



U.S. JOINT FORCES COMMAND JOINT CONCEPT DEVELOPMENT AND EXPERIMENTATION'S CONCEPT PRIMER

Joint Interagency Coordination Group (JIACG)

The joint interagency coordination group is a multifunctional advisory element of the combatant commander's staff that facilitates information sharing throughout the interagency community.

Introduction

The joint interagency coordinating group concept improves operational planning and execution within the U.S. government interagency community.¹ It stems from the recognized need to improve multiagency contingency response planning and to achieve unity of direction and effort among all participating civilian and military departments and agencies.

Often, the least-effective planning integration occurs at the operational level, where agencies' "campaign plans" are formulated. The diverse cultures, competing interests, and differing priorities among the agencies are primary obstacles to harmonizing agency campaign plans, leading to policy disputes and resource disconnections at the strategic level, and reducing the effectiveness of a contingency operation at the tactical level.

This weak collaboration may be due to the difference in structure among military and civilian agencies, as well as to the lack of sufficient planning to accomplish coordination under strict timelines. Finally, civilian and military planners must overcome a tendency to stay within their own organizational boundaries, thus failing to share insights with their planning partners.

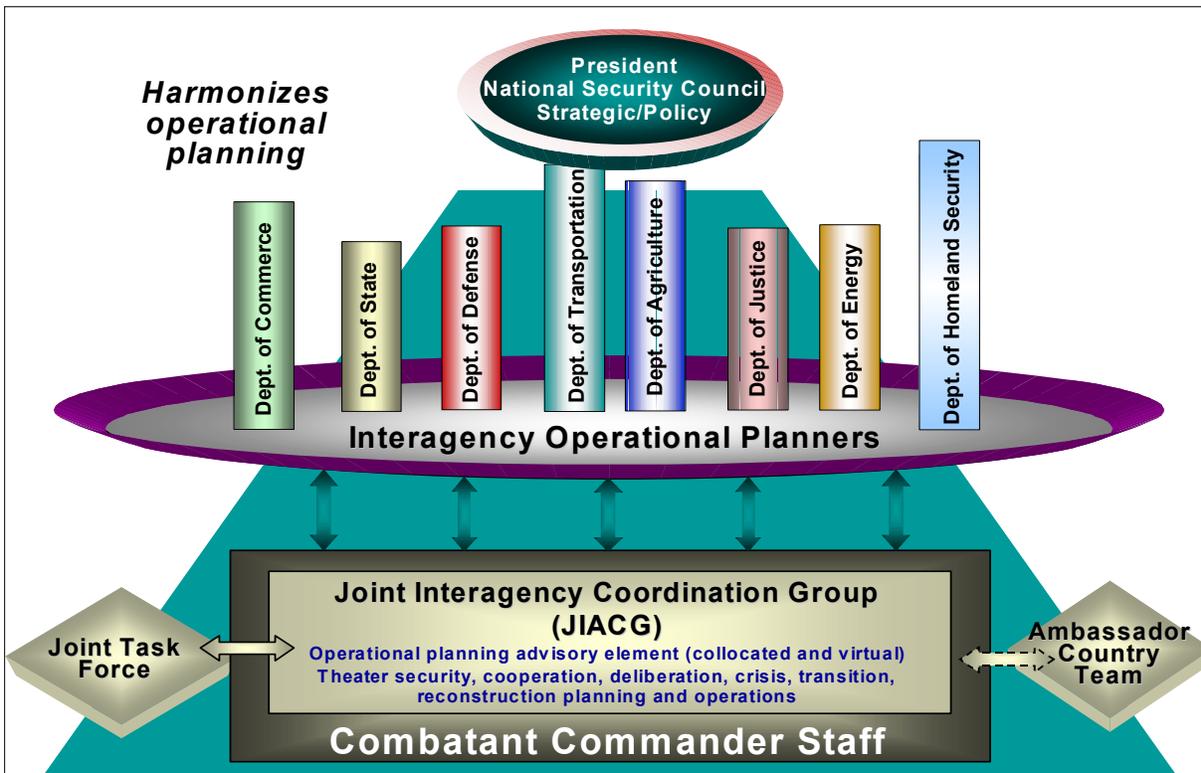
Concept Description

The 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.

The 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.

¹ U.S. Joint Forces Command, Joint Experimentation Directorate, *A Concept for Improving U.S. Interagency Operational Planning and Coordination*, White Paper Version 1.0, March 2002.



