



# USG Interagency Working Group



## WJTSC 11-2 USG Interagency Working Group

28 September 2011



# USG Interagency Working Group



## Agenda

0800 – 0815	Welcome and Introductions	Mr. Gary Quay, JS J-7
0815 – 0945	New Initiatives Overview	Mr. Gary Quay
	NCR Interagency Conference	Mr. Gary Quay
	Integrated Education & Training WG	Mr. Storm Jackson, OSD (R/TRS)
	Other (JTEN, APAN, LNOs, Funding)	Mr. Gary Quay
0945 – 1015	Conference Training Issue & Theme	Mr. Gary Quay
	JS J-7 (JCW & SP) IA Support	
1015 – 1030	BREAK	



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## Agenda

1030 – 1100	Directed Issue Discussion	Mr. Gary Quay
1100 – 1120	Status of Support Requests	Mr. Rob Webster, JS J-7
1120 – 1145	JTIMS Support/Changes	Mr. Rob Webster
1145 – 1200	Wrap up and Closing Remarks	Mr. Gary Quay

## LUNCH BREAK

1330 – Finish	DoD and Interagency Presentations	TBD
	CCMD and Services Only – Closed Session	TBD



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## WJTSC USG Interagency Working Group

### Purpose:

- Ensure DoD events promote an integrated operations approach
- Promote interagency coordination and collaboration that improves civilian and military training and exercising for integrated operations
- Improve the realism and quality of DoD exercises and experiments
- Ensure DoD events meet the exercise and operational needs of interagency partners and DoD
- Identify training and exercise issues and Plans of Action & Milestones

### Organizations Invited to Attend:

- USG Interagency Partners
- OSD
- Joint Staff
- Combatant Commands
- Services
- Combat Support Agencies
- National Guard Bureau



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## WJTSC 11-2 WG Goals

- Identify interagency related training and exercise issues and develop recommended courses of action that resolve issues
- Identify efficiency initiatives to better synchronize interagency roles and needs in a resource constrained environment
- Identify support requirements for USIP-led Integrated Education and Training Working Group and annual NCR conference



***Initiatives To  
Enhance Complex Operations  
Through Integrated Training and  
Exercises***



## DJ 7 Guidance

### ***Enhance Complex Operations through Increased Integration with the Interagency Partners***

- Provide more opportunities to collaborate with our interagency partners so we better understand their training and education objectives
- Leverage resources to increase and improve the quality of training and education, to achieve a “community approach”



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## JS J-7 Way Ahead Overview

### **Challenges:**

- Resource disparity between Interagency (IA) partners and DoD
- Timely/purposeful integration with IA partners in support of complex operations
- Alignment of Training & Exercise (T&E) schedules with IA partners
- Early integration of IA partners goals/objectives with development of T&E concept development and scenarios

### **Way Ahead:**

- Develop a process that allows IA partners to collaborate/influence early
- Provide earlier and more opportunities to participate in shaping T&E
- Leverage technology to reduce cost and man-hour requirements to IA partners to participate in T&E
- Fund IA partner participation in T&E to the extent possible

### **End State:**

- Increase quality and level of IA partner and DoD participation in T&E programs
- Achieve IA partner and DoD intra and interdependent objectives
- Improve community approach to T&E achieved



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## Enhancements

### **Current/Ongoing**

### **Future Enhancements**

#### ***Collaboration Opportunities***

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>• Provides 2yr projection of exercise participation requests</li> <li>• IA partners invited to Worldwide Joint Training &amp; Scheduling Conference (WJTSC)</li> <li>• IA Partners invited to participate in T&amp;E planning, at T&amp;E venue</li> <li>• DoD participates in/supports FSI &amp; Other training programs</li> </ul> | } | <ul style="list-style-type: none"> <li>• DoD conducts T&amp;E scheduling and collaboration conference in NCR               <ul style="list-style-type: none"> <li>– Involve partners up front/throughout JELC</li> <li>– Opportunity to integrate partner needs and leverage DoD to T&amp;E meet objectives</li> </ul> </li> <li>• DoD establishes a T&amp;E community of interest portal</li> <li>• DoD participates in USIP IA working group</li> </ul> |
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#### ***Provide/Conserve Resources:***

