



# **Interagency Transformation, Education and After-Action Review (ITEA) Program**



**National Defense University  
Institute for National Strategic Studies,  
National Strategic Gaming Center,**

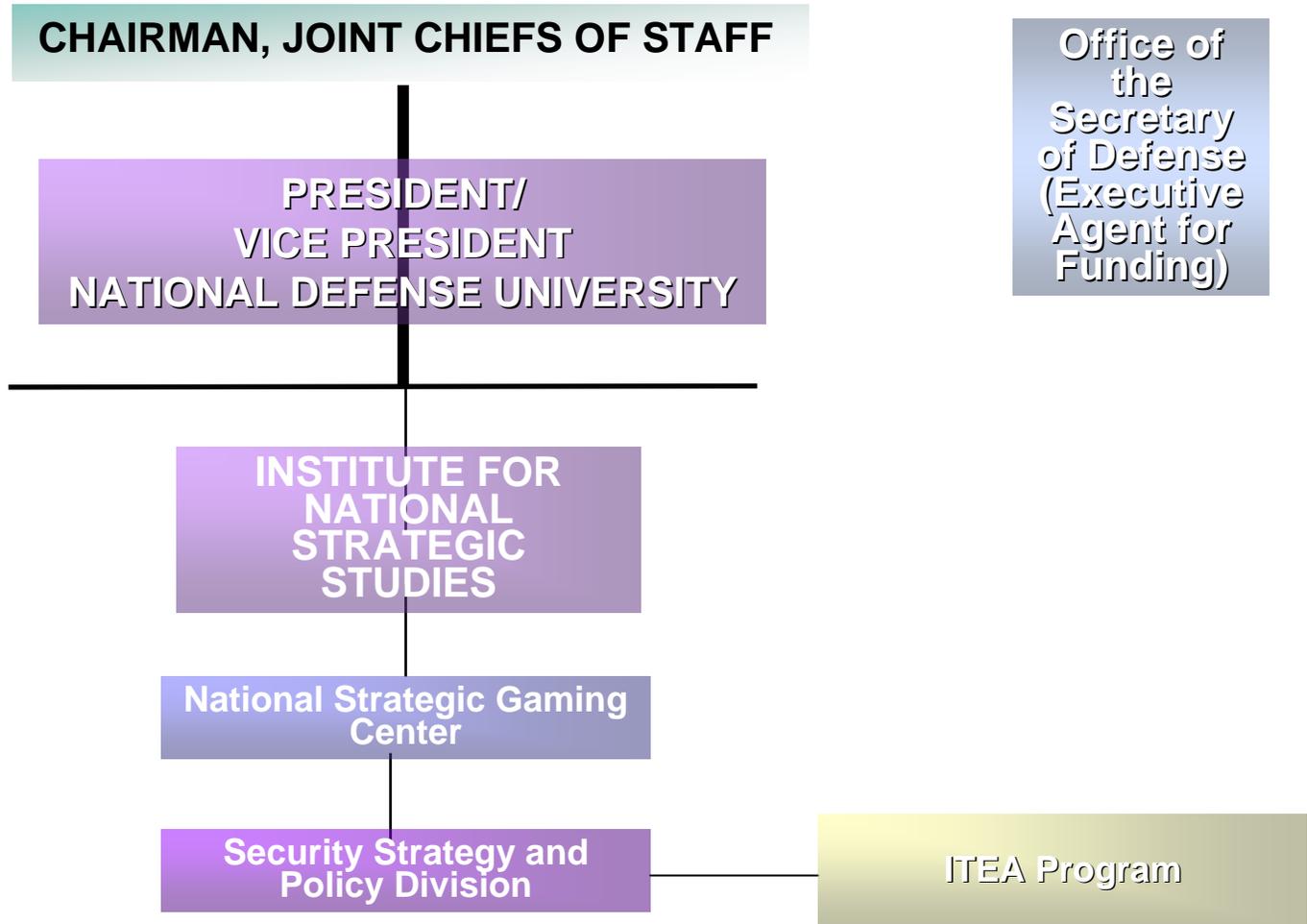


# ITEA: Who We Are

- Interagency Transformation, Education and After-Action Review (ITEA) is a federally-funded program that seeks to improve coordination among the executive departments and agencies responsible for crisis planning and response.
- Established in 1997 in response to the increasing number of complex crises requiring a coordinated response among US Government agencies and departments.
- Conducted under the auspices of the National Security Council and implemented by the Security Strategy and Policy Division of the National Strategic Gaming Center, National Defense University

