

APPENDIX C: Doctrine and Publication Resources



Strategy → Guidance → Plans



DOD and CJCS Publications

- DODD 5100.01, *Functions of the Department of Defense and Its Major Components* addresses the organization and functions of the DOD and its major components. <http://www.dtic.mil/whs/directives/corres/pdf/510001p.pdf>
- DODD 5105.75, *Department of Defense Operations at U.S. Embassies* provides policy and assigns responsibilities for the operation of DOD elements at U.S. embassies pursuant to Title 10 and Title 22 USC. <http://www.dtic.mil/whs/directives/corres/pdf/510575p.pdf>
- CJCSI 3141, *Management and Review of Joint Strategic Capabilities Plan (JSCP) Tasked Plans* is a CJCS instruction which establishes responsibilities and procedures for the management and review of JSCP tasked plans submitted to the CJCS. Details include the Adaptive Planning and Execution (APEX) system, **IA review process and Promote Cooperation fundamentals and protocols**. While unclassified, this CJCSI is accessed on the SIPR net.

Joint Doctrinal Publications

- Note that the joint doctrinal publications are available on the NIPR in the "Joint Electronic Library." http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm
- Joint Pub 1, *Doctrine for the Armed Forces of the United States* is the capstone publication for all that follow. Provides strategic fundamentals and principles, lays out the organization of the DOD, and identifies command authorities and relationships. http://www.dtic.mil/doctrine/new_pubs/jp1.pdf
- Joint Pub 1-02, *Department of Defense Dictionary of Military and Associated Terms* is a dictionary which presents the currently accepted joint terms, abbreviations, and acronyms. When in doubt consult it. http://www.dtic.mil/doctrine/new_pubs/jp1_02.pdf
- Joint Pub 3-22, *Foreign Internal Defense* addresses how joint operations, involving the instruments of national power, support host nation efforts to build capability and capacity to free and protect its society from subversion, lawlessness, and insurgency. http://www.dtic.mil/doctrine/new_pubs/jp3_22.pdf

- Joint Pub 3-08, *Interorganizational Coordination During Joint Operations* addresses coordination of military operations with USG agencies, state, local, and tribal governments, intergovernmental organizations, nongovernmental organizations, and the private sector (unified action partner and entities). http://www.dtic.mil/doctrine/new_pubs/jp3_08.pdf
- Joint Pub 5-0, *Joint Operation Planning* addresses the core of joint operation planning throughout the range of military operations. http://www.dtic.mil/doctrine/new_pubs/jointpub_planning.htm