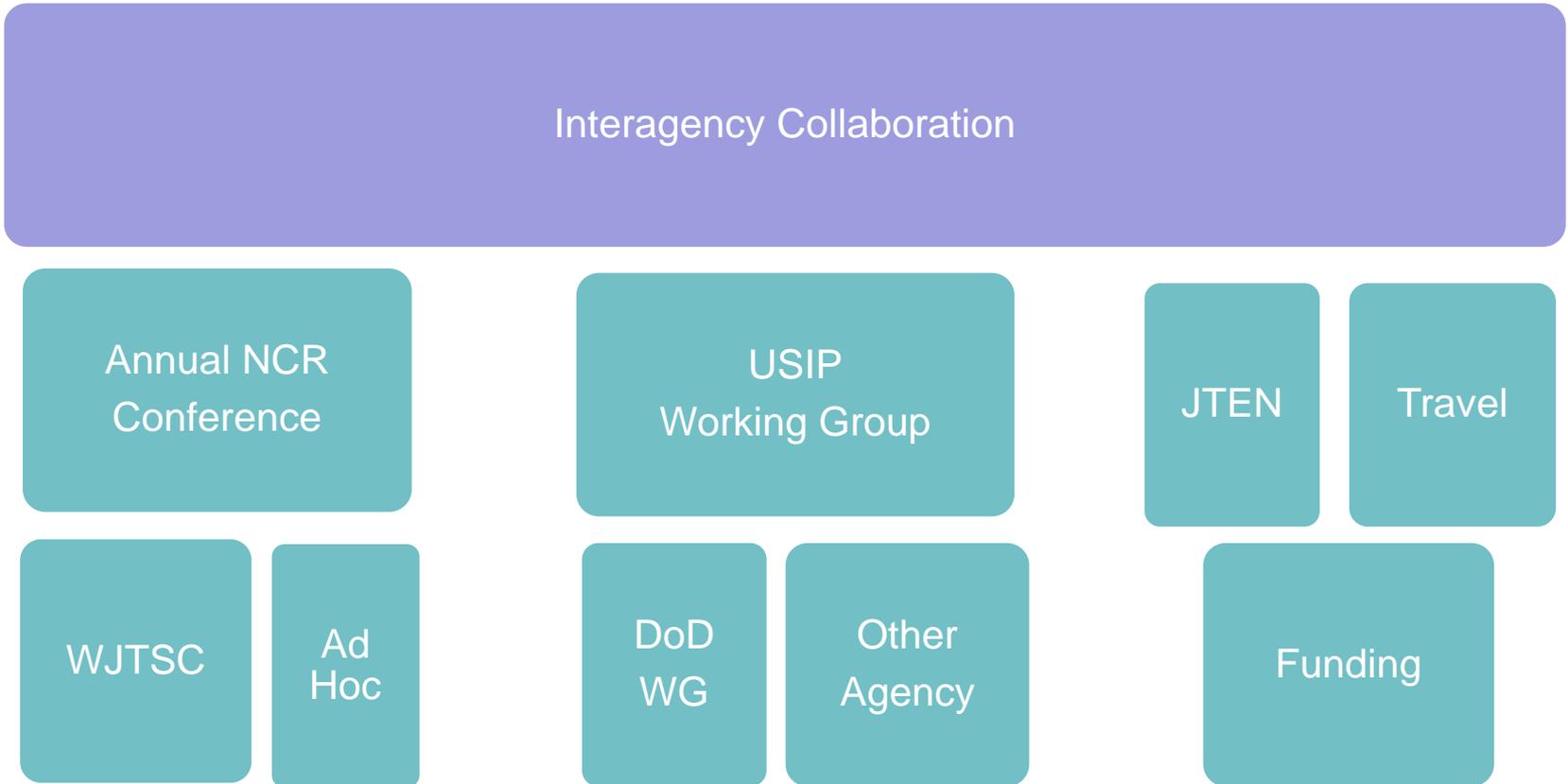
- |  |   |   |
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| <ul style="list-style-type: none"> <li>• DoD LNOs provided to IA partners to facilitate integration efforts</li> <li>• DoD assists w/pays for civilian travel/per diem costs for partners T&amp;E participation when possible</li> </ul> | } | <ul style="list-style-type: none"> <li>• Explore adding LNOs/expanding roles to include Training Integration</li> <li>• Continue to pursue additional funding</li> <li>• Provide Joint Training Enterprise Network (JTEN) to IA partners</li> </ul> |
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## Pillars of Interagency Collaboration





## ***Interagency Integration Initiative...***

### ***Integration and Exercise Workshop (IEW)***



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## *Integration and Exercise Workshop (IEW)*

- Merge/Expand:
  - WJTSC IA Working Group
  - JAN JCW Exercise Scheduling and De-Confliction Conference
  - Peacekeeping and Stability Operations Institutes (PKSOIs) Annual Conference
- Create: IEW
  - George Mason University 6-10 FEB 12
  - Participants: T&E Planners
    - DoD: OSD, JS, CCMDs, & SVCs (7 & 9 community)
    - CIV Agency Partners
    - NGOs & IOs
    - Academia (Civ & Mil)
  - Set the conditions for:
    - Promoting mutual awareness
    - Instituting active & upfront collaboration
    - Meeting inter/intra dependant objectives
- Design:
  - Day 1: Presentations/Discussions. Opportunity for attendees to present needs and opportunities
  - Day 2: Break out sessions
    - Stability Operations Training & Education Workshop (SOTEW)
    - Integration & Exercise Workshop (IEW)
  - Day 3. Wrap up/SL Out brief
    - Key Leaders from DoD, IA, Academia, and Congress?



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## IEW Workshops

- **Stability Operations Training & Education Workshop (SOTEW).**
  - Small group breakouts to analyze emerging trends in collective/collaborative thought on achieving common goals and shaping:
    - What future CIV/MIL teaming models should look like based on best practices
    - Methodologies to apply case study findings in the education /training curriculum
- **Integration and Exercise Workshop (IEW).**
  - **Execution:** J7 will lead a review of the ENTIRE exercise calendar in 2 Large Group Sessions (Morning- Base + 2 Years, Afternoon - Years 3-5) to facilitate:
    - Active partnering and shaping of exercise designs
    - Planning and scheduling of participation in future events
  - **Pre-Conference:** to prep attendees, DoD will provide:
    - Five year exercise calendar.
    - A catalog/description of exercises/collaboration opportunities.
    - Requests for support (does not preclude participation by others)
  - **End Product:** 5 year exercise calendar scrubbed/deconflicted
    - Support requirements, and where possible, commitments for participation /level of interests identified



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## NCR IA Conference Stakeholders

