



A continuum of purposes

Federal agencies and their missions

Ann Miller

Sandy Newett

Alison Vernon

13 May 2004

Recognizing the differences



- Each agency publishes its strategies, mission statements and goals in a Strategic Plan.
- These documents lend important clues to the **similarities and differences** between the agencies.

What are the similarities?



- Each agency values **integrity** as a key component of their mission.
- Each agency's mission is to **help the American people** in some way.
- Each agency's missions and goals were **profoundly affected by September 11th**.

What are some of the key differences?



- There are differences between agencies based on their primary **goal**:
 - Defend
 - Protect
 - Promote
 - Develop

What are some of the key differences?



- The ways in which they achieve their goals—how each agency **functions**...
 - There are agencies who are more oriented towards **responding to sudden crises** and...
 - Others that are more oriented to **daily activities** and are less able to respond to sudden crises...

What are some of the key differences?

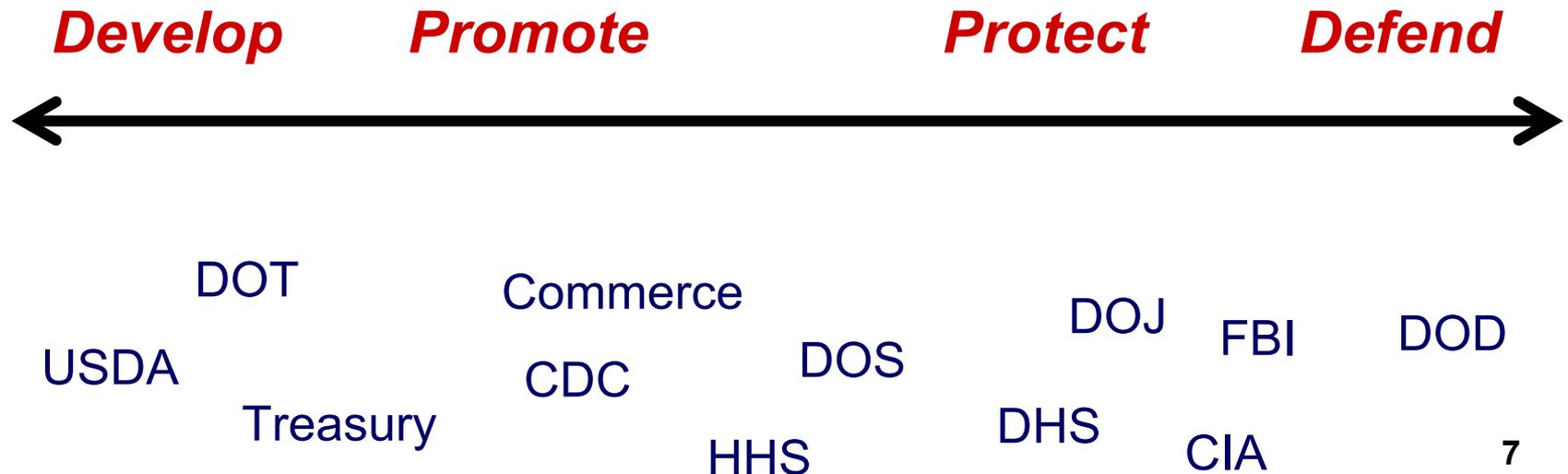


- The **values** they prize...
 - Do they prize efforts that are marked by **collaboration**?
 - Or do they prize efforts that are marked by **obedience**?