Other Government Publications

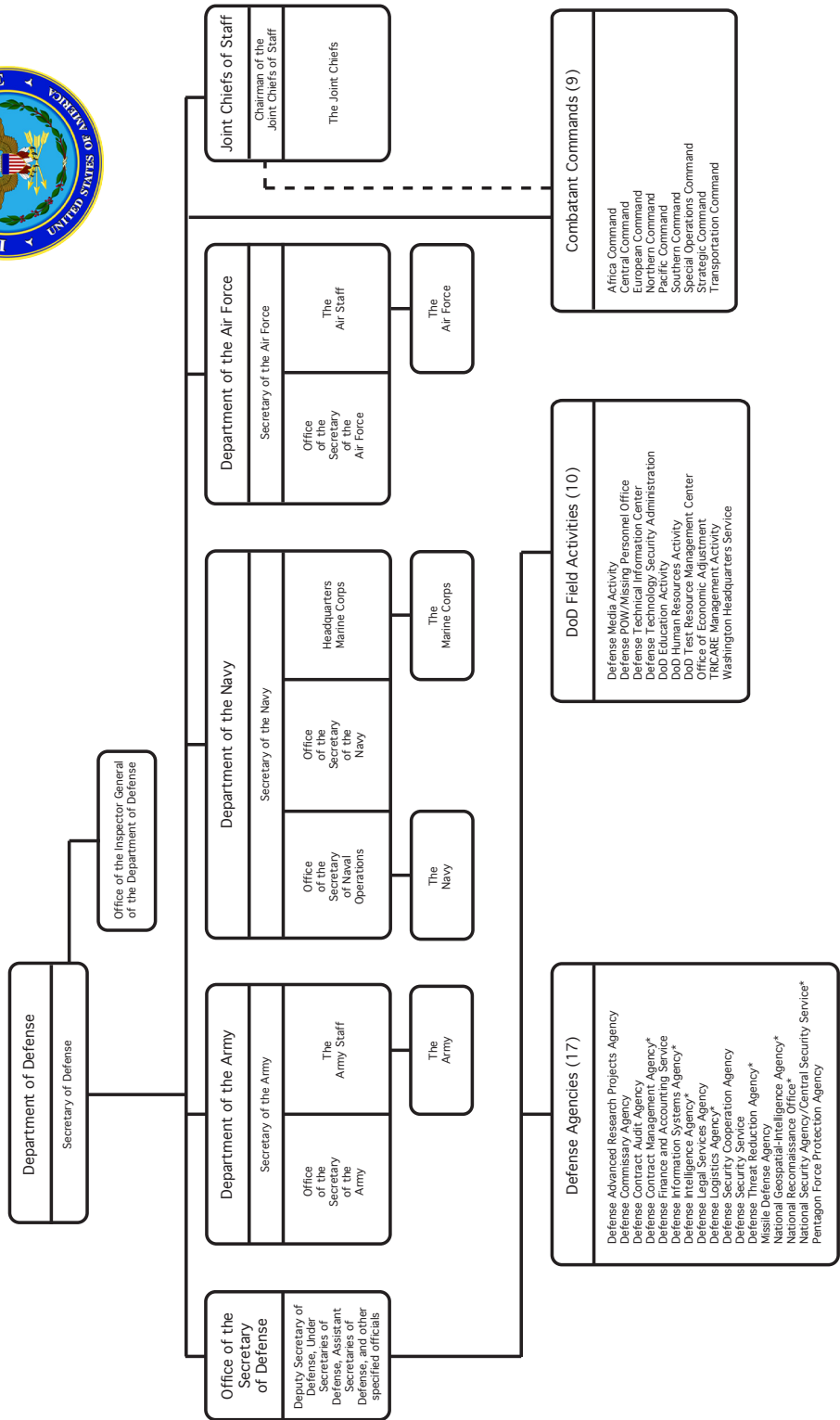
- *3D Planning Guide: Diplomacy, Development, Defense* is produced by State, DOD, and USAID 3D Planning Group (3DPG). This guide helps bridge the gaps between the three planning communities. It presents the distinct kinds of planning purposes, approaches, and processes currently in use, and describes the next steps in 3D planning. Drafts are updated periodically based upon the 3DPG interaction and findings. It is an unclassified document that is resident on the SIPR.
- *Quadrennial Diplomacy and Development Review (QDDR)* is a joint product of State and USAID. At its core, the QDDR provides a blueprint for elevating American “civilian power” (State and USAID) to better advance our national interests. It is a published document, available at: www.state.gov/s/dmr/qddr/index.htm.
- *Civilian-Military Operations Guide* is published by USAID’s Office of Military Affairs (now USAID’s Office of Civilian Military Cooperation). It is designed to bring civilian and military communities closer together in planning and programming together with the aim of producing better and more effective results. http://pdf.usaid.gov/pdf_docs/PNADS180.pdf
- *Interagency Conflict Assessment Framework (ICAF)* is the USG methodology to develop a commonly held understanding, across relevant USG Departments and Agencies of the dynamics driving and mitigating violent conflict within a country, that informs U.S. policy and planning decisions. <http://www.state.gov/documents/organization/187786.pdf>

Other Publications

- *Guide for Participants in Peace, Stability, and Relief Operations* is produced by the United States Institute of Peace (USIP). This guide provides a framework and scenarios for operations; describes institutions that respond to crisis; and profiles government agencies and humanitarian organizations. It intends to help those in the field to quickly understand their environment, counterparts, and challenges. Available for purchase from USIP bookstore or public sites such as Amazon: <http://bookstore.usip.org/books/BookDetail.aspx?productID=146833>.
- *Guiding Principles for Stabilization and Reconstruction* is produced by the United States Institute of Peace and the U.S. Army Peacekeeping and Stability Operations Institute. *Guiding Principles* presents the first-ever, comprehensive set of shared principles for building sustainable peace in societies emerging from violent conflict. The manual serves as a tool for USG civilian planners and practitioners engaged in stabilization and reconstruction (S&R) missions, and is a valuable resource for international actors and nongovernmental organizations. *Guiding Principles* provides: an overarching strategic framework for S&R missions based on a construct of End States, Conditions and Approaches; and a comprehensive set of shared principles and processes, distilled from the wealth of lessons that have emerged from past S&R missions. Available for purchase from USIP bookstore or public sites such as Amazon, or download pdf at: <http://www.usip.org/publications/guiding-principles-stabilization-and-reconstruction>.