Peacekeeping and Stability Ops Institute

George Mason University

Department of State, S/CRS

Center for Applied Strategic Learning, NDU

Naval Post Graduate School

United States Institute of Peace

Bureau for Democracy, Conflict, and Humanitarian Assistance, USAID

Combined Arms Center

OSD Personnel & Readiness

OSD Special Operations and Low Intensity Conflict

Department for Peacekeeping Operations, UN

Center for Complex Operations

ZIF Berlin Center for International Peace Operations

Asia Pacific Civ-Mil Centre of Excellence

Joint Staff, J7

U.S. Coast Guard

Foreign Services Institute



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## USIP Led IA Working Group

### PLACEHOLDER SLIDE

- Group Defined Terms of Reference
- Status of Activity



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## PROPOSED INTEGRATED EDUCATION AND TRAINING WORKING GROUP (IETWG)

**IETWG:** An integrated working group, led and facilitated by USIP, representing multiple organizations with the purpose of promoting mutual education and training across the community at large while linking with other like minded groups.

### **Core Goals:**

- Recognize and promote unity of purpose, define common goals and objectives
- Examine current education, training, and exercise venues and processes
- Identify impediments to effective integrated efforts and develop solutions
- Engage Congress and the National Security Council to garner support, facilitate implementation of solutions, and provide resources

### **Structure:**

- United States Institute for Peace (USIP) will act as facilitator and neutral party.
- Establish Senior Leader forum to provide oversight and guidance
- Organizational sub working groups may be formed to support IETWG efforts



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## IETWG Methodology

- Conduct an interagency mid-course review of IETWG activities with U.S. Government agencies, non-governmental organizations (NGOs) and international organizations (IOs) through the establishment of a time-limited working group
- Have each relevant agency identify up to 2 representatives to participate in the working group (with agencies to determine requirement to have internal working groups as needed).
- Conduct initial scoping meeting to identify current efforts and key IETWG lessons learned.
- Subsequent working groups will meet on key themes (conflict prevention, conflict response, humanitarian and disaster response) to identify shared working group objectives, critical gaps, and recommended actions for senior leaders and participating agencies and organizations.
- Convene senior leaders at conclusion to brief consensus recommendations and critical issues for leadership consideration.
- Report out to annual conference of stability operations community and J7-sponsored adjunct meeting held in conjunction with that conference.



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## IETWG Outcomes

- Identify key lessons from IETWG efforts to inform future activities, especially integrated efforts.
- Conduct a gap analysis to highlight areas that require attention in the future.
- Develop revised and shared objectives for future IETWG efforts.
- Prepare recommendations for senior leaders to include the U.S. agencies, the United Nations, and non-governmental organizations (represented by InterAction).



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## IETWG Membership

- Department of State
- United States Department of Agriculture
- Department of Defense (ODASD(R)/TRS and JS/J7)
- United States Agency for International Development
- Interaction
- International Stabilization and Peace Building Initiative
- Other USG agencies interested in participating (Energy, Commerce, FEMA, Homeland Security, Justice, Treasury, Health and Human Services, ODNI, etc.)



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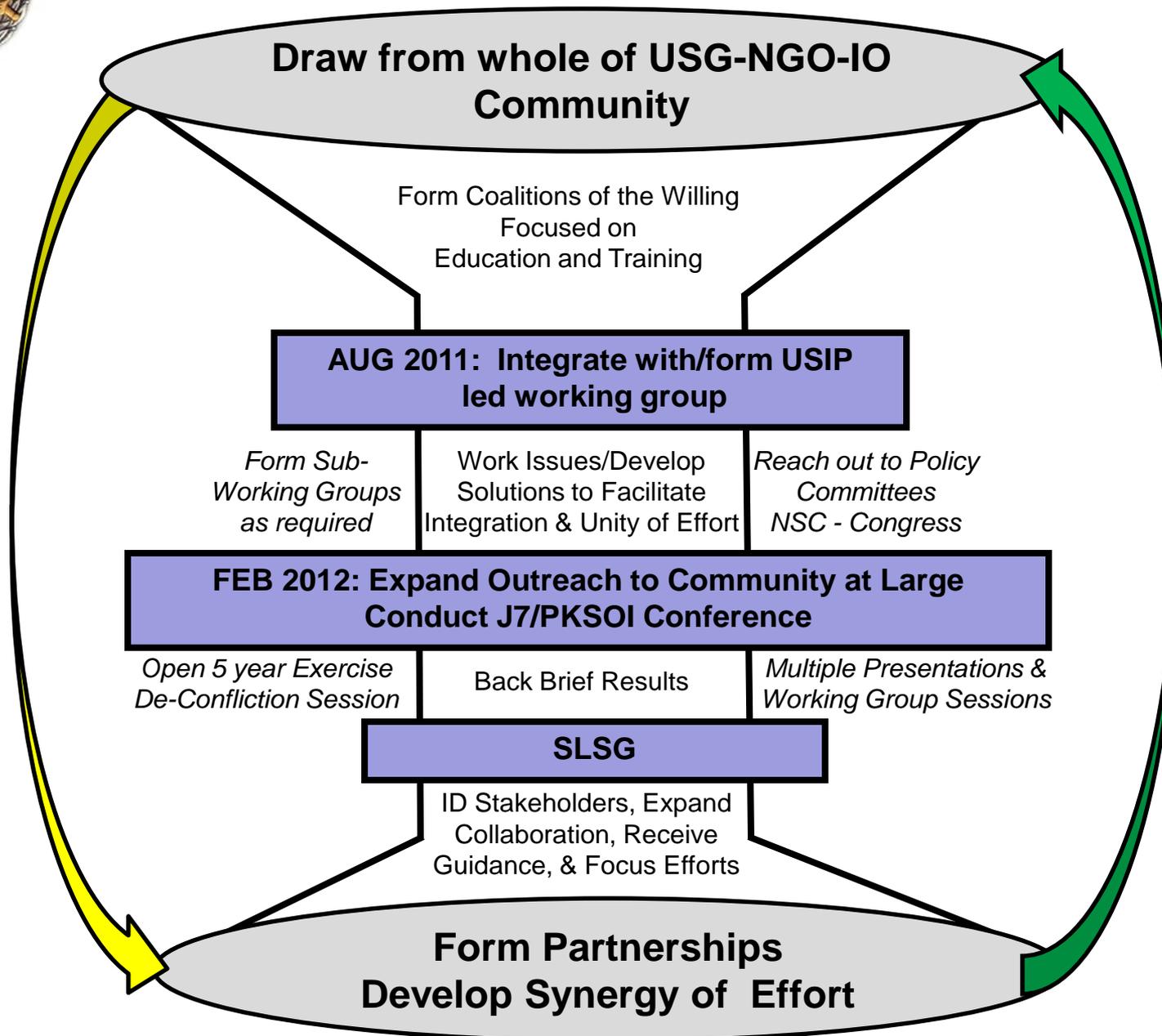


