from experience and the ability to recall relevant experience and information.

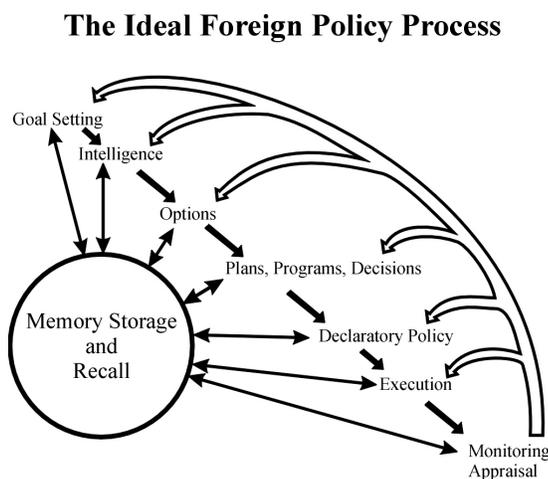


Figure 3. Ideal Foreign Policy Process.¹⁴

Such perfection is impossible. The reality is:

TASK	CONSTRAINTS
Goal Setting	National interests are subject to competing claims; goals established through political struggle
Intelligence	Always incomplete, susceptible to overload, delays and distortions caused by biases and ambiguity in interpretation
Option Formulation	Limited search for options, comparisons made in general terms according to predispositions rather than cost-benefit analysis

Figure 4. Policy in Practice.

Plans, Programs, and Decisions	Choices made in accordance with prevailing mind sets, influenced by groupthink and political compromise
Declaratory Policy	Multiple voices, contradictions and confusion, self-serving concern for personal image and feeding the appetite of the media
Execution	Breakdowns in communication, fuzzy lines of authority, organizational parochialism, bureaucratic politics, delays
Monitoring and Appraisal	Gaps, vague standards, rigidities in adaptation, feedback failures
Memory Storage and Recall	Spotty and unreliable, selective learning and application of lessons ¹⁵

Figure 4. Policy in Practice (Concluded).

Effective policy requires control, resources, and a system of accountability. The most compelling challenge for the executive is to retain policy control. Since presidents don't have the time and expertise to oversee policymaking in detail (though Jimmy Carter tried), they delegate responsibility. But "nobody is in charge" is an often-heard refrain of the interagency process. By delegating responsibility, control becomes more diffused and the policy effort diluted. Moreover, the quest for resources brings in another stakeholder. Congress has the constitutional responsibility to scrutinize policy initiatives and vote monies for foreign affairs and national defense. By then, a literal Pandora's box of players and expectations are opened. The numerous congressional committees and their staffs have enormous impact on national security and foreign policy.

The president begins to mobilize his government immediately upon election. A transition team works closely with the outgoing administration for the purpose of continuity. He begins nominating his cabinet, which must then be confirmed by the Senate. Some 6,000 presidential level appointees will fill the subcabinet positions, staff the White House and the NSC, take up ambassadorships (serving ambassadors traditionally submit their resignation when the occupant of the White House changes), as well as second, third, and fourth level positions in the executive departments. The purpose of these nominations is to gain control and establish accountability to the president and his agenda. In his first administration, President William Clinton faced serious difficulties because he never finished staffing his government.

Thus there is a high turnover and the injection of new talent, at times inexperienced and equipped with new predispositions about national security, at the top echelons of American government every time the part that controls the White House changes. Continuity of government resides in the non-partisan professionals (neutral competence) of the federal civil service, the diplomatic service, the military, and the intelligence community. The transition to a new administration is a period of great anticipation about the direction of policy. Consequently, the entire interagency produces transition papers to assist and inform the newcomers, and to also protect the institutional interests of the various departments from unfriendly encroachment.

The first months of a new administration are a period of learning. Newly appointed people must familiarize themselves with the structure and process of policymaking. This necessity invariably leads to a

trial-and-error atmosphere. In anticipation of the passing of the mantle, think tanks and the foreign policy and defense communities prepare for the transition by writing papers recommending the rationale for policy. These will inform the new administration about the central commitments of U.S. policy and provide opportunities for departments and agencies to define institutional turf and stake a claim to resources. The administration itself will also mandate policy reviews that eventually produce new guidance for policy.

Making speeches and declaring policy and doctrines is another way. The State of the Union message is one of the preeminent sources of presidential activism that engages the interagency. The congressionally mandated National Security Strategy (NSS) document, which bears the president's signature and is supposed to be produced annually, is eagerly awaited, though not with equal intensity across departments, as an indicator of an administration's direction in national security and foreign policy.

The NSS is eagerly awaited for another reason; it is the best example of "purposeful adaptation" by the American government to changing global realities and responsibilities. It expresses strategic vision, what the United States stands for in the world, its priorities, and a sensing of how the instruments of national power, the diplomatic, economic, and military will be arrayed. Since it is truly an interagency product, the NSS also serves to discipline the interagency system to understand the president's agenda and priorities and develops a common language that gives coherence to policy. It is also more than a strategic document. It is political because it is designed to enhance presidential authority in order to mobilize the nation. Finally, the NSS tends to document rather than drive policy initiatives. This is especially true in election years.