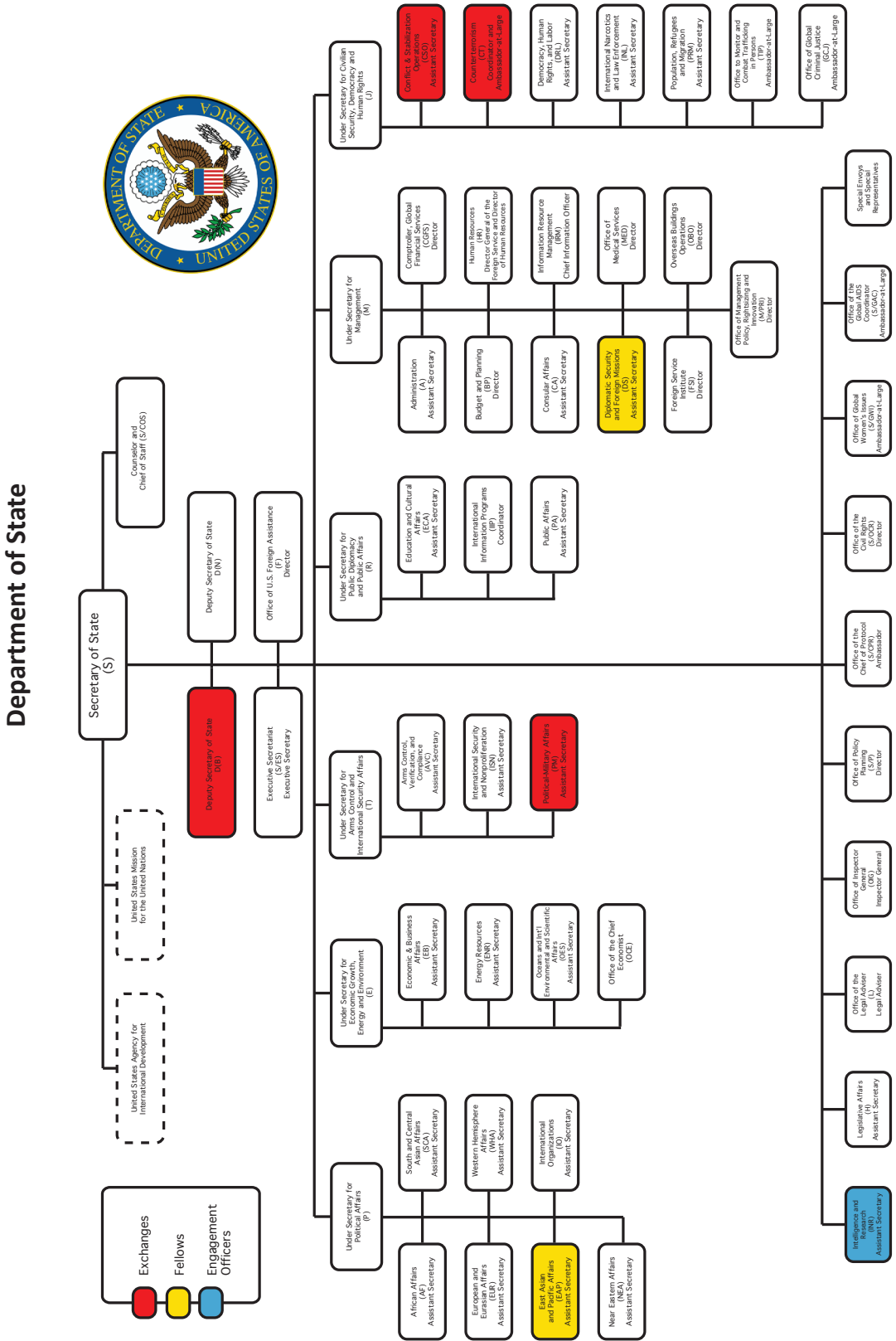


Department of Defense



* Identified as a Combat Support Agency (CSA)