## IETWG Senior Leaders' Lunch August 5, 2011

- Pamela Aall, Senior Vice President and Provost, USIP
- Ralph Baker, Department of Defense
- William Bryan, Department of Energy
- Lindsay Coates, Interaction
- Beth Cole, Director of Intergovernmental Affairs, USIP
- Frank DiGiovanni, Department of Defense
- Keith Holtermann, Department of Homeland Security
- Tracey Ann Jacobson, Department of State
- Robert Lee, Department of Transportation
- Michael Marx, United Nations Office for the Coordination of Humanitarian Affairs
- Patricia R. Sheikh, Department of Agriculture
- Richard Solomon, USIP President, USIP
- Donald Steinberg, United States Agency for International Development
- Robert Carr Trevillian, Department of Justice
- Kevin Yeskey, Department of Health and Human Services
  
- **Proposed IETGW Meeting Dates:** September 16, October 17, November 10, December 8
- **Senior Leaders' Brief:** TBD



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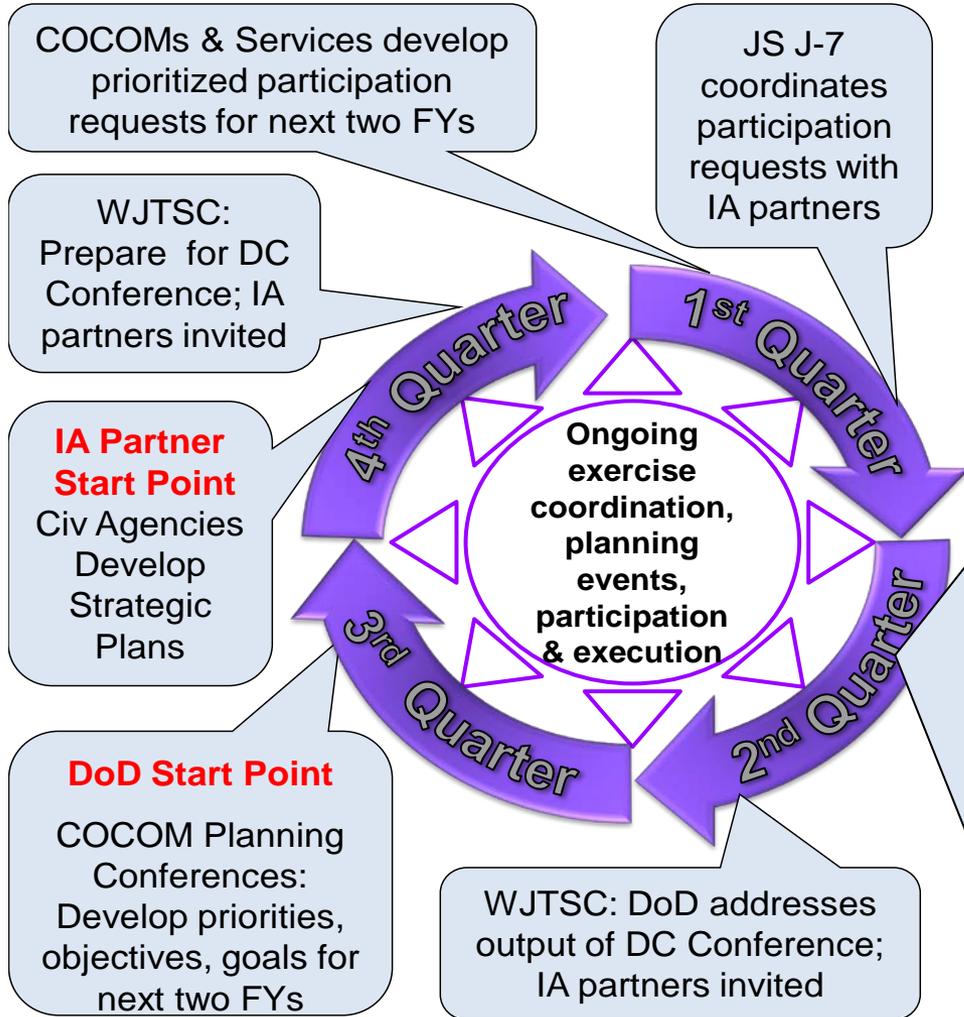


