



## Joint Interagency Coordination Group (JIACG)

### A Prototyping Effort

#### What is JIACG?

JIACG is a full-time, multifunctional advisory element of the combatant commander's staff that facilitates information sharing throughout the interagency community. Through habitual collaboration, it provides a means to integrate campaign planning efforts at the strategic and operational levels and throughout all U.S. government agencies.

#### What problem does JIACG address?

JIACG bridges the gap between civilian and military campaign planning efforts for potential crises. Accordingly, the JIACG:

- ❑ Participates in theater strategic engagement, deliberate, crisis action, transition, and reconstruction planning and operations
- ❑ Informs the combatant commander and the joint task force of civilian agency campaign planning, sensitivities, and support requirements, capabilities, and limitations
- ❑ Informs civilian agencies of the combatant commander's and the joint task force's operational requirements, concerns, capabilities, and limitations.

Conversely, this new staff capability does not infringe on current military staff responsibilities and does not abrogate any current civilian agency authorities. Accordingly, the JIACG does *not*:

- ❑ Replace any civilian agency staff officer currently assigned to the combatant commander's staff or bypass any existing civilian agency lines of authority and communications
- ❑ Provide civilian agency concurrence to internal Department of Defense staffing actions
- ❑ Interfere with existing memorandums of understanding and agreed-practices for requests for assistance and other formalized interagency request processes
- ❑ Challenge or replace the statutory and presidential-directed relationships for developing, implementing, or executing U.S. national security and foreign policy.

#### How does JIACG address the problem?

JIACG serves as a coordinating body among the civilian agencies in Washington, D.C., the country ambassadors, the combatant command's staff, and other multinational and multilateral bodies within the region.

JIACG functions as the combatant commander's lead proponent for the interagency process and provides the civilian perspective on military operational planning and execution. Its director provides direction, oversight, facilitation, coordination, and synchronization of JIACG activities at all levels in the command.

JIACG is broader in scope than those provisionally fielded for the limited purpose of the global war on terrorism and operates across the full spectrum of interagency activities. Under the direction of a senior

executive service or equivalent official, JIACG is fully integrated within the combatant commander staff's planning and operations.

JIACG comprises mostly civilian personnel with strong interagency experience who formulate, articulate, advocate, and implement the combatant commander's policies, priorities, programs, and procedures for interagency engagement. Designed as a 12-person staff directorate, the JIACG enhances the command's understanding of civilian agencies' efforts. It maintains relationships and uses technologies and techniques that enable coherent assessment of all external civilian planning and implementation. Further, the JIACG coordinates and trains with potential crisis response organizations during peacetime, reducing the time needed to bring a crisis response force to full operational capability.

JIACG operates within a collaborative information environment (CIE) that is linked to combatant commanders' staffs and to the broader interagency community. CIE enables planning and reduces the time needed for coordination and information sharing, allowing the joint force to operate with a somewhat smaller forward-deployed headquarters. CIE also contains a "warehouse" of available information that allows all participants in crisis resolution to share constant access to the same current situation information, orders, briefings, and events.

### **JIACG Implementation**

Based on favorable findings from the Millennium Challenge 2002 experiment, the JROC approved JFCOM operationalizing JIACG prototypes in the combatant commands. Phased prototyping in 2003 and 2004 included successful instantiation and testing of the JFCOM model in real world operations (Operation Iraqi Freedom - JTF4, ORHA, CPA, Haiti Operation – SOUTHCOM JIACG, and Unified Assistance – SE Asia Tsunami); combatant command joint exercises (PACOM Terminal Fury 04 and 05, SOUTHCOM Blue Advance 04, EUCOM Agile Response 04 and Flexible Leader 05, and NORTHCOM Determined Promise 04); and selected expansion of the prototype model to include coalition civil-military coordination.

Insights from JIACG prototyping under operational and exercise conditions:

- ❑ Model effectively addresses the following capability shortfalls: effective information sharing, adaptive civil-military planning, rehearsal planning and exercises, and development of coherent civil-military plans
- ❑ Establishes mechanism for bridging operational level civil-military planning stovepipes
- ❑ Supports Combatant Command planning across the engagement spectrum
- ❑ Enables timely reach-back, habitual relationships and optimizes scarce interagency planning resources through use of the collaborative information environment
- ❑ Decreases turnaround time on questions concerning interagency capability and response plans
- ❑ Leverages the spectrum of US capabilities on issues and challenges

JFCOM is currently preparing a proposed fielding solution for Chairman, Joint Chiefs of Staff and Secretary of Defense review. Solution set will emphasize a netted concept of operations to mitigate additional manning challenges, leverage on-going interagency training development activities, and expand communications connectivity for habitual collaboration. JFCOM package will include a netted concept of operations, procedures for network collaboration, and a inter department reference data base.