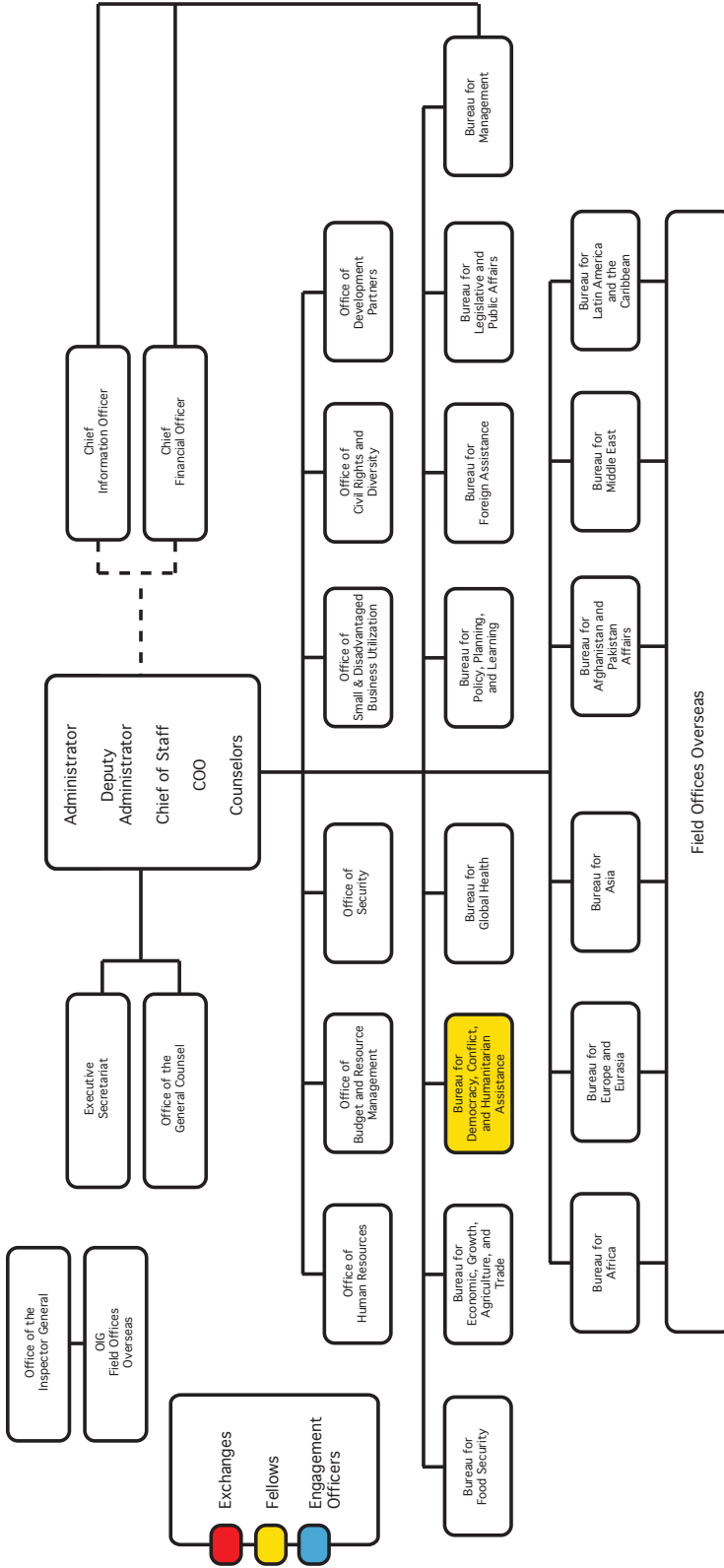
FIGURE 2: Department of State Organizational Chart



Department of State

FIGURE 3: United States Agency for International Development Organizational Chart

United States Agency for International Development



Areas of Responsibility

**FIGURE 4: United States Department of State, United States Agency for International Development and United States Department of Defense
AREAS OF RESPONSIBILITY**

