

INTERAGENCY NEWS

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ITEA PROGRESS REPORT:

ITEA at the Combatant Commands

ITEA continues to conduct educational programs focusing on improved interagency communication and coordination for the combatant commands. While the target audience for these programs was initially the Joint Interagency Coordination Groups (JIACG), several commands have requested that the JIACG programs be available to a wider audience (within their command).

ITEA's educational programs focus on preparing newly assigned and existing members of combatant command JIACGs, military and civilian, to interact with other members of the combatant command and interagency community, leverage the expertise of those departments/agencies, and achieve greater unity of effort during crisis planning and response. These programs also aim to explain the linkage between the Washington-based policy planning community and policy implementers at the combatant commands level.

Course material focuses on the national strategic planning process within the evolving security environment; linkages between policy developed at the national strategic level with actual planning and implementation at the combatant command level; planning considerations throughout the interagency community; USG interagency partners with whom participants will need to coordinate, including liaison representatives within the JIACG or CoCom staff, as well as Country Teams; interagency cultural considerations; NGOs and international partners; JIACG history, organization, functions and doctrine; as well as specific command topical requirements. The course format is primarily lecture and discussion, with some small group exercises as appropriate.

In November 2006, ITEA conducted a 3 day JIACG Education Program at the European Command headquarters in Stuttgart, Germany. The audience consisted of 40 military officers from the JIACG as well as other staff elements interested and/or involved in interagency coordination. In addition to the standard curriculum for the JIACG program, specific topics on overseas consequence management were incorporated into the EUCOM program.

In March 2006, the ITEA program conducted a two day course at Strategic Command's Joint Information Operations Center (JIOC) in San Antonio, Texas. Since the Command's JIACG is still evolving, ITEA conducted a modified JIACG program for their JIOC instead. The audience consisted of 30 military officers. While most were from the JIOC, there was also some representation from STRATCOM headquarters and JIOC military liaison officers. In addition to the standard curriculum for the JIACG program, specific topics on strategic communications were incorporated into this program.

The next educational program for a combatant command is scheduled for SOUTHCOM headquarters in Miami, Florida on May 24 and 25, 2006. This program is being co-sponsored by SOUTHCOM's Joint Interagency Training Specialist (JIATS) and Joint Interagency Coordination Group (JIACG) and will be open to the entire command. Civilian liaison officers to the command will discuss their department's mission, organizations, capabilities, limitations, and role in interagency coordination. Other topics will include the role of non-governmental organizations, interagency cultures, an introduction to the strategic-level interagency process, rules of engagement during a complex crisis, and USG planning.

ITEA is also working with TRANSCOM to determine the feasibility of conducting an educational program for their JIACG in the summer of 2006. This program would include standard topics for JIACG training, as well as any specific topical information concerning interagency coordination and collaboration in the area of TRANSCOM's functional role and responsibilities.

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ITEA PROGRESS REPORT:

INTERAGENCY EDUCATION SYMPOSIA IN WASHINGTON, DC

In addition to the JIACG programs, ITEA conducts Interagency Education Symposia at NDU for the Washington-based interagency community. As with the JIACG programs, ITEA's three day resident course is geared toward promoting a better foundation in interagency communication, coordination, and cooperation within the executive branch of government through enhanced understanding of interagency processes, cultures, mandates, and capabilities found within USG departments and agencies, non-governmental and international organizations. While the objectives of the strategic-level and JIACG programs are similar, the information provided and audience composition differs.

The Interagency Education Symposia are conducted at NDU for USG civilian and military officials (GS-13 through GS-15, O-5/O-6, and equivalents) that are in policy or planning positions that require extensive interagency coordination. Participants include Washington-based staff from throughout the interagency community as well as limited members of academia, think tanks, and other non-governmental organizations. Representatives from the Departments of State, Defense, Homeland Security, Justice, and the US Agency for International Development routinely attend these events.

ITEA conducted Interagency Education Symposia in December 2005 and April 2006 and is working toward its goal of conducting programs on a quarterly basis. Course material includes an overview of the strategic environment, national and homeland security councils, the vision and ongoing interagency initiatives of executive branch departments and agencies, and the role of congress, the private sector, foreign governments, and non-governmental and international organizations in coordination.

The course format consists of presentations, grouped by topic, followed by Q&A/discussion periods. We also incorporate limited facilitated, small group discussion each day that focuses on a specific topic. The issues discussed in April were cultural challenges to interagency cooperation, strategic communications, and strategic planning. While we aim to provide our audience information that is current and beneficial, our emphasis is on dialogue and the exchange of ideas.

