

Education and Training for
Stabilization & Reconstruction:
Issues, Interviews & Solutions

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On the Need for Interagency Training and Education in Today's Environment

“We have joint and interagency people walking in and out of our headquarters like I have never seen before,” says Hertling [Army Brig. Gen. Mark Hertling, assistant commander of the 1st Armored Division in Iraq] of his recent experiences in Iraq.

“Now we have to ensure the training grounds and the schoolhouses catch up with the field in the way we continue to prepare the next generation of leaders and military service members.”

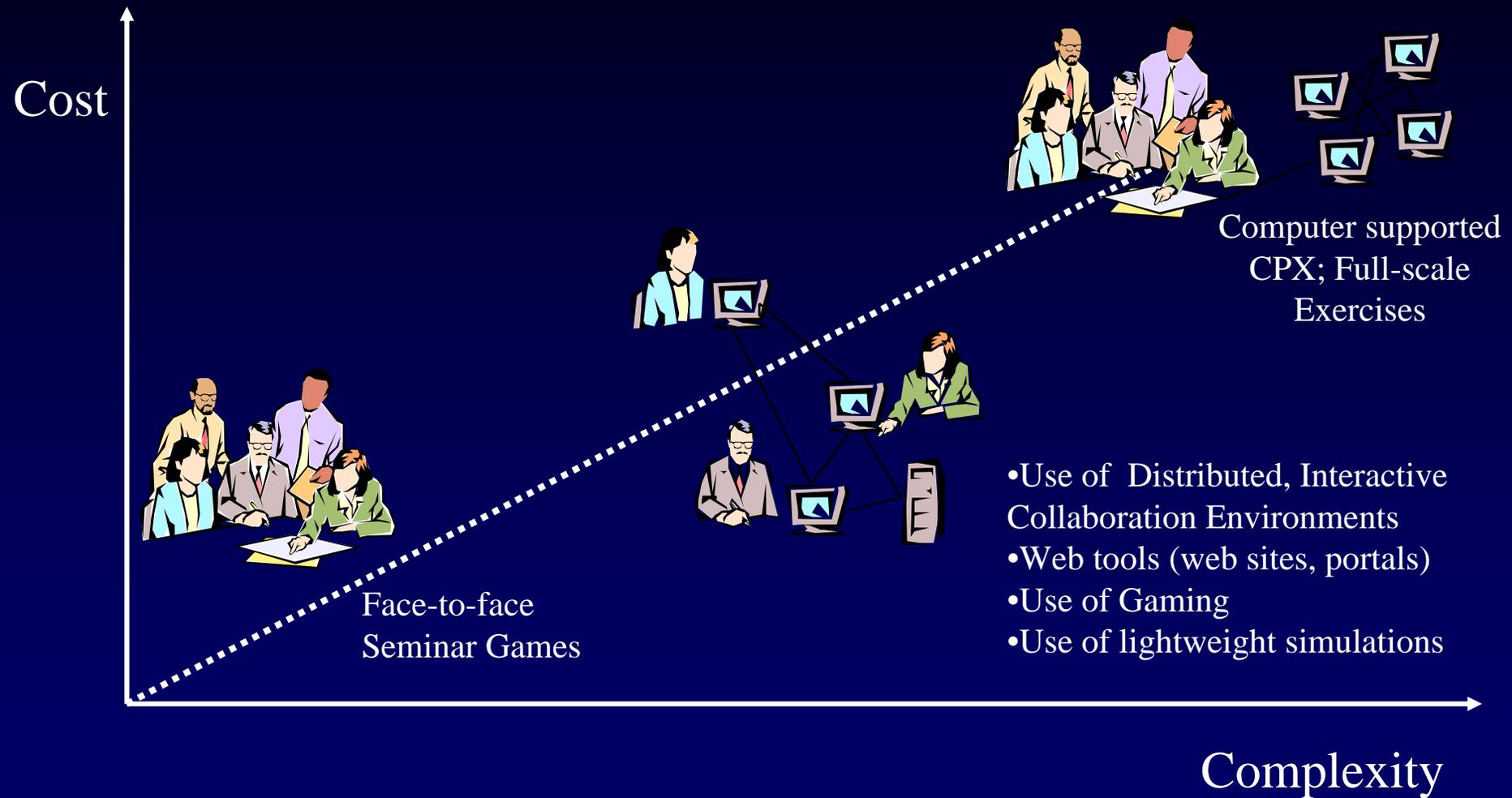
from “Like Pushing a Rope”, Tom Slear, MS&T Magazine, Issue 6/2003