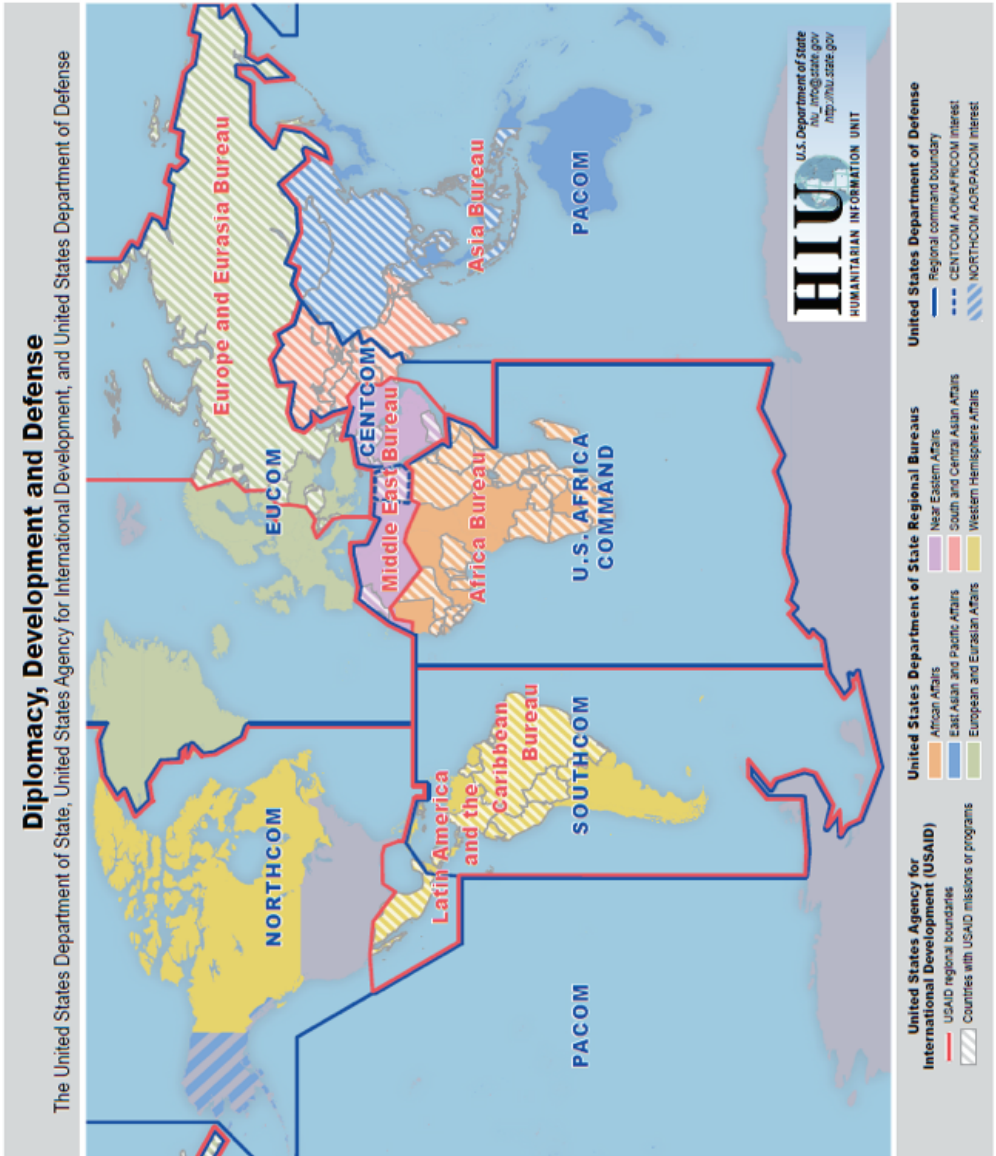


FIGURE 5: Department of Homeland Security Organizational Chart



Department of Homeland Security

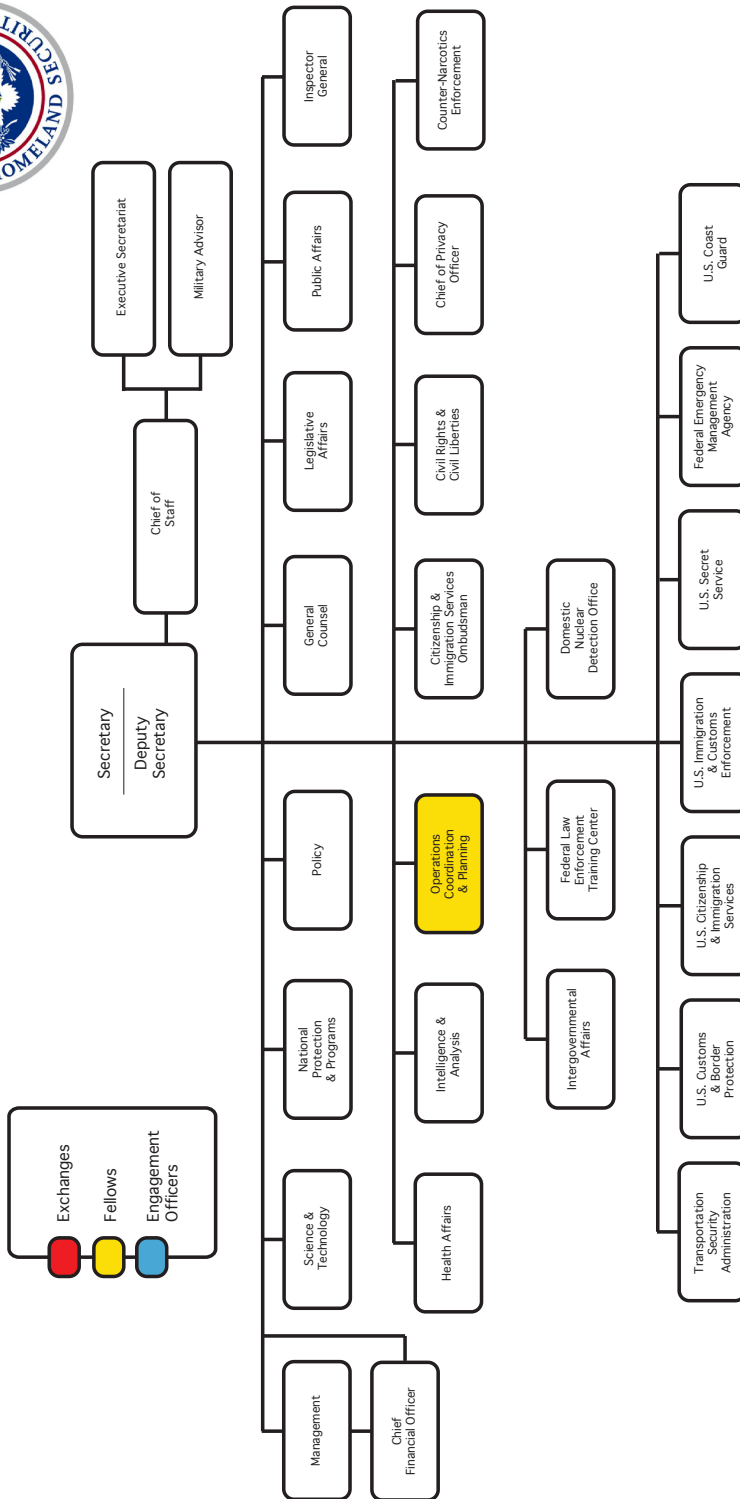


FIGURE 6: Department of Justice Organizational Chart

Department of Justice

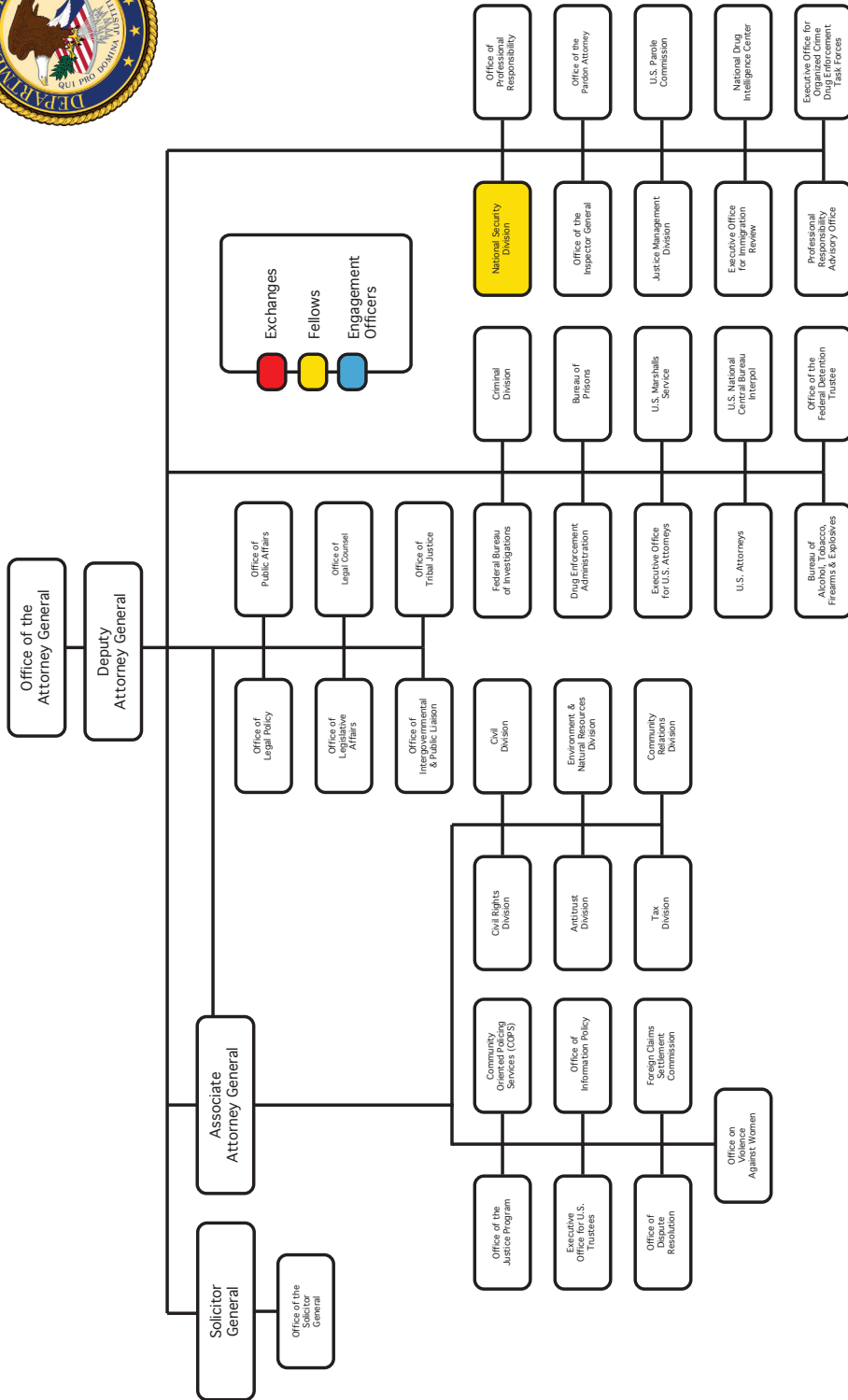


FIGURE 7: Current location of Marines within the Interagency (FY12)

Billet Rank	Department	Agency/Office	Type	Marine Corps Billet Sponsor	Notes
Colonel	State	DepSec Policy	Exchange	PP8O	Senior Marine
Colonel	State	UnderSec Public Diplomacy & Public Affairs	Other	PP8O	
LtCol/Maj	State	Pol-Mil Policy	Exchange	PP8O	
LtCol/Maj	State	Conflict & Stabilization	Exchange	PP8O	
LtCol/Maj	State	Counterterrorism	Exchange	PP8O	
LtCol	State	East Asian and Pacific Affairs	Fellow	MCU	
Capt	State	Intelligence and Research	Engagement Officer (EO)	DIRINT	JOSIP Program
LtCol	State	Diplomatic Security	Fellow	MCU	
LtCol	USAID	Office of Civilian Military Cooperation	Fellow	MCU	
LtCol	DOJ	HQ- National Security Division	Fellow	MCU	Judge Advocate
LtCol	DHS	Operations Coordinating & Planning	Fellow	MCU	
LtCol	ODNI		Fellow	MCU	
Various	CIA		LNO		
LtCol	Department of Transportation	Federal Aviation Administration	Other	DC, Aviation	1 billet