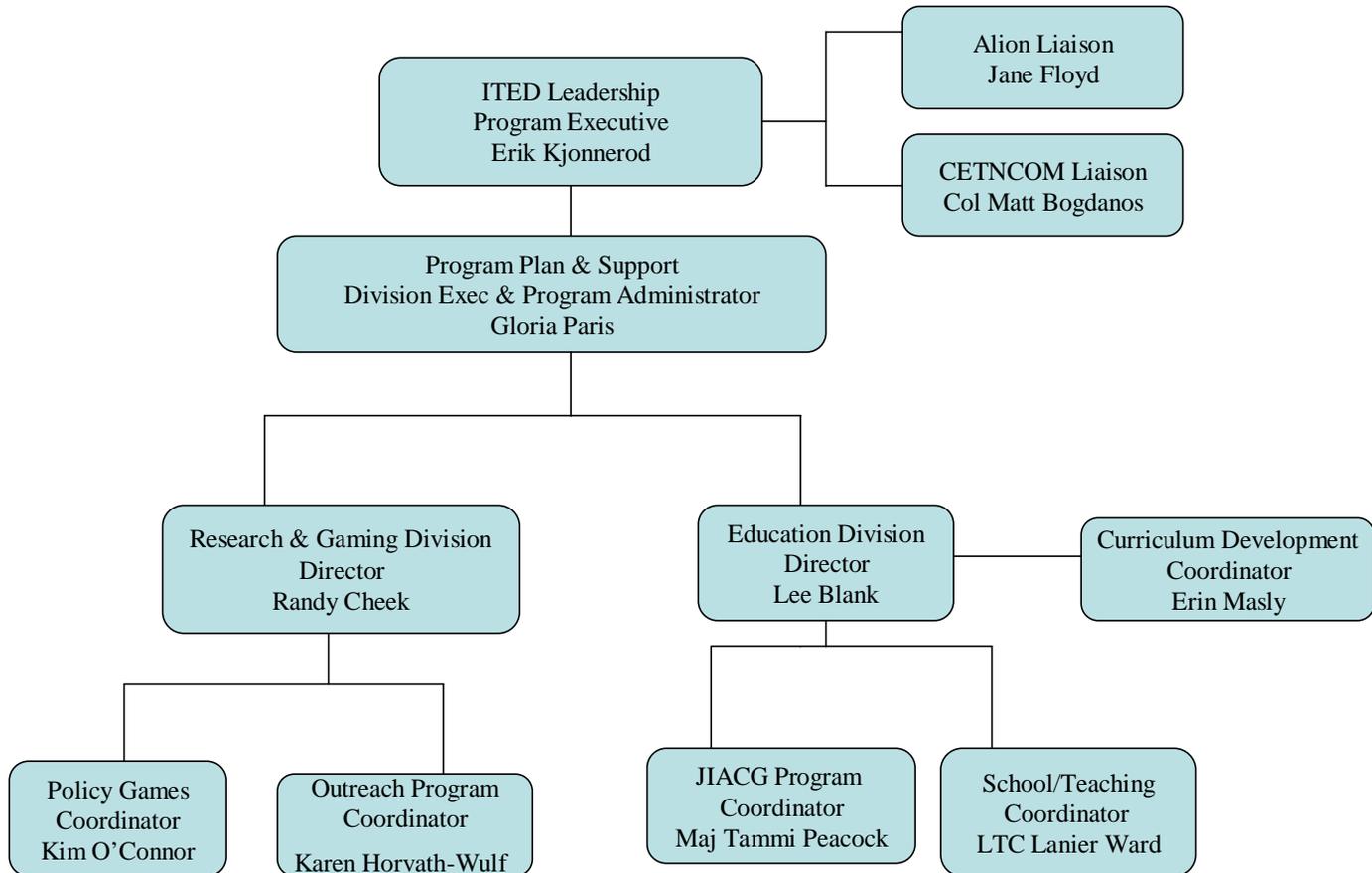


# ITEA: Who We Are





# Interagency Transformation & Education Division





# Mandate

- Presidential Decision Directive 56 (PDD-56) mandated the National Security Council to work with the appropriate USG educational institutions, including NDU, to develop and conduct an interagency training program in order to: “Create a cadre of professionals familiar with the integrated planning process” in order to improve the USG’s ability to manage future operations.
- Program Budget Decision 05 established a yearly budget for FY 2002-FY 2007 for required contractor support, curriculum development, publishing, and travel.



# Mission

- Serve as a national focal point for innovation in education, research, and gaming that addresses the interagency response to complex crises
- Create a cadre of professionals familiar with integrated interagency planning process to improve the USG's ability to manage future operations
- Demonstrate the link between policy development at the national strategic level and actual implementation of policy guidance by the regional Combatant Commands and Country Teams



# Need for Training & Education

- Interagency process is largely *ad hoc*
- Interagency coordination can make or break an operation
- High turnover in personnel
- No mechanism for passing on lessons learned or proven tools
- No practice or “exercising” critical functions



# Educational Program Development

- Initial focus on strategic level policy makers
- Now includes operational and theater-strategic levels
  - Emphasis on Joint Interagency Coordination Groups (JIACG)
- Web development (password protected, member site) to complete initial program requirements online and maintain connectivity with audience
  - Using Blackboard software
  - Estimated completion date: Mid-2005



# Overall Program Structure

## •Course Structure

### •3 Modules:

- Environment