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## Re-Shaping the DoD Collaboration Process



### NEW: Collaborative Start Point



### Annual NCR Conference: **FEB 7-9**

Participants: USG, NGOs, IOs, Academia  
DoD teamed with PKSOI to share common interests and provide opportunities for partners to shape T&E events by:

- Active & early collaboration
- Promoting mutual understanding/awareness
- Meeting inter/intra dependant objectives
- Coordinating resources & scope of participation
- Scheduling JELC events

In addition to the PKSOI T&E issues/themes:

- DoD will present:
  - T&E objectives/collaboration opportunities
  - JTEN/TCOI Portal Presentation
- DoD Planners scrub Base + 2 Yr Schedule
  - Work w/ planners up front on all issues
- DoD Integrators will conduct sessions on T&E Integration Issues to further improve collaborative processes and procedures



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## Joint Training Enterprise Network

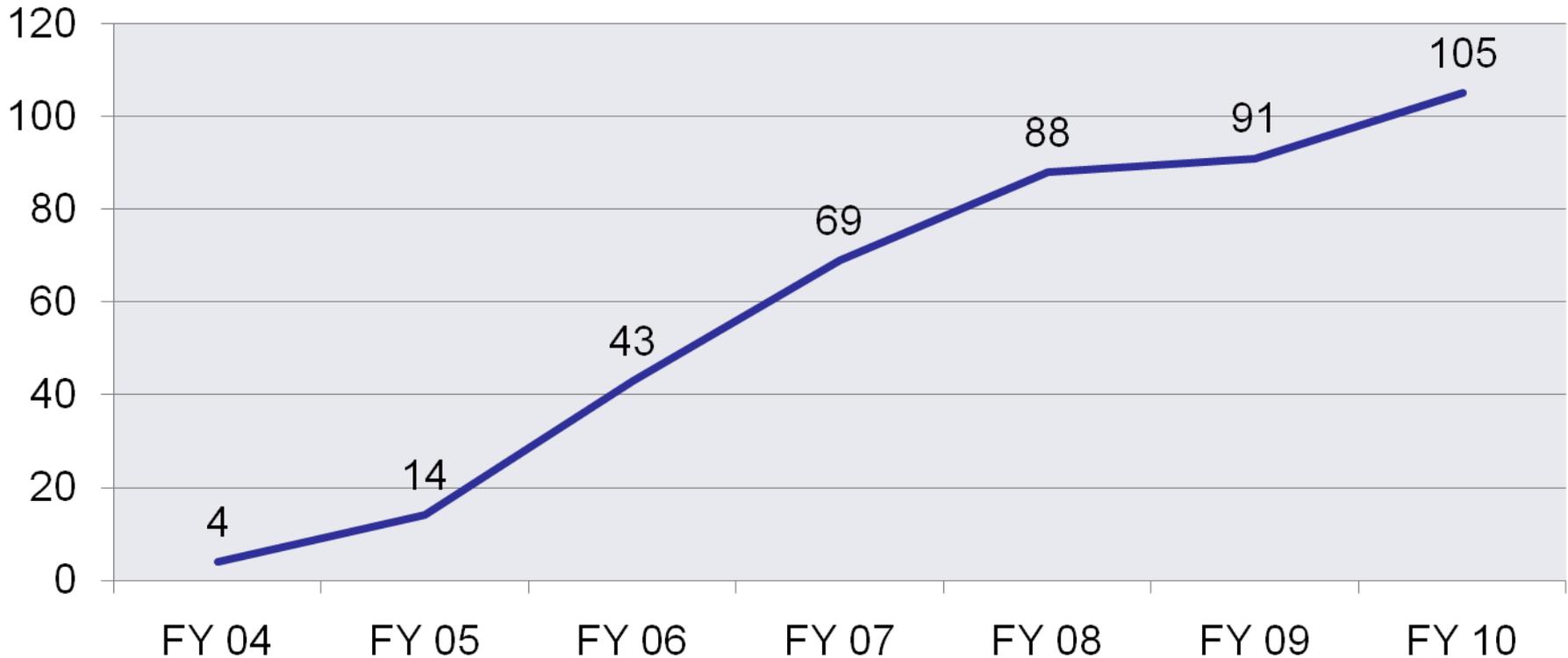


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## JTEN Supported Events

**INCREASE IN DEMAND = MORE OPPORTUNITY FOR PARTICIPATION**



### Recent JTEN Supported Exercises:

JRTC 11-03, Ft Polk LA  
NTC 11-03, Ft Irwin CA  
Unified Endeavor 11-2

Emerald Warrior  
Austere Challenge  
Virtual Flag 11-1

CJTF HOA 11-1  
Blue Flag  
Judicious Response



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## Benefits for JTEN Use

- **Active participation** in event planning conferences and exercise from home station / office building
  - Dedicated network directly linked to training exercise
- **Time management**
  - Can participate in exercise for designated time, then return to work desk
- **Cost savings**
  - Reduces the need to deploy representatives to Mission Rehearsal Exercises (MRXs) and Joint exercises of interest
- **Promotes relationship building and enhances understanding of DOD mission**
- **Adaptable**
  - Mission scenarios and virtual geographic terrain can be custom developed to meet training requirements
- **Transportable**
  - USJFCOM can bring transportable JTEN suites to end user