SSgt	DOJ	Drug Enforcement Agency	Other	DIRINT	1 intelligence billet
Col	NASA	Astronaut	Other	DC, Aviation	
Various	ODNI	Various	Other	DIRINT	6 billets
Maj	NGA		Other	DIRINT	5 billets (2 filled)
Capt	Treasury	Office of Intelligence and Analysis	EO	DIRINT	JOSIP Program
Capt-LtCol	White House	Various	Other	None	9 billets (5 filled)
Maj	National Reconnaissance Office		LNO	PP8O	

*Note: This depicts a snapshot of assignments and is not an authoritative list.

In addition to the billets listed above, Marines work within the U.S. Interagency through Joint Staff and OSD billets; often these Marines serve on a one-time basis by name request. Moreover, HQMC, DIRINT interfaces with national agencies at the following locations:

National Security Agency (NSA): Marine Corps Cryptologic Office (MCO) - The MCO serves as the liaison for DIRINT to NSA on policy and Service issues related to Signals Intelligence (SIGINT).

Marine Cryptologic Support Battalion (MCSB): Serves as the Service Cryptologic Component to NSA; assigned Marines are under the Operational Control of Director, NSA in support of the national SIGINT mission.

National Geospatial-Intelligence Agency (NGA): Marine Corps Geospatial Intelligence (GEOINT) Office (MGO) The MGO serves as DIRINT's liaison to Director, NGA on policy and Service issues related to GEOINT.

Marine Corps National GEOINT Support Team (NST): NGA's liaison to the Marine Corps; provides synchronized support to USMC for GEOINT and related activities. Individual Marine officers are assigned to individual sections based on unit manning document.

Defense Intelligence Agency (DIA): The Marine Corps currently has no formal liaison officer assigned. Individual Marine officers and enlisted are assigned to individual sections based on unit manning document. The senior Marine assigned to DIA, however, does perform liaison-like functions when called upon to advocate a particular Service position on behalf of the DIRINT or a DIA position to the DIRINT. Marines are assigned to the Defense Attaché System (DAS), administered by the Director, DIA, and represent their Services as well as the DOD and DAS. Additionally, the Director DIA is the General Defense Intelligence Program Manager (GDIP) and functional manager for general military intelligence and Counterintelligence/ Human Intelligence (CI/HUMINT), necessitating DIRINT's participation at a number of forums connected to GDIP and national-level Military Intelligence resources, and Department-level CI/HUMINT to include the Defense HUMINT Enterprise.