The next Interagency Education Symposium is scheduled for September 12-14, 2006 at the National Defense University.

Other ITEA News

DISTANCE LEARNING COURSES

The JIACG distance learning course that ITEA developed with the Joint Knowledge Development and Distribution Capability (JKDDC) is now available on JKDDC's Knowledge Portal at www.jkddc.jmo.org. You need a .mil or .gov email address to create an account and access any of their distance learning courses.

This 16 seat-hour distributed learning course is designed to provide current or incoming members of a JIACG (military or civilian) a greater understanding of the purpose and utility of interagency cooperation at the operational level, and the importance of interacting with other members of the combatant command and interagency community to leverage the expertise of those departments/agencies to achieve greater unity of effort during crisis planning and response. It provides JIACG members information similar to that ITEA would present at its educational programs, but in a more readily accessible format given high turnover in personnel and the limited number of programs ITEA is able to conduct at the combatant commands during a single year.

Course material is organized into four modules—JIACG, Environment, Players and Process. Modules focus on JIACG history, organization, function and doctrine; key issues within the evolving security environment, including transnational threats and terrorism; USG interagency community departments and agencies; NGOs and international partners; as well as the structure and function of the National Security Council and interagency strategic level planning. The course format is web-based with practice questions at the end of each set of topic pages.

ITEA is the lead development agent for four follow-on distance learning courses -- Joint Strategic Policy, Joint Strategic Communications, Joint Stabilization and Reconstruction Education and Training, and Joint Interagency Planning. ITEA is working with JDDKC on the initial stage of course development, namely the validation of the course purpose and objectives/topics. ITEA will be turning to subject matter experts on these topics for their guidance and inputs.

Upcoming Events

Interagency Education Symposium September 12-14, 2006

ITEA will host its next Interagency Education Symposium from 12-14 September at the National Defense University's National Strategic Gaming Center. The symposium builds on our modular (environment, players, process) approach to interagency education as well as previous iterations of this event. The target audience for this symposium consists of government officials (GS-13 through GS-15, O-5/O-6, and equivalents) in policy or planning positions that require extensive interagency coordination. The tentative agenda and additional information is posted in the events section of this website.

Please contact Gloria Paris (parisg@ndu.edu) for information regarding invitations. This conference is by invitation only.

News of Note

- As part of ITEA's ongoing **support to S/CRS**, the policy and outreach team developed and conducted a Spring 2006 exercise focusing on Early Warning and Early Action for Conflict Prevention for a USG-Civil Society team of players, including State, USAID, DOD, Alliance for Peacebuilding, InterAction, and World Vision. ITEA staff have also served on S/CRS's Training Advisory Committee, providing advice and support for their ongoing course development and implementation.
- Since Fall 2005, ITEA has participated in numerous working groups and seminars focusing on the interagency response to a potential **avian influenza pandemic**. We have also conducted policy and educational games for a variety of USG and outreach audiences, including Syracuse University, National Youth Leadership Forum, and CSIS's New York Round Table.

News of Note

- DOD's **Training Transformation for Interagency, Intergovernmental, and Multinational Mission Essential Tasks (TIM2)** initiative held its semi-annual flag-level Executive Steering Group meeting for DOD Components on 13 April. The ESG, chaired by Ryan Henry, the Principal Deputy Undersecretary of Defense for Policy, was updated on TIM2 progress in developing a DoD Directive on Integrated Operations (currently resolving comments through formal coordination), developing education and training requirements for integrated operation (notably with J-7 on a discussion paper planned for presentation at this summer's Joint Faculty Education Conference, which builds on the Chairman's guidance covering officer and enlisted professional military education programs), increasing intergovernmental cooperation (notably with the Department of Homeland Security in synchronizing capability areas and lexicons), increasing communication and cooperation between non-governmental organizations and regional Combatant Commanders (with the help of the United States Institute of Peace), assessing current doctrine to enable integrated operations in conjunction with J-7, reaching beyond DoD for senior engagement with other USG federal agencies (with the purpose of establishing a USG Agencies Executive Steering Group for TIM2), and linking TIM2 efforts to the Quadrennial Defense Review and its Roadmaps, notably in building partners' capacity.
- ITEA provides political-military simulations and -briefings focusing on the interagency planning and management of complex emergencies in support of the University's outreach mission. If you are interested in arranging an **ITEA educational event** for your organization, please contact ITEA@ndu.edu.