The Continuum

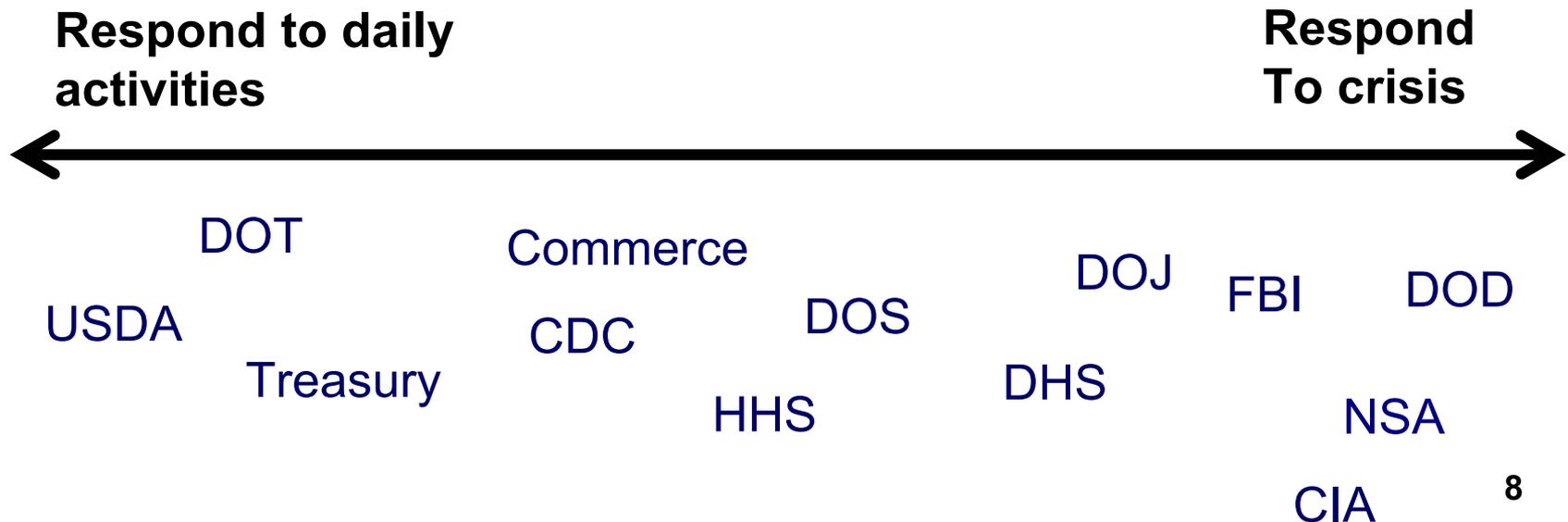


- All of these differences can be seen along continuums.
- There is a continuum of **goals**...



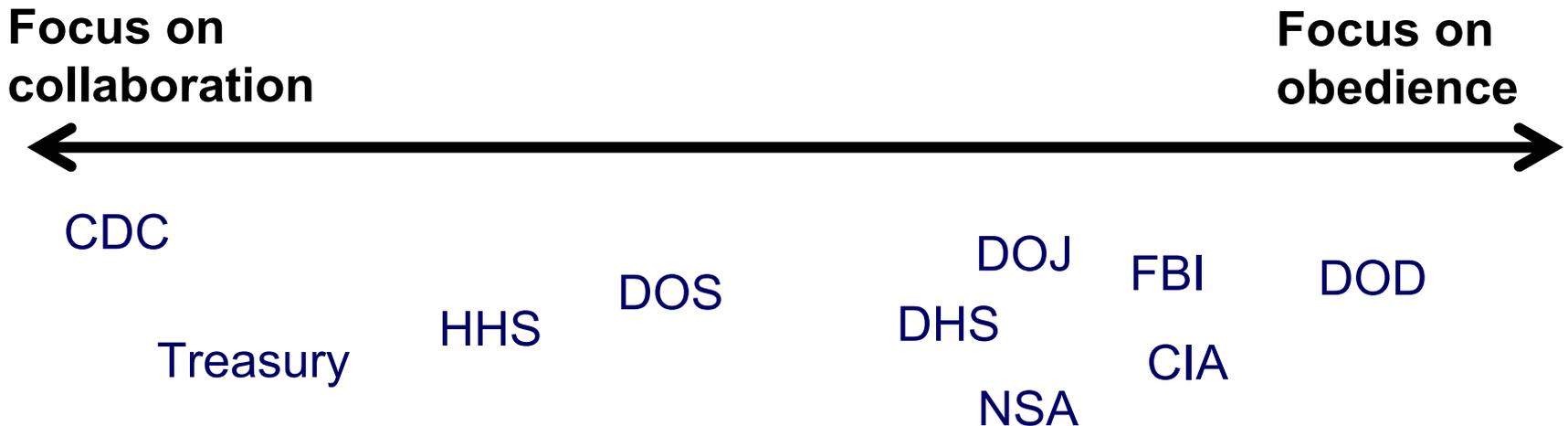
The Continuum

- There is a continuum based upon the focus on response to daily activities or crisis situations....



The Continuum

- And a continuum based on priority values of obedience or collaboration...



Observations



- Very **few** agencies **change their place** on the continuum. In other words, there seems to be a **common thread...**

Observations



- Agencies that have as a goal promoting or developing, also:
 - Focus on collaboration.
 - And mostly respond to daily activities

*Responding to crises is **not their normal way of functioning.***

Observations



- Agencies that have as a goal **defending or protecting** also...
 - Focus on **obedience** and
 - Mostly train to **respond to crisis situations**...

This does not mean that they do not do daily activities, but these activities are geared towards crises.

What does this mean?



- Agencies whose main purpose is to be **able to respond to sudden crises**—at home or abroad—will necessarily have **more training resources** to be able to respond effectively.

What does this mean?



- Agencies who have **day-to-day responsibilities** as their main purpose will have fewer **resources to train for crisis situations**, even if they will be called on to respond.
- This means that agencies who are in the left of the spectrum will have a **much harder time deploying teams** to the site of a crisis.

What does this mean?



- When **values** are different, it may be hard to establish a constructive dialog.
 - Agencies which **focus on collaboration** will not respond well to a situation that demands obedience.
 - Agencies which **focus on obedience** will be frustrated by situations that require collaboration.

What does this mean for achieving interagency cooperation?



- Agencies who have **day-to-day responsibilities** may be **less able to plan or participate** in interagency training.
- Thus, interagency training must be done in a way that they can participate.

What does this mean for achieving interagency cooperation?



- A **real understanding** of different values and processes of each of the agencies must be achieved in order to have a dialog.
- Understanding means and capabilities will not happen unless a **constructive dialog is established first.**