The first NSS in 1987 focused on the Soviet threat. The Bush administration expanded it by including more regional strategies, economic policy, arms control, and transnational issues and the environment. The Clinton document of 1994 proposed "engagement and enlargement," promoting democracy, economic prosperity, and security through strength. The 1995 version added criteria on when and how military forces would be used. By 1997, the integrating concepts of "shape," "prepare," and "respond" for the national military strategy came into prominence. To the core objectives of enhancing security, promoting prosperity and democracy were added fighting terrorism, international crime and drug trafficking, along with managing the international financial crisis. Homeland defense against the threat of mass casualty attacks and regional strategies completed the agenda.

Another instrument is the presidential national security directives process. Other administrations have titled these documents differently, such as Bush's National Security Decision Directive. The two Clinton administrations produced 73 PDDs by mid 1999 (Bush 79 National Security Directives, Reagan 325 National Security Decision Memoranda, Carter 63 Presidential Directives, Nixon-Ford 348 National Security Decision Memoranda Reagan 325, and Kennedy-Johnson 372 National Security Action Memoranda) By mid-2003, the Bush administration produced nearly 20 NSPDs. Each administration will try to put its own stamp on national security and foreign policy, though there is great continuity with previous administrations. Whereas Reagan emphasized restoring the preeminence of American military power and rolling back the "evil empire," Clinton focused on strengthening the American economy, open trade, democratization, conflict resolution, humanitarian assistance, fighting drug trafficking and consumption, counterterrorism and non-proliferation. September 11, 2001, imposed a national defense priority on the George W. Bush administration. With it came the concept of preventive war. The NSS was followed by the *National Strategy to Combat Terrorism* and its complement, the *National Strategy for Homeland Security*. The events of 9/11 had, therefore, dramatic consequences on foreign policy and military strategy priorities.

Presidential national security directives are macro level documents, often classified, that take much deliberate planning to develop. They result from intensive interaction among the agencies. The process

begins with a presidential directive to review policy, which tasks the relevant agencies to develop a new policy based on broad guidance. For example, Clinton's PDD 14 for counternarcotics emphasized greater balance between supply and demand strategies. Because of the many constraints placed on the use of economic and military assistance to fight the "war on drugs" and to help Colombia, PDD 14 evolved into the Colombia specific PDD 73. This, in turn was superseded in the Bush administration by NSPD 18, which, thanks to September 11 and the terrorism in Colombia, went further and provided support for both counternarcotics and counterterrorism activities in Colombia. The evolution of these policy documents over nearly ten years nurtured the growth of significant institutional memory and smarts in the interagency with respect to the Colombian conflict.

The learning went both ways, because Colombian officials had to adapt to the Washington policy process. Because of the global reach of American power and influence, such adaptation is becoming more common. Clinton's celebrated PDD 25 set down an elaborate set of guidelines for U.S. involvement in peace operations. It became so effective as a planning device that the United Nations adopted it for planning its own peace operations, an excellent example of the international transfer of American purposeful adaptation. Other nations also used the terminology and organizing principles for their strategic and operational planning in multilateral peacekeeping.

Another instructive example is the Latin American policy PDD 21. Effective on December 27, 1993, it emphasized democracy promotion and free trade. It was addressed to more than twenty departments and agencies: Vice President, Secretary of State, Secretary of the Treasury, Secretary of Defense, Attorney General, Secretary of Commerce, Secretary of Labor, Director of the Office of Management and Budget, U.S. Trade Representative, Representative of the United States to the United Nations, Chief of Staff to the President, Assistant to the President for National Security Affairs, Director of Central Intelligence, Chair of the Council of Economic Advisors, Assistant to the President for National Economic Policy, Chairman of the Joint Chiefs of Staff, Administrator of the Agency for International Development, Director of the Arms Control and Disarmament Agency, Administrator of the Environmental Protection Agency, and Director of the U.S. Information Agency.

The point of listing departments and agencies is to identify the interagency stakeholders in regional policy, though the size of the stake will vary greatly among them according to the particular issue. The stakeholders are related *by functional interdependence*; they have different resources, personnel, and expertise that must be integrated for policy to be effective. It is an iron rule of the interagency that *no national security or international affairs issue can be resolved by one agency alone*. For example, the DoD needs the diplomatic process that the Department of State masters in order to deploy forces abroad, build coalitions, negotiate solutions to conflict, conduct non-combatant evacuations (NEO) of American citizens caught in difficult circumstances abroad, and administer security assistance. The Department of State in turn depends on the logistical capabilities of the DoD to deploy personnel and materials abroad during crises, conduct coercive diplomacy, support military-to-military contacts, and give substance to alliances and defense relationships. The Office of National Drug Control Policy, a new cabinet position, must rely on a range of agencies to reduce the supply abroad and consumption of drugs at home. Finally, all require intelligence input to make sound decisions.