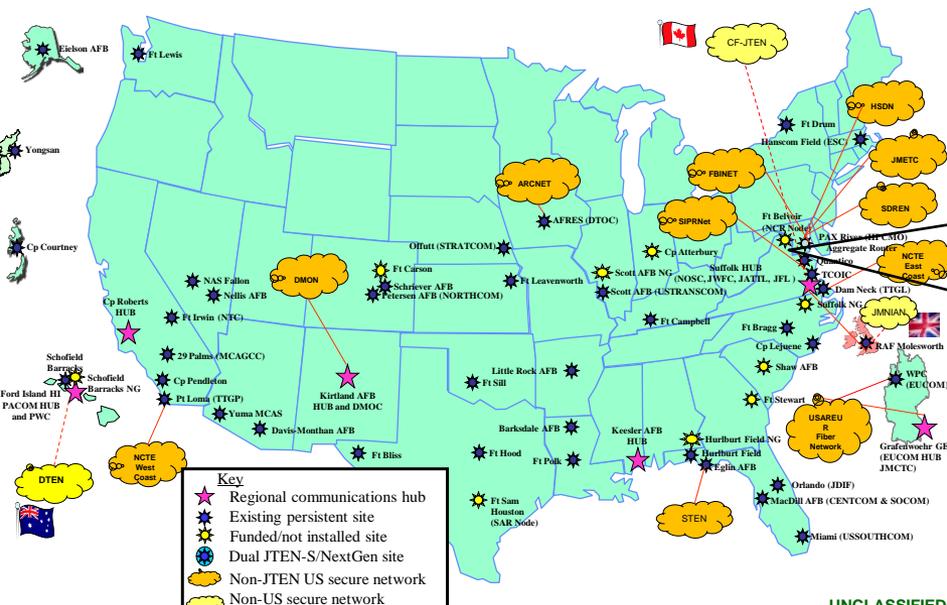
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## Features

- Dedicated network
- 50+ DoD sites & 3 Multinational sites
- Supports secure & unclassified environments
- Virtual support to exercises
  - Modeling and simulation, i.e. HADR
  - Voice, data, video, connectivity to/ replication of other networks

Participate in Live/Virtual/Constructive Training from your location Save manpower/time/funds

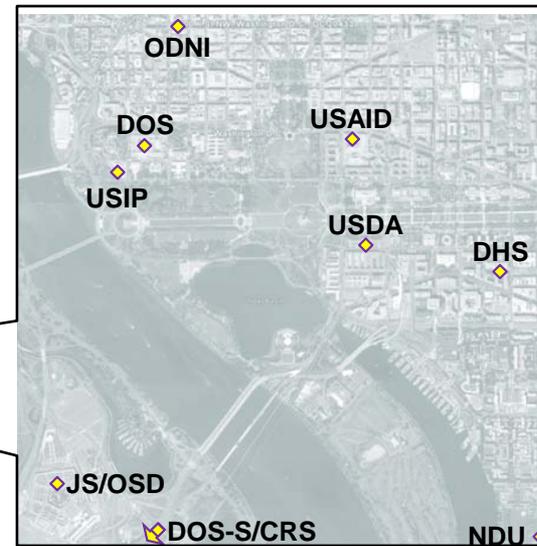


## What We Propose

- Demo: Judicious Response SEP11
- Present during the PKSOI/DoD Integration Conference (Feb 12)
- Access from the Pentagon to IA partners
- Expand the network as needed

## FY11/12: Expand into NCR

- Pentagon
- IA Partners (DoD Funded)



## Beyond: Explore expansion opportunities

- W/ US Embassies & Multinational Partners
- CIV/CIV Exercise & Training Applications



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## *Additional Tasks in Progress*

### **TCOI Portal**

- Identifying information and link requirements
- Form OPT with JCW and COO to determine portal options/solutions

### **Funding IA support to DoD Exercises:**

- Seeking leadership guidance regarding use of funds for interagency participation
  - Historically, CE2 funds have been used by COCOMs
  - Services use a mix of T2 and OCO funds
- Position paper sent to JS Comptroller being staffed to facilitate future UFR requests

### **Expansion of LNO use:**

- J3 working to inventory current LNOs assigned to IA duty locations within NCR
  - Duties/Sponsors/Owning Organizations
- Next step- OSD-P Program, explore possibilities of expanding/influencing T&E focus
- Expand CCMD and Services LNO efforts??



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## Next Steps

### Collaboration Opportunities:

### Resource Conservation:

- Conduct scheduling and collaboration conference in NCR in Feb 12
  - team with PKSOI annual conference
- Team to review T&E programs to ensure accuracy/realism
  - Participate in USIP IETWG
- DoD reviews STARFISH viability to provide a T&E community of interest portal

- DoD provides JTEN to IA partners
  - develop use case/model
  - explore IA partner use viability
  - conduct demonstrations
  - install nodes
- DoD submit UFR to support IA partner participation in T&E; POM for out-years
- Explore expanding LNO roles

Submit UFR/POM	WJTSC	Install JS JTEN	Re-brand STARFISH?	Convene Conference	WJTSC	Repeat Cycle	
<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct-Jan</b>	<b>Nov- Jan</b>	<b>Feb 12</b>	<b>Mar 12</b>	<b>Beyond</b>
Socialize Process & Explore/Expand Integration Initiatives		Plan Conference	Extend Conference Invitations	Integration Activities	Implement 2-year Plans		



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Questions?