- Players
- Process

•Delivery method: Primarily seminars of facilitated classroom discussion, lectures from subject matter experts, and strategic policy exercises

•Target Audience: Newly appointed office directors and more senior executives in NCR; Personnel assigned to IA planning positions; Appointed JIACG members; Personnel requiring refresher courses

## •Course Duration

- Course duration dependent on audience requirements
- 4-5 day event for Strategic Level audience
- 2 ½-3 day event for Theater-Strategic Level audience



# Overview of Topics

- Environment
  - **Topic 1:** Transnational Threats: Definition & History
  - **Topic 2:** Transnational Threats: The US Response
  - **Topic 3:** Transnational Threats: Terrorism
  - **Topic 4:** The Domestic Environment
  - **Topic 5:** Complex Foreign Crises
- Players
  - **Topic 1:** USG: Preconceptions & Stereotypes
  - **Topic 2:** USG: Transnational Threats
  - **Topic 3:** USG: Homeland Security
  - **Topic 4:** USG: Complex Foreign Crises
  - **Topic 5:** Non-Governmental Organizations & International Organizations
  - **Topic 6:** Closing Discussion
- Process
  - **Topic 1:** Background
  - **Topic 2:** The National Security Council System
  - **Topic 3:** Agency Planning
  - **Topic 4:** Strategic and Operational Level Coordination
  - **Topic 5:** Lessons Learned/After-Action Review



# Mandate

- Recommendation (from CJCS Memo to SecDef, 7 August 2003): NDU develop a resident/exportable and Web-accessible education package tailored to agency and DOD personnel preparing for assignment to a JIACG.
- Tasking (from CJCS Memo to NDU-P, 29 October 2003): Develop short course (2-5 days) of instruction to assist JIACG members in their assignment. The program must provide personnel the requisite knowledge and understanding of interagency culture, planning, and coordination....