These patterns of functional interdependence, whereby departments stayed within their jurisdictions, began to fray in the George W. Bush administration. Press reports in the spring of 2003 focused on the Bush "policy team at war with itself."¹⁶ Accordingly, there was a "tectonic shift" of decisionmaking power from the Department of State to Defense because of the strong personalities and neo-conservative ideology of Secretary of Defense Donald Rumsfeld and subordinates, principally Deputy Secretary Paul Wolfowitz. Such a shift would be unnatural and would likely correct itself in the future. But the prospect of the DoD

dominating foreign policy raised concerns about the effectiveness of policy and the standing of the United States in the world. The inattention to functional interdependence was a contributing factor to the ineffectiveness of postwar reconstruction planning for Iraq in 2003.¹⁷ In October of 2003 President Bush attempted to improve the Iraq reconstruction effort by placing his National Security Advisor, Condoleezza Rice, in charge. The correction allegedly upset Secretary of Defense Donald Rumsfeld. Earlier in the year the president had (via NSPD 24) given authority over the Iraq reconstruction to the Defense Department.¹⁸

The problems associated with post-conflict reconstruction in Iraq led to an upsurge of exhortations on how to improve the system for the future. For example, the House of Representatives and the Senate proposed the “Winning the Peace Act of 2003,” which would create within the Department of State a permanent office to provide support to the new position of Director of Reconstruction. A comprehensive study published in November 2003 by Hans Binnendijk and Stuart Johnson of the National Defense University advocated major focus on transforming military institutions to perform “stabilization and reconstruction” operations. It also recommended harnessing interagency capabilities via the creation of a rapidly deployable National Interagency Contingency Coordinating Group to meet the need of a national level group to plan and coordinate post-conflict operations.¹⁹

Ideally in response to the promulgation of a presidential directive all agencies will energize their staffs and develop the elements that shape the policy programs. But this takes time and seldom creates optimum results, in part because of competing priorities on policymakers, limited time, constrained resources, and congressional input. For example, with respect to Latin American policy, the Haiti crisis of 1992-94 and congressional passage of the North America Free Trade Act would consume most of the kinetic energy of the Clinton administration’s NSC staff and the Bureau of Inter-American Affairs of the Department of State during 1993-94. The Central American crisis of the 1980s crowded out the broader agenda for Latin American policy. The culture of the various executive departments will modify how directives are interpreted. For example, for the military oriented Defense Department, a directive is an order to be carried out. For State, a directive may be interpreted as the general direction a policy should take.

In theory, once the policy elements are put together, they are costed out and submitted to Congress for approval and funding, without which policy is merely words of hopeful expectations. The reality, however, is that a presidential directive is not a permanent guide to the actions of agencies. Rarely is it fully implemented. It can be overtaken by new priorities, new administrations, and by the departure of senior officials who had the stakes, the personal relationships, know how, and institutional memory to make it work. A senior NSC staffer, Navy Captain Joseph Bouchard, Director of Defense Policy and Arms Control, remarked in 1999 that one could not be sure about whether a directive from a previous administration is still in force because for security reasons no consolidated list of these documents is maintained. Moreover, directives and other presidential documents are removed to the presidential library and the archives when a new president takes over. A senior Defense Department official stated that directives are rarely referred to after they are final, are usually overtaken by events soon after publication, and are rarely updated. In this respect the interagency evaluation of PDD 56’s effectiveness, published in May 1997, was instructive: “PDD 56 no longer has senior level ownership. The Assistant Secretaries, Deputy Assistant Secretaries, and the NSC officials who initiated the document have moved on to new positions.”²⁰ The loss of institutional memory is not necessarily fatal. The permanent government retains much of the wisdom for the continuity of policy. That wisdom is always available to an administration.

PDD 56: Ephemeral or Purposeful Adaptation?

It is useful to examine PDD 56 as an example of an interagency product and as a tool intended to influence the very process itself. Directives normally deal with the external world of foreign policy and national security. PDD 56 is radically different, for it goes beyond that and attempts to generate a cultural revolution in the way the U.S. Government prepares and organizes to deal with these issues. PDD 56, *The Clinton Administration's Policy on Managing Complex Contingency Operations*, is perhaps the mother of all modern Directives. It is a superb example of codifying lessons of "purposeful adaptation" after fitful efforts by American civilian and military officials in the aftermath of problematic interventions in Panama (1989-90), Somalia (1992-94), and Haiti (1994-95).²¹ The intent was to institutionalize interagency coordination mechanisms and planning tools to achieve U.S. Government unity of effort in complex contingency operations and in post-conflict reconstruction. It tried to institutionalize five mechanisms and planning tools:

- An Executive Committee chaired by the Deputies Committee (Assistant Secretaries)
- An integrated, interagency Political-Military Implementation Plan
- Interagency Rehearsal
- Interagency After-Action Review
- Training.

The philosophy behind the document was that interagency planning could make or break an operation. Moreover, early involvement in planning could accelerate contributions from civilian agencies that are normally culturally impeded from strategic and operational planning. An excellent *Handbook for Interagency Management of Complex Contingency Operations* issued in August 1998, containing in easy digestible form much wisdom about how to do it right. PDD 56 was applied extensively and adapted to new contingencies, such as Eastern Slavonia (1995-98), Bosnia from 1995, Hurricane Mitch in Central America, the Ethiopia-Eritrea conflict since 1998, and the Kosovo contingency of 1998-99. The March 1999 review commented: "PDD 56 is intended to be applied as an integrated package of complementary mechanisms and tools . . . since its issuance in 1997, PDD 56 has not been applied as intended. Three major issues must be addressed to improve the utility of PDD 56." It recommended:

- Greater authority and leadership to promote PDD 56
- More flexible and less detailed political-military planning
- Dedicated training resources and greater outreach.