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## Working Group Issue & Conference Theme



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## Training for Integrated Operations

**Issue 10-006:** Current integrated operations (defined in DODD 1322.18) training and exercise strategy, planning, resourcing and implementation is not adequate to support current and future integrated operations requirements.

### Discussion:

- USG recognizes that we must train together to effectively conduct integrated operations; however:
  - lack a comprehensive interagency training engagement strategy
  - lack a common integrated operating picture
- Inadequate funding exacerbates the challenges of conducting integrated operations training.

**End State:** Integrated operations training events reflect USG national security objectives.

**POA&M:** 1. Develop a comprehensive DOD training strategy that includes resource strategy. 2. Advocate for a USG training strategy. 3. Develop a CJCSI that implements the DOD strategy. 4. Review mission essential tasks in collaboration with USG interagency partners. 5. Assess readiness impact of interagency participation or lack thereof. 6. Establish Interagency Training Community of Interest Portal.

**OPRs:** OSD/R, OSD/P, JS J-7; **OCRs:** COCOMs, Services, CSAs, NGB, IA Partners



FY10/11

FY10/11

FY10/11

FY11

FY11

FY11

FY 12

Review METS

Develop TCOI Portal

Assess Readiness Impact

Complete DOD Strategy

Press for USG Strategy

Complete CJCSI

USG Training Effectively Supports Integrated Operations



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## Training for Integrated Operations

POA&M	OPR	STATUS
METs and Readiness (required by DoDD 1322.18)	COCOMs and Services	Ongoing among CCMDs and Services; some progress in JTIMS
TCOI Portal	JS J-7	OPT with JCW & CCO
DoD Training Strategy	OSD(P&R)	NextGen Training Strategy Published 9/10
USG Training Strategy	JS J-7	USIP WG In Progress
CJCSI	JS J-7	Out for Final Chop



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## Conference Theme: Supporting the Joint Training Community

### Theme Questions:

- How will the JS J7 efficiently enable relevant joint training and joint training capabilities?
- What actions and strategies are necessary to better inform our training efforts?



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## WJTSC 11-2 Exercise Support Working Group

PLACEHOLDER SLIDE



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## Conference Theme

### Assumptions:

- Training Directorate, DDJ7 (JCW), and Joint Exercise and Training Directorate, DDJ7 (S&P) will work as one to provide IA support to Joint Training and joint training capabilities
- We must train within a resource constrained environment

### Questions:

- What enhancements are required/desired to efficiently enable joint training and joint training capabilities with IA partners?
- What changes, actions, and strategies are necessary to better inform our IA training efforts?
- How should JS J-7 integrate to make combined IA efforts to support joint training transparent to customers?



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## Conference Theme

### PLACEHOLDER SLIDE

- New concept for Positive Response support to CCMDs
- Features:
  - Maximize use of resources external to CCMDs
  - Support top priority exercises/time sensitive issues
  - JS/OSD/IA support package tailored to the event



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BREAK



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## WJTSC 11-2 Directed Issue Discussion

**Issue:** Interagency (IA) exercise roles and needs

**Discussion:**

- Where are we with IA Engagement efforts?
- What forums are the most effective for enabling the IA to communicate THEIR training/preparation/proficiency needs to the Joint Force?
- What mechanisms/tools are available to facilitate earlier input into the Joint Event Life Cycle and more frequent interaction to ensure exercises sufficiently focus on IA needs?
- How do we solicit/incentivize more interagency participation in CCMD exercises? What are actions and processes we need to develop to facilitate effective two-way communications between DOD and the IA?
- What is the anticipated battle rhythm for IA synchronization into CCMD joint exercises?



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## DoD FY12/13 Interagency Support Requests

Mr. Rob Webster



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## Joint Training Information Management System

Mr. Rob Webster



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## Working Group Wrap Up & Closing Remarks

PM Session??