Some of the Issues

- Current training mostly face-to-face (can't scale)
- Most DoD exercises are long, take months to plan, and don't accurately reflect IA roles
- Rapidly changing environment demands rapidly customizable training and education solutions
- There is a need to expand the reach and increase frequency
- Focus needs to be on education about people, processes, and environment
- Agency cultures provide obstacles to education and training – not valued outside of DoD
- Many other institutional issues

New Opportunity for Training





ThoughtLink's Related Projects

- Evaluated games and simulations for OOTW JTF staff training
 - Evaluated web-based environment for pol-mil training (PDD 56)
 - Surveyed IA to develop requirements for strategic-level training
 - Developed Crisis Planning Response (CPR) portal prototype
 - Supported web-site for NGO coordination/information sharing
 - Surveyed IA regarding requirements for JIACGs
 - Reviewed 100 models, simulations, and games for WMD training
 - Supporting JNTC and JAEC re: assessment, evaluation, interagency, coalition, use of low-cost games
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Interagency Training and Education Survey - 2001

- Purpose: Survey USG Agencies to determine
 - Agency responsibilities in planning for or executing complex contingency operations
 - Training and education requirements
- Sponsor: NDU
- Surveyed 76 people from 8 agencies
 - DoD: Joint Staff, OSD; State; Treasury; Justice; NSC; USAID;
 - Intel Agencies: CIA, NIC
- Results used to drive curriculum development for NDU's ITEA Program



Interagency Training and Education Survey (JIACGs) - 2003

- Purpose: Survey US government (USG) agencies in DC to determine:
 - Their perspectives on the JIACG concept and execution
 - Their thoughts on training and education (T&E) needs
 - Sponsors: NDU and JFCOM
 - Surveyed 26 people from 4 agencies
 - Depts. of Justice, State, Treasury and Defense
 - Results complement NDU's interviews at the commands with JIACG members and command staff
 - Results supported DoD's development of DOTMLPF for JIACG Concept
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2001 and 2003 Survey Similarities

- Institutional T&E obstacles remain unchanged
 - Absence of robust IA T&E programs
 - Training not valued at civilian agencies
 - IA skills not rewarded
- Belief in IA coordination still a religion – one is either a believer or an un-believer
 - In both surveys, most respondents were believers: “...*a life-sustaining necessity*” [2003 survey]
- Need to address the “P” areas
 - Policy, Process, People

Differences between ITEA 2001 and 2003 Surveys

- Potential ITEA audience has expanded
 - JIACGs, CPA, Operation Enduring Freedom in Afghanistan
 - Homeland Security T&E needs are huge
- IA communications HW/SW greatly improved
 - Much wider availability of secure comms
 - Use of a secure collaborative environment
- Profound frustration with current IA process
 - *“NSC has been spayed and neutered. They’re no longer coordinating and driving the IA process. Now they’re just hoping everyone gets along.”*
 - *“The interagency concept is good in theory but in practice is nonfunctional”*

Sample Curriculum

- Interagency 101: Agencies' capabilities, authorities and restrictions
 - *“This is especially needed for the military. Military staff at EUCOM are reservists, so they really need it.”*
- JIACG 101: Need for a mission statement
 - *“DoD should determine exactly what they expect the function of the JIACG to be....We really struggle with that...I don't have the sense that there's a grand plan that EUCOM can refer to.”*
- Military 101
 - *“cannot overstate importance of knowing that nothing happens if it's not in the plan”*

Recommendations

- Develop clearinghouse for IA training and education content
 - Focus on Players, Environment, Process
- Create a consortium of learning institutions
- Create Communities of Interest to promote networking
- Improvements to existing training
 - Operational lessons learned rapidly included in new training scenarios
- Enhance training for Senior Officials
- Enhance lessons learned; AAR Component
- Employ organizational learning/knowledge management
 - Employ ways to capture and transfer important knowledge
- Address institutional issues

Institutional Issues

- Institutional issues hinder optimal Interagency effectiveness
 - Lack of available interagency training at parent agency
 - No rewards for IA training, participation, experience
 - Occasionally have disincentives or punishment for IA participation
 - Promotion and evaluation not linked to T&E
- Changing IA coordination and/or personnel systems requires legislative or Presidential action
 - Goldwater-Nichols Act for IA community?