Imbedded in the three recommendations were the recurring problems of the interagency: the need for decisive authority ("nobody's in charge"), contrasting approaches and institutional cultures (particularly diplomatic versus military) with respect to planning, and the lack of incentives across the government to create professionals expert in interagency work. PDD 56 is a noble effort to promote greater effectiveness. It may bear fruit if its philosophy of integrated planning and outreach to the interagency takes root. In late 1999 the PDD 56 planning requirement was embedded as an annex to contingency plans. Bush's February 2001 NSPD1 tried to provide some life support to PDD56 by stating: "The oversight of ongoing operations assigned in PDD/NSC-56 . . . will be performed by the appropriate . . . PCCs, which may create subordinate working groups to provide coordination for ongoing operations." The failures in post-conflict planning and reconstruction for Iraq in 2003 underlined the importance of taking PDD-56 seriously. Fortunately, as mentioned above, there are enough people in government who retain the expertise and who can be tapped as necessary.

The Operational Level of the Interagency Process: Ambassador, Country Team and Combatant Commanders

To this point we have discussed the national strategic level of the interagency process, that is, what occurs in Washington. Actually, the interagency process spans three levels: the national strategic, the operational, and the tactical. In the field, policy is implemented by ambassadors and their country teams, often working with the regional combatant commanders (CCs) if the issue is principally security or political-military in nature. Ambassadors and combatant commanders are not only implementers, they frequently shape policy via their reporting to Washington through a continuous flow of cables, after action reports, proposals for new policy initiatives, as well as direct consultations in Washington with senior officials and members of Congress. They also comment on how to shape policy initiatives that originate from Washington.

There is a permanent conversation between the embassy and the respective regional bureau in Washington, which includes a broad distribution of the cable traffic to such agencies as the White House, the Defense Department, the regional combatant command, Department of Treasury, Commerce, the Joint Staff, the intelligence community, as well as other organizations, such as the Coast Guard, when there is a “need to know.” The “need to know” almost always includes other embassies in the region, or major embassies in other regions, and even at times, for example, the American Embassy to the Vatican.. The ambassador and combatant commander often conduct one on one meetings over the multiplicity of security issues.

The embassy country team at the embassy is a miniature replica of the Washington interagency system. At the country team, the rubber proverbially meets the road of interagency implementation. Ambassadors and CCs rely on each other to promote policies that will enhance American interests in a country and region. CCs have large staffs and awesome resources compared to the small staffs and resources of ambassadors. Moreover their functions are different. The ambassador cultivates ties and is a conduit for bilateral communications through the art of diplomatic discourse. He or she promotes understanding of U.S. foreign policy, and promotes American culture and business, and is responsible for American citizens in that country. The ambassador is the personal emissary of the President, who signs the ambassador’s formal letter of instruction.

The letter charges the ambassador “to exercise full responsibility for the direction, coordination, and supervision of all executive branch officers in (name of country), except for personnel under the command of a U.S. area military commander . . .” There is enough ambiguity in the mandate to require both ambassador and CC to use common sense and, in a non-bureaucratic way, work out issues of command and control over U.S. military personnel in the country. In effect control is shared, the ambassador having policy control and the CC control over day-to-day military operations. Thus it is prudent that both work closely together to ensure that military operations meet the objectives of U.S. policy.

This is particularly the case in military operations other than war. Before and during non-combatant evacuations, peace operations, exercises, disaster relief and humanitarian assistance, such cooperation will be imperative because of the different mixes of diplomacy, force, and preparation required. A successful U.S. policy effort requires a carefully calibrated combination of diplomatic and military pressure, with economic inducements added. The security assistance officer at the embassy (usually the commander of the military advisory group) can facilitate communication and bridge the policy and operational distance between the ambassador and the CC. So can State’s Political Advisor to the CC, a senior ranking foreign service officer whose function is to provide the diplomatic and foreign policy perspective on military operations.²² The personal and professional relationship between the Foreign Policy Advisor (formerly

called the Political Advisor) and the CC is the key to success.

The CC represents the coercive capacity of American power through a chain of command that goes to the president. He and his sizable staff the command operational tempo, deployments, readiness, exercises, and training of divisions, brigades, fleets, and air wings—resources, language, and culture that are the opposite of the art of diplomacy. Since all military activities have diplomatic impact, it is prudent that both work harmoniously to achieve common purpose. Ambassador and Commander interests intersect at the Military Advisory Group (also called Military Liaison Office, Office of Defense Coordination) level. The commander of the MAAG, which is an important arm of the country team since its provides training and military equipment to the host country, works for both the ambassador and the CC.

In the spectrum from peace, to crisis, and to war the ambassador will tend to dominate decisions at the lower end of the spectrum. As the environment transitions to war the Commander assumes greater authority and influence. Haiti 1994 is an excellent example of how the handoff from ambassador to CC takes place. The American ambassador in Port-au-Prince, William Swing, was in charge of U.S. policy until General Hugh Shelton and the U.S. military forces arrived in September of that year. Once the military phase was completed, policy control reverted to Swing, thus restoring the normal pattern of military subordination to civilian authority. In the gray area of military operations other than war or in what is called an “immature” military theater, such as Latin America, disputes can arise between ambassadors and CCs about jurisdiction over U.S. military personnel in the country. The most illustrative was in 1994 between the Commander in Chief of the U.S. Southern Command, General Barry McCaffrey, and the U.S. Ambassadors to Bolivia, Charles R. Bowers, and Colombia, Morris D. Busby. The dispute had to be adjudicated in Washington by the Secretaries of State and Defense.²³ Elevating the dispute to such a level is something the system would rather not do. The fact is that ambassador and CC must work closely together to coordinate U.S. military activities. Another distinction: CCs have a regional perspective, strategies, and programs while ambassadors are focused on advancing the interests of the United States in one country.