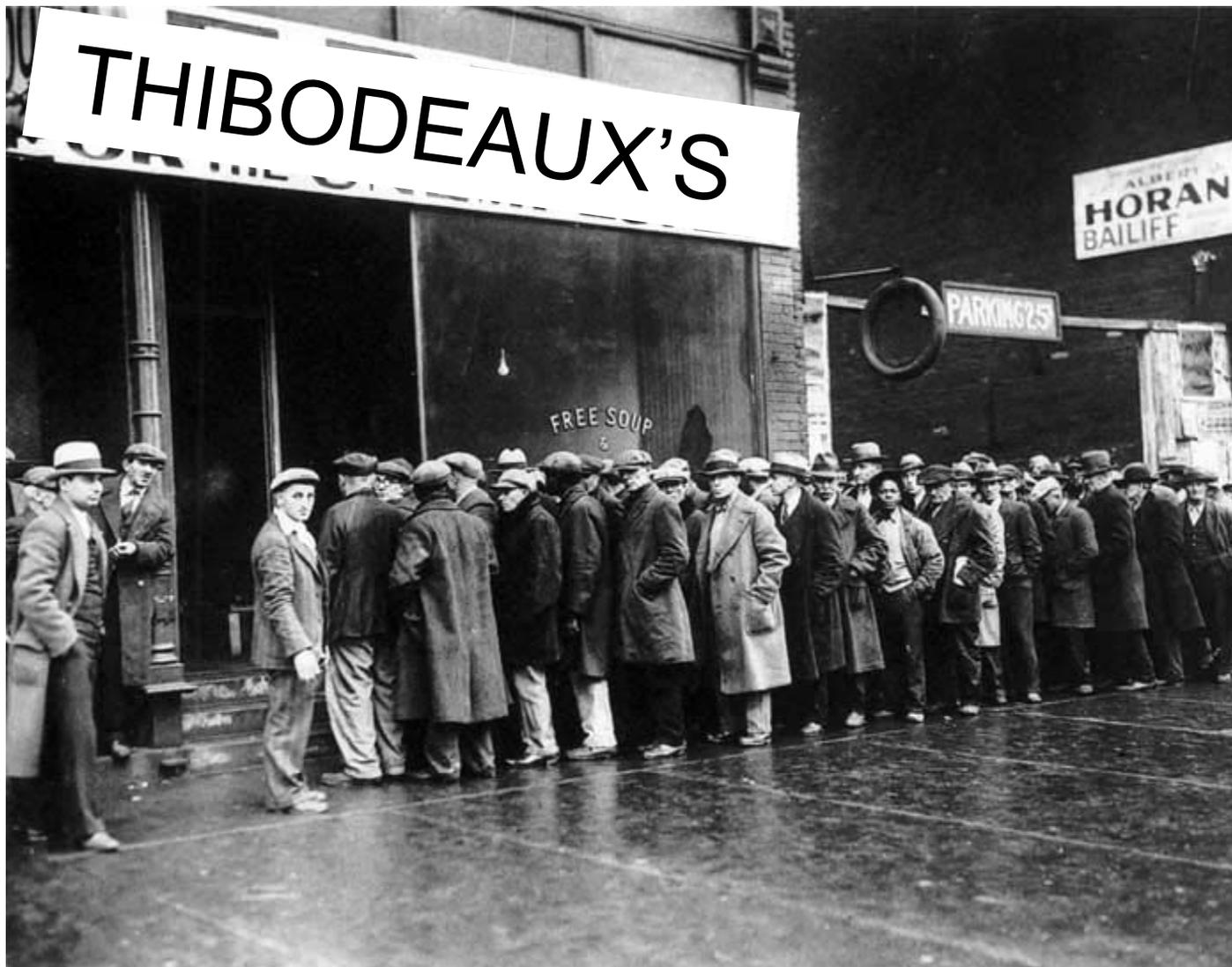
Mr. Gary Quay



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## LUNCH





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## BACKUPS



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## JTEN Installation for the NCR

- Why: Increase IA participation in DoD T&E
  - Increase accuracy/realism/collective preparedness
  - Off set secondary costs- Contractor replication/funding for IA travel
- Potential NCR sites w/ justification:
  - Pentagon: IA Demo/Test Drive & JS/SD use
  - DOS-S/CRS: Demand signals/accessibility
  - Main State: Demand signal
  - USAID: Demand signal
  - DHS: Demand signal/gateway to IA
  - ODNI: Demand signal/gateway to IC
  - NDU : Accessibility within the NCR
  - USIP: Accessibility/gateway to NGO's
- Marketing: IA Engagement Strategy
  - Senior leader Engagement
  - IA Sites- Fully DoD funded “Forever “
  - SEP 11 Demo “Judicious Response”
  - Pentagon install: IA test bed
  - JCW to develop IA JTEN Presentation (FEB12 IA Conf)
    - Functionality
    - Applicability Current/Future
- IA Buy In: TBD
- Funding Sources:
  - FY12 funds sufficient to install/operate/maintain equipment for 10 sites in the NCR.
    - PENTAGON: Earliest for permanent installation is 3-6 months
      - Site survey week of 11 JUL to clarify
    - JCWC resources reallocation required
- Cost Benefit Analysis: TBD
  - Usage levels per site vs. costs
  - Regional vs. traveling tech support
- Costing data:
  - Non-recurring: Equip & Installation ~ \$200K
  - Recurring (annually)
    - Use
      - \$203K tech spt (1-3 FTE) (Regional Model)
        - Fewer sites dictate less
      - \$0 - \$120K circuit costs per site (based on availability of DISN at site/ DSS subscription)
    - Sustainment : \$11K/yr per site for equip maintenance



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## J7 Mission

**Support the CJCS and the joint warfighter through joint force development in order to advance the operational effectiveness of the current and future joint force**

### Specified Tasks

- Develop an adaptable and ready Joint Force through:
  - Adaptive training, concept development, and exercises
  - Relevant doctrine and education
- Joint Force Development (JFD) planning, advising and policy formulation

### Implied Tasks

- Prioritize and balance competing requirements in a fiscally constrained environment
- Continuously synchronize, iterate, and improve JFD functions to maintain jointness
- Collect and disseminate lessons learned
- Develop concepts and experiment
- Maintain a close relationship with USG agencies, allies, and multinational partners to ensure continued interoperability
- Stewardship and advocacy



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## DJ7 Focus Areas

- Organization
- Governance
  - Match authorities to responsibilities
  - Achieve unity of effort
  - Transparency
- Strategic communication & engagement
- Define metrics for success
- Interagency integration
  - Doctrine development
  - Exercise integration
- Processes
  - J7/J8 integrated gap analysis and requirements way ahead
  - Budget flows
  - Joint concept development and experimentation
  - Joint doctrine, education, training integration
  - Senior mentors
  - Observations to lessons learned