Office of the Director of National Intelligence (ODNI): The Marine Corps has no formal liaison officer assigned. Individual Marine officers are assigned to individuals offices based on unit manning document, but these Marines do perform liaison-like functions when called upon to advocate a particular Service position on behalf of the DIRINT or a DNI position to the DIRINT.

Central Intelligence Agency (CIA): Marines sponsored by the DIRINT (to Office of Military Affairs) and PP&O are assigned to the CIA.



FIGURE 8: Current Marine Attaches and their Locations

Billet Rank	Embassy Location	Billet	Notes
LtCol	Ghana	Attaché	Senior Defense Official (SDO)
Maj	Kenya	Attaché	
Maj	Liberia	Attaché	
LtCol	Senegal	Attaché	
LtCol	Iraq	Attaché	
Maj	Jordan	Attaché	
LtCol	Oman	Attaché	
LtCol	Pakistan	Attaché	
LtCol	Azerbaijan	Attaché	
LtCol	France	Attaché	
LtCol	Georgia	Attaché	
Maj	Israel	Attaché	
LtCol	Italy	Attaché	
LtCol	Latvia	Attaché	SDO
LtCol	Russia	Attaché	
Maj	Spain	Attaché	
Maj	Turkey	Attaché	
LtCol	United Kingdom	Attaché	
Maj	Ukraine	Attaché	
Maj	Mexico	Attaché	
Maj	Australia	Attaché	
LtCol	China	Attaché	
Maj	China	Attaché	
Maj	Indonesia	Attaché	
LtCol	Japan	Attaché	
Maj	Philippines	Attaché	
LtCol	Singapore	Attaché	
LtCol	Taiwan	Attaché	
Maj	Vietnam	Attaché	
Maj	Bolivia	Attaché	
Maj	Brazil	Attaché	
Maj	Colombia	Attaché	
LtCol	Dominican Republic	Attaché	SDO
Maj	Nicaragua	Attaché	
Col	Paraguay	Attaché	SDO

FIGURE 9: Current Marine Security Cooperation Officers (SCOs)

Rank	Embassy Location	Billet	Notes
Maj	Bahrain	Security Cooperation Officer	
Maj	Iraq	Security Cooperation Officer	Located in Saudi Arabia
LtCol	United Arab Emirates	Security Cooperation Officer	
Maj	Greece	Security Cooperation Officer	
LtCol	Norway	Security Cooperation Officer	
LtCol	Spain	Security Cooperation Officer	
LtCol	United Kingdom	Security Cooperation Officer	
LtCol	Philippines	Security Cooperation Officer	
LtCol	Thailand	Security Cooperation Officer	
LtCol	Colombia	Security Cooperation Officer	
Capt	Ecuador	Security Cooperation Officer	
Capt	Peru	Security Cooperation Officer	

FIGURE 10: Current Location of Interagency personnel located within USMC

USG Agency	Marine Corps organization assigned	Billet	Notes
State	CMC	POLAD	Not Filled
State	MARFORPAC	POLAD	
State	MARFOREUR/AF	POLAD	
State	USMARCENT	POLAD	
State	USMARCENT Forward	POLAD	
State	Marine Corps University	State Chair	Faculty
DIA	Marine Corps University	DIA Chair	Faculty
DHS	Marine Corps University	DHS Chair	Faculty (pending MOU)
DOJ	Marine Corps University	FBI Chair	Faculty
CIA	Marine Corps University	CIA Chair	Faculty
Various*	Marine Corps University	Students at various colleges	
State	Marine Corps Security Guard School	State Instructors	(3 billets)
State	Marine Corps Embassy Security Group	Diplomatic Security Service Agent	

* MCU IA students came from State (2), DIA, DOJ (3), CIA (2), DHS, Nat Geo Intel activity (1) in AY 2011-2012

FIGURE 11: Current Location of Interagency Civilian/Contractors/Specialists

Marine Corps organization assigned	Billet	Notes/job description
MCCDC, MSTP	Interagency/Civil Affairs Analyst (3 billets)	Provide civil affairs, civil-military operations (CMO) and IA expertise in training MAGTF staffs. Work with IA representatives to develop exercise products ensuring commander's training objectives are met. Observe staff actions during the exercise and provide after action input. Review related doctrine and recommend changes. Provide CMO and IA input into MSTP Pamphlets
MCCDC, TECOM	Interagency Coordinator	Responsible for the coordination of Marine Corps-IA training requirements with other USG departments.
MCCDC, CDD, CIWID	Interagency Analyst	Responsible for Marine Corps-IA interoperability capability development for irregular warfare activities; stability operations, counterinsurgency, security force assistance, and support to counter-terrorism





NOTES