The Continuing Challenges Within the Interagency Process

The tensions generated by cultural differences and jealousy over turf will always be part of the interagency process. The diplomatic and the military cultures dominate the national security system, though there are other cultures and even subcultures, within the dominant cultures. The former uses words to solve problems while the latter uses precise doses of force. Cultural differences are large but communicating across them is possible.²⁴ Figure 5 compares the cultures of military officers and diplomats.

Military Officers	Foreign Service Officers
Mission: prepare for and fight war	Mission: conduct diplomacy
Training a major activity, important for units and individuals	Training not a significant activity. Not important either for units or individuals
Extensive training for episodic, undesired events	Little formal training, learning by experience in doing desired activities (negotiating, reporting)
Uncomfortable with ambiguity	Can deal with ambiguity

Figure 5. Comparing Military Officers and Foreign Service Officers.

Plans and planning—both general and detailed—are important core activities	Plan in general terms to achieve objectives but value flexibility and innovation
Doctrine: important	Doctrine: not important
Focused on military element of foreign policy	Focused on all aspects of foreign policy
Focused on discrete events and activities with plans, objectives, courses of action, endstates	Focused on ongoing processes without expectation of an” endstate”
Infrequent real-world contact with opponents or partners in active war fighting	Day-to-day real-world contact with partners and opponents in active diplomacy
Officer corps commands significant numbers of NCOs and enlisted personnel	Officers supervise only other officers in core (political and economic) activities
NCOs and enlisted personnel perform many core functions (war fighting)	Only officers engage in core activity (diplomacy)
Leadership: career professional military officers (with the military services and in operations)	Leadership: a mix of politicians, academics, policy wonks, and career Foreign Service professionals at headquarters and in field
All aspects of peace operations, including civilian/diplomatic, becoming more important	All aspects of peace operations, including military, becoming more important
Writing and written word less important, physical actions more important	Writing and written word very important. Used extensively in conduct of diplomacy
Teamwork and management skills are rewarded, interpersonal skills important internally	Individual achievement and innovative ideas rewarded, inter-personal skills important externally
Understand “humma-humma “and “deconflict”	Understand “démarche” and non-paper”
Accustomed to large resources, manpower, equipment, and money	Focus meager resources on essential needs

Figure 5. Comparing Military Officers and Foreign Service Officers (Concluded).²⁵

The principal problem of interagency decisionmaking is lack of *decisive authority*; *there is no one in charge*. As long as personalities are involved who work well together and have leadership support in the NSC, interagency efforts will prosper, but such congruence is not predictable. The world situation does not wait for the proper alignment of the planets in Washington. There is too much diffusion of policy control. It is time to implement an NSC-centric national security system, with appropriate adjustments that align budget authority with policy responsibility. It would consolidate in the NSC the functions now performed by the Policy Planning Staff at State and the strategic planning done at Defense. Such reorganization recognizes the reality that the White House is where an integrated approach to national security planning must take place.

Asymmetries in resources are another impediment. The Department of State, which has the responsibility to conduct foreign affairs, is a veritable pauper. Its diplomats may have the best words in town, in terms of speaking and writing skills, and superb knowledge of foreign countries and foreign affairs, but it is a very small organization that has been getting smaller budget allocations from Congress. The corps of foreign service officers equates in number to about an Army brigade. The Department of State's technology is primitive and officer professional development of the kind that the military does is not promoted. Moreover, unlike the military, State lacks a strong domestic constituency of support. The military has more money to conduct diplomacy than does State. Secretary of State Colin Powell began to improve the Department's budget. But the inability to hire personnel, because of previous budgetary shortfalls, reduced hundreds of positions within the middle ranks of the diplomatic service.

The *resource barons*, those with people, money, technical expertise, and equipment reside in DoD and the military services. Consequently, the military, especially the Army, is constantly being asked to provide resources out of hide for nation-building purposes, for example in Haiti and Panama. It is tempting to reach out to it because it is the only institution with an *expeditionary* capability, and fungible resources and expertise. It can get there quickly, show the flag, bring significant resources to bear, stabilize a situation, and create an environment secure enough for other agencies to operate. On a much smaller scale the Agency for International Development is a baron, because it has money and technical expertise to promote development and institution building. Other baronies exist, such as intelligence, Department of Justice, Commerce, and the Office of National Drug Control Policy.

Finally, the personnel systems of the various agencies of the U.S. Government *do not promote professionalization and rewards in interagency jobs*. What is needed is a systematic effort to develop civilian and military cadres that are experts in interagency policy coordination, integration, and operations. Some of this takes place. Military officers are assigned to various departments. For example, until 2002, 35 officers from all military services worked in the regional and functional bureaus of the Department of State. Senior diplomats (some of ambassadorial rank) are also allocated to military and civilian agencies, such as Foreign Policy Advisors at the regional unified commands, the Special Operations Command, to peacekeeping and humanitarian missions, various key positions in the Pentagon, and the war colleges. These programs must be expanded. Unfortunately, the opposite was occurring in 2003. In order to convert military personnel slots to warfighting positions, the DoD recalled most of its officers from the civilian agencies, to include the State Department, which in turn reduced to 30 the number of diplomats posted to military organizations. An important element for interagency integration and harmony was weakened.