# Objectives

- Better prepare newly assigned JIACG staff (military and civilian) to interact with other members of the interagency community; leverage the expertise of those departments/agencies represented, and achieve greater unity of effort during crisis planning and response.
- Demonstrate the link between policy developed at the national strategic level with actual planning and implementation at the Combatant Command level.
- Support the continued expansion of JIACG functionality by developing tailored educational programs that provide the knowledge and skills necessary to promote interagency coordination throughout the spectrum of engagement.



# Benefits

- Development and refinement of planning and decision-making tools
- Better collective understanding of interagency tasks, responsibilities, and challenges
- Dissemination of lessons learned
- Skills building and sharing prior experience of participants
- Establishment of integrated training program



Questions?

[www.ndu.edu/itea](http://www.ndu.edu/itea)



# Overview of Topics

- Environment
  - Transnational Threats: General information on transnational threats- definition, history, impact on US policy
  - Terrorism: Specific info on terrorism and impact of counter-terrorism initiatives on interagency coordination
  - Domestic Environment: Impact of homeland security on US policy and coordination
  - Area of Responsibility: Environment in AOR, including history, threats, relationships with other actors
- Players
  - DOD/Combatant Command: Overview of DOD organization, focusing on CoCom structure
  - USG Civilian Actors: Civilian actors likely to interact with military. Culture, capabilities, mandates.
  - Partners: Non-governmental organizations, international organizations, allies, etc.



# Overview of Topics

- Process
  - JIACG Function Within Command: JIACG orientation within command (advisory, planning, operations) & interaction with other command elements (J3, J5, LNOs)
  - Link Between Strategic and Theater-Strategic Levels: Process for interaction between JIACG and contributing agency, how command fits into national policy formulation process, and how command communicates/coordinates with Washington
  - Strategic Level Interagency Planning Process: Larger view of process (PC, DC, PCC structure), formal vs. informal coordination



# Status of JIACG Program

- US Northern Command
  - Executed 2 ½ day educational program in March 2004
- US Central Command
  - Request for FO/GO seminar to educate personnel on the national strategic interagency process and theater strategic collective tasks, exportable interagency course for action officers, and web based individual interagency staff training module
  - CENTCOM LNO detailed to ITEA beginning late August (90 days) to assist in program development
- US Strategic Command
  - ITEA staff visited command to determine educational requirements in July 2004
  - Program development in progress
  - Projected delivery date of educational program – mid 2005
- US European Command
  - Requested educational program for 20+ JIACG staff
  - ITEA staff will meet with JIACG staff in early November to determine educational requirements and observe JIACG role in Flexible Leader exercise
  - Program delivery scheduled for early 2005



# Other Requirements

- Transforming for Stabilization & Reconstruction Operations Recommendation (Office of Force Transformation)
  - Require training and education for non-DOD departments/agencies. Support current NDU-ITEA program
- Beyond-Goldwater Nichols Recommendation (CSIS Study)
  - The establishment of a training and educational center to impart learning on the process of interagency coordination and planning
- Training Transformation Interagency, Intergovernmental, and Multinational Mission Essential Tasks (TIM2) Task Force (OSD Training Transformation)
  - ITEA chairs interagency working group



# Additional Requirements

- Interagency Training ISO GWOT (JFCOM Recommendation to Secretary of the Army)
  - NSC expand charter of the ITEA program to include IA training and education oversight and direction
- JIACG DOTMLPF Recommendation (JFCOM)
  - NDU, supported by JS J7 and USJFCOM, build on current CT focused JIACG training program and expand current scope of training to include “full-spectrum” JIACG training
- Department of State, Coordinator for Reconstruction and Stabilization
  - Requested assistance in developing educational program in conjunction with FSI