Moreover, there ought to be incentives for national security professionalism, as there are for service and joint. For civilians, something akin to the Goldwater-Nichols Act for jointness in the military is needed to include the Department of State. Promotions should be based not only on performance at Foggy Bottom and in Embassies abroad, but on mandatory interagency tours as well. Similarly professional development incentives should apply to civil servants that work in the national security arena.

Admittedly, mandatory interagency tours would require significant changes in personnel systems and career tracking. The Report of the National Defense Panel of 1997, *Transforming Defense: National Security in the Twenty-first Century*, recommended creating "an interagency cadre of professionals, including civilian and military officers, whose purpose would be to staff key positions in the national security structures."²⁶ This would build on the jointness envisioned by the 1986 Goldwater-Nichols Act. The Report also recommended a national security curriculum for a mix of civilian, military, and foreign students. The Defense Leadership and Management Program of the DoD, a Master's level initiative in national security studies for civilian personnel, is an important step in this direction. The Department of State, under Powell's guidance, began to invest in educating its personnel in strategic planning. Also, more State

Department personnel were allowed to participate in War College courses.

Implications for the Military Professional

There are critical implications for the military warrior. The nature of future warfare is likely to be more military operations other than war, requiring more mobile, flexible light forces. Future war will also require a more intellectual military officer, one who understands the imperative of having to work with the panoply of civilian agencies, non-government organizations, the national and international media, and with foreign armed forces. It is a commonplace of strategy that American forces will rarely fight alone again; they will do so in coalition. Thus, the strategic Clausewitzian trinity of the people, the armed forces, and the government now encompasses the global community. The implications are clear; the military officer will have to develop greater diplomatic and negotiating skills, greater understanding of international affairs, capability in foreign languages, and more than a passing acquaintance with economics.

Moreover, the warrior will likely work with civilian counterparts across a spectrum of activities short of war. These include: strategic planning and budgeting, humanitarian assistance, peace operations, counter narcotics, counter terrorism, security assistance, environmental security, human rights, democratization, civil-military relations, arms control, intelligence, war planning and termination strategy, command and control of forces, continuity of government, post-conflict reconstruction, technology transfer, crisis management, overseas basing, alliances, non-combatant evacuations, and homeland defense.

Therefore, the future officer will also need greater appreciation of the institutional diversity and complexity of government, because of the need to advise a diversity of civilians on the utility of military power in complex contingencies that are neither peace nor war, as Americans are accustomed to think of them. He or she will have to work in tandem with civilian agencies and non-government organizations unaccustomed to command systems and deliberate planning, and who often do not understand the limits of military power.²⁷ Lastly, instruction on the interagency system and process should be mandatory for civilians and military alike. It must have a sound theoretical foundation in national security decisionmaking, strategic planning, and organizational behavior, expanded by sophisticated case studies of relevant historical experiences.

What attributes should the military officer bring? Above all, holistic thinking, the ability to think in terms of all the instruments of national power and respect for the functions and cultures of diverse departments and agencies. Communication skills are paramount. The effective interagency player writes and speaks well. He or she will be bilingual, able to function in military as well as civilian English. Bureaucratic jargon is the enemy of interagency communication. The military briefing, though an excellent vehicle for quickly transmitting a lot of information in formatted style, is not acceptable. One must be less conscious of rank because ranks will vary among the representative around a table. Some one of lower rank may be in charge of a meeting. A sense of humor, patience, endurance, and tolerance for ambiguity and indecisiveness will help. The ability to “stay in your box” and articulate the perspective of your department will be respected, though the temptation to poach on other domains will be there. The ability to anticipate issues, to consider the second and third order effects from the national level down to the country team and theater levels, will be invaluable. Finally, the interagency requires diplomatic and negotiating skills, the ability to network, and mastery of the nuances of bureaucratic politics and language.²⁸

The most evolved democracy in the world has the most cumbersome national security decisionmaking process. Inefficiency is the price the founding fathers imposed for democratic accountability. But some of the inefficiency is the result of American strategic culture, with its multiplicity of players, plentiful but diffused resources, and the propensity to segment peace and diplomacy from war and military power. Frederick the Great cautioned: “Diplomacy without arms is music without instruments.” So did John F.

Kennedy: “Diplomacy and defense are not substitutes for one another. Either alone would fail.”²⁹ Major structural changes must be made in the interagency system in order to harness human talent and resources intelligently.

Democracy is defined as a process of mutual learning and adaptation. Accordingly all institutions of government learn, adapt, and make appropriate changes.. This is even more imperative for the national security agencies and personnel, where the stakes are high. The distempers in the interagency process evidenced in 2001-03 created new opportunities for learning and for adaptation. Fortunately, in time American democracy will make those adaptations. The question will be at what price.

White House	Department of Transportation
National Security Council	Federal Aviation Administration
Office of the Special Trade Representative	
Office of National Drug Control Policy	Department of Energy
National Economic Council	Asst Secy for Defense Programs
Department of State	Department of Labor
U.S. Foreign Service	Dep Under Sec for Intl Affairs
Agency for International Development	
Overseas Private Investment Corporation	Department of Education
Department of Homeland Security	Department of Health & Human Services
Coast Guard	Social Security Administration
Immigration and Naturalization Service	Public Health Service
Border Patrol	Centers for Disease Control & Prevention
Department of Defense	Department of the Interior
Office of Secretary of Defense	Asst Sec for Territorial & Intl Affairs
Joint Chiefs of Staff	
Army, Navy, Air Force, Marines	Office of National Drug Control Policy

Figure 6. U.S. Departments and Agencies Involved in Foreign Affairs.

Department of Treasury	Department of Agriculture
Internal Revenue Service	Foreign Agricultural Service
United States Customs Service	
Secret Service	Independent Agencies
Bureau of Alcohol, Tobacco and Firearms	Central Intelligence Agency
	Environmental Protection Agency
Department of Commerce	Export Import Bank
Foreign Commercial Service	Federal Communications Commission
Travel and Tourism Administration	Federal Maritime Commission
National Oceanic & Atmospheric Agency	Federal Trade Commission
National Marine Fisheries Service	Natl Aeronautics & Space Administration
International Trade Administration	National Science Foundation
International Trade Commission	National Transportation Safety Board
	Nuclear Regulatory Commission
Department of Justice	Peace Corps
Federal Bureau of Investigation	U.S. Postal Service
Drug Enforcement Administration	
U.S. Marshals Service	Congress
Foreign Claims Settlement Administration	General Accounting Office
U.S. National Central Bureau, International	Assorted committees
Criminal Police Organization	

Figure 6. U.S. Departments and Agencies Involved in Foreign Affairs (Concluded).

Notes - Chapter 17

1 The development of this chapter has been enriched by the insights of practitioners and colleagues in the interagency. Special thanks goes to Anthony Williams, David Bennett, Frank Jones, Gary Maybarduk, Dennis Skocz, Erik Kjonnerod for helping to illuminate the labyrinthine ways of Washington. Joseph Cerami and Robin Dorff, chairmen of the Department of National Security and Strategy of the Army War College, provided the time and the support for research.

2 Chas. W. Freeman, Jr., *Arts of Power: Statecraft and Diplomacy*, Washington: United States Institute of Peace Press, 1997, p. 3.

3 John P. Lovell, *The Challenge of American Foreign Policy: Purpose and Adaptation*, New York: Collier MacMillan, 1985, p. 7.

4 A 1987 report of the National Academy of Public Administration noted: “. . . the institutional memory of the United States Government for important national security affairs was worse than that of any other major world power and had resulted in mistakes and embarrassments in the past which would be bound to recur.” *Strengthening U.S. Government Communications: Report of the National Academy of Public Administration*, Washington, D.S., 1987, p. 227, cited in Margaret Jane Wyszomirski, “Institutional Memory: Improving the National Security Advisory Process,” in James Gaston, editor, *Grand Strategy and the Decisionmaking Process*, Washington, DC: National Defense University, 1991, p. 194.

5 For understanding the philosophy behind the Bush *National Security Strategy*, see: Richard Haass, “Sovereignty: Existing Rights, Evolving Responsibilities,” remarks made at the School of Foreign Service and the Mortara Center for International Studies at Georgetown University, Washington, DC, January 14, 2003.

6 Anthony Lake, I. M. Destler, and Leslie Gelb, *Our Own Worst Enemy: The Unmaking of American Foreign Policy*, New York: Simon and Schuster, 1985.

7 James Harding, “Weakness in the White House: As costs and casualties mount in Iraq, the fingerpointing begins in Washington,” *London Financial Times*, September 15, 2003, p. 17.

8 On these matters, see: Glenn Kessler and Peter Slevin, “Rice, Rifts and Rivalries: Cabinet Infighting Complicates the NSC Adviser’s Role in Foreign Policy,” *Washington Post*, National Weekly Edition, October 20-26, 2003, pp. 6-7.

9 On the challenges of establishing DHS, see: United States General Accounting Office, *Major Management Challenges and Program Risks, Department of Homeland Security*, GAO Performance and Accountability Series (GAO-03-102), Washington, DC, January 2003. See also: George W. Bush, *National Strategy for Homeland Security*, Washington, DC, White House, July 2002.

10 Anthony Lake, *Somoza Falling: The Nicaraguan Dilemma, A Portrait of Washington At Work*, Boston: Houghton Mifflin, 1989, p. 32

11 Lake, p. 114.

12 Robert Pastor, *Condemned to Repetition: The United States and Nicaragua*, Princeton University Press, 1987, p. 81.

13 Hedrick Smith, *The Power Game: How Washington Works*, New York: Random House, 1988.

14 John P. Lovell, *The Challenge of American Foreign Policy: Purpose and Adaptation*, p. 26.

15 Adapted from John P. Lovell, *The Challenge of American Foreign Policy*, p. 32.

16 Warren P. Strobel and Jessica Guynn, “Bush Policy Team at War with Itself,” *Philadelphia Inquirer*, May 4, 2003, p. A21. See also: Sonni Efron, “The War Within the War: Pentagon vs. State Deptember,” *Philadelphia Inquirer*, May 11, 2003, p. A8. A former staffer in the Office of Secretary of Defense’s Under Secretariat for Policy commented that the interagency problem was intensified by: “functional isolation of the professional corps of civil servants and professional military,” “cross-agency cliques,” and “groupthink.” see Karen Kwiatkowski, “Flawed Decisionmaking: Cliques, Groupthink Dominate Work of Defense Department,” *Charlotte Observer*, August 1, 2003 (Charlotte.com).

17 On this point, see: Jonathan Landay, Warren P. Strobel, “Plan B for Post-War Iraq Didn’t Exist,” *Philadelphia Inquirer*, June 13, 2003, p. A1.

18 On the problems of post-conflict planning, see: Thomas L. Friedman, “Bad Planning,” *New York Times*, June 25, 2003 (<http://www.cnn.com/2003/US/06/25/nyt.friedman/index.html>). Seldom have the post-conflict planning requirements and the prospect of a military occupation been so clearly debated and identified before going to war. On the imperative for pre-planning,

see the excellent piece by John J. Hamre and Gordon R. Sullivan, "Toward Postconflict Reconstruction," *The Washington Quarterly*, Autumn 2002, pp. 85-96. See also: Karen Guttieri, "Post-Conflict Iraq: Prospects and Problems," Strategic Insights, Center for Contemporary Conflict, National Security Affairs Department, Naval Postgraduate School, Monterey, California, February 20, 2003. An excellent analysis is: George packer, "War After War: What Washington Doesn't See in Iraq," *New Yorker*, November 24, 2003, pp. 58-85.

19 For more information see: Hans Binnendijk and Stuart Johnson, *Transforming for Stabilization and Reconstruction Operations*, Washington, DC: Center for Technology and National Security Policy, National Defense University, November 12, 2003.

20 Institute of National Strategic Studies, National Defense University, "Improving the Utility of Presidential Decision Directive 56: A Plan of Action for the Joint Chiefs of Staff," Washington, DC: National Defense University, March 1999, p. 16.

21 For an excellent analysis of lessons learned and prudent policy recommendations from recent U.S. military interventions, see John T. Fishel, *Civil-Military Operations in the New World*, New York: Praeger, 1997; Fishel, *The Fog of Peace: Planning and Executing the Restoration of Panama*, Carlisle Barracks: Strategic Studies Institute, April 15, 1992. A penetrating analysis of the operational and tactical dimensions of the interagency process, particularly as they apply to the U.S. Army at the operational and tactical levels, is: Jennifer Taw Morrison, *Interagency Coordination in Military Operations Other than War: Implications for the U.S. Army*, Santa Monica: RAND Arroyo Center, 1997.

22 Excellent advice on how the ambassador and the regional unified commander should work together is found in: Ted Russell, "The Role of the Ambassador, the Country Team, and Their Relations with Regional Commanders," in U.S. Army War College, *Course Directive: Regional Appraisals*, AY 97, Carlisle Barracks, PA, 1997, pp. C1-C9. A Memorandum of Understanding between the Department of State and the Department of Defense covers the function of the Political Advisor. The MOU "recognizes the valuable role POLADs render to the Department of Defense and the Department of State in assessing the political implications of military planning and strategy and in serving as the principal source of counsel on international issues to their respective Commanders-in-Chief...the deep level of commitment and cooperation acknowledged by the Secretary of State and the Secretary of Defense in executing foreign and security policy established by the President." For how an embassy functions, see: Shawn Dorman, ed., *Inside a U.S. Embassy: How the Foreign Service Works for America*, Washington, DC: American Foreign Service Association, 2003.

23 For specifics, see the telegrams: 6 June 1994 from USCINCSOUTH, 8 June 1994 from Embassy La Paz, and 9 June 1994 from Embassy Bogota.

24 The classic study of the role of culture and turf in government is: James Q. Wilson, *Bureaucracy: What Government Agencies Do and Why They Do It*, New York: Harper Collins, 1989. Pertinent are the excellent studies: George T. Raach and Ilana Kass, "National Power and the Interagency Process," *Joint Forces Quarterly*, Summer 1995, pp. 8-13; Douglas A. Hartwick, "The Culture at State, the Services, and Military Operations: Bridging the Communication Gap," Washington, DC: National War College, April 12, 1984; Rosemary Hansen and Rick Rife, "Defense is from Mars and State is from Venus: Improving Communications and Promoting National Security," Palo Alto: Stanford University, May 1998. Other impediments to sound decisionmaking are: groupthink, information overload, insufficient information, lack of time, faulty analogy, insufficient analysis of options, and the personal predispositions of the decisionmaker. The interaction of these factors are explored in the writings of Irving L. Janis, Alexander George, and Graham Allison.

25 Adapted from Robert Johnson, Foreign Service Officer, "Teaching Notes," Department of National Security and Strategy, U.S. Army War College.

26 National Defense Panel, *Transforming Defense: National Security in the 21st Century*, Arlington, Virginia: 1997, p. 66.

27 There are indications that even the Department of State, the first among equals of the executive departments, is beginning to understand the value of strategic planning. See: Secretary's Office of Resources, Plans, and Policy, U.S. Department of State, *U.S. Department of State Strategic Plan*, Washington, DC, September 1997. Moreover, the U.S. Army and State established an ongoing tutorial to teach strategic planning to diplomats. At the same time, more State students will attend the Army War College course through distance learning. Excellent advice on how military culture should interact with the culture of non government organizations during humanitarian relief operations, peacekeeping, and stability operations is: Judith Stiehm, "The Challenge of Civil-Military Cooperation in Peacekeeping," *Airman-Scholar*, Vol. IV, No.1 (Winter 1998), pp. 26-35.

28 Military officers contemplating assignment to the Pentagon or civilians wishing to understand how to work with counterparts there should read the advice in: Perry Smith, *Assignment Pentagon: The Insider's Guide to the Potomac Puzzle Palace*, second edition, revised, Washington: Brassey's, 1992.

29 Both quotations are in: Chas. W. Freeman, Jr., *The Diplomat's Dictionary*, Washington: National Defense University Press, 1994, pp. 40, 100.