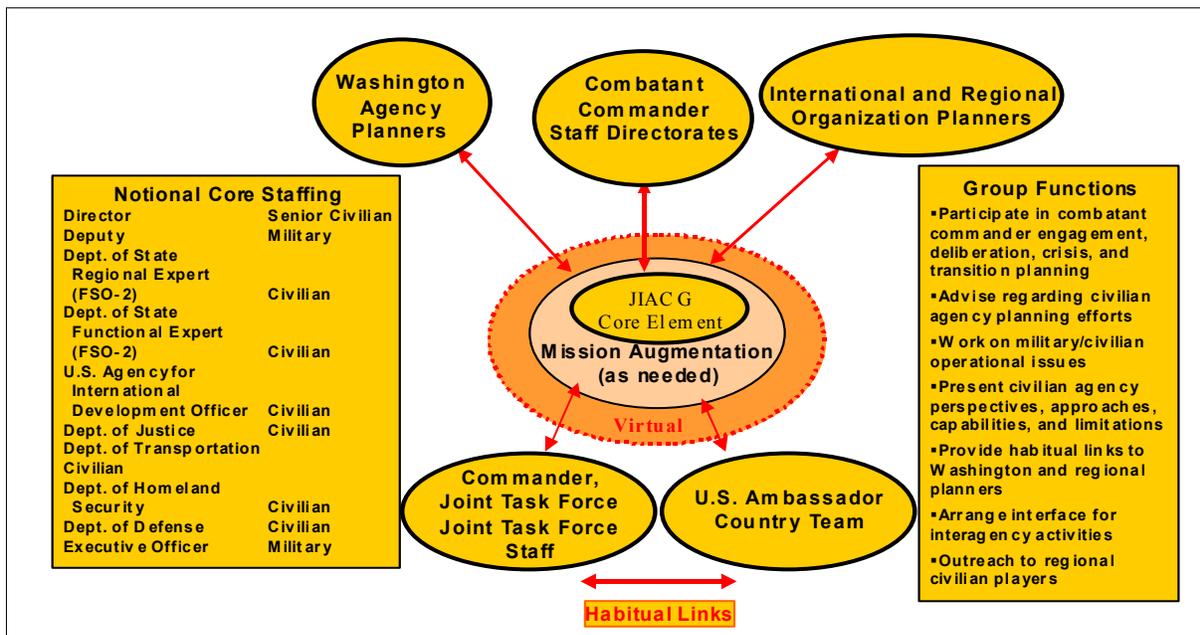
The JIACG provides a new capability to improve planning integration at the operational level, where agency campaign plans are formulated.

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.

The JIACG serves as the coordinating body among the civilian agencies in Washington, D.C., the country teams located in U.S. embassies in national capitals throughout the world, the combatant command's staff, and other multinational and multilateral bodies within the region.

This 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—from routine peacetime engagement, through the precrisis period, and during the actual crisis and the postcrisis phase to restore stability. This full-time joint and cross-functionally organized interagency element within the combatant commander's staff focuses daily on civilian agency planning and implementation.



JIACG operations rely on habitual relationships with civilian planners and collaborative communications connectivity.

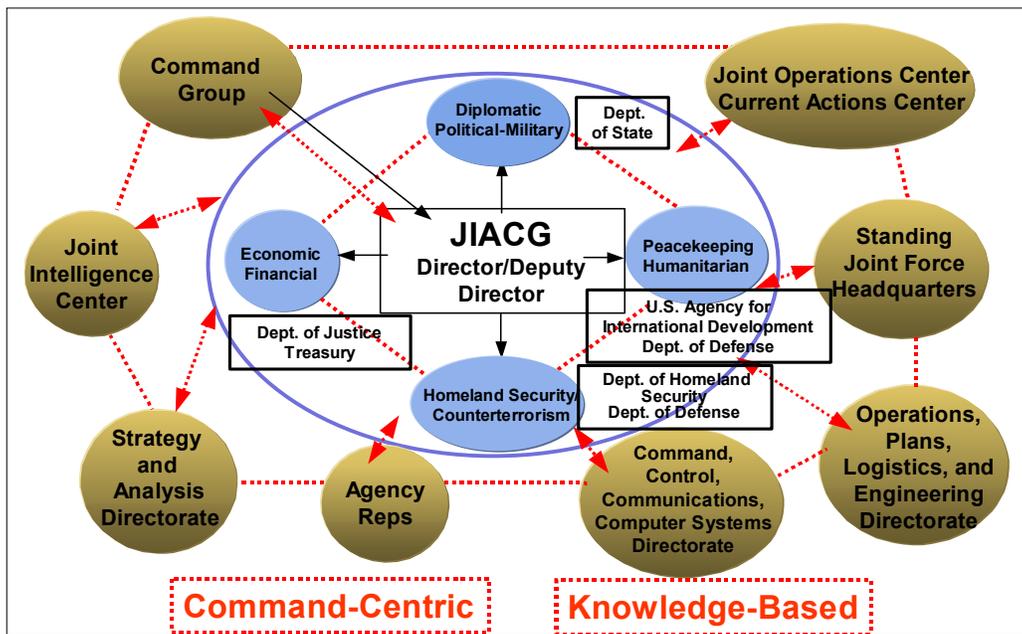
The combatant commander employs a joint interagency coordination group, along with a host of enabling tools, techniques, and capabilities that transform the level of civilian agency coordination and the precision of joint and coalition operations. Under the direction of a senior executive service or equivalent official, the JIACG is fully integrated within the combatant commander staff's planning and operations. Through daily cross-staff and Washington agency involvement, as well as through its regional focus, the JIACG serves as a focal point for civilian agency situational understanding and for the combatant commander's crisis response.

JIACG organization 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. To this end, it maintains relationships and uses technologies and techniques that enable coherent assessment of all external civilian planning and implementation. The resulting early situational understanding assists the integrated application of national and multinational power to influence and shape the environment in order to deter or contain a crisis.

Implications for Joint Warfighting

Investment in this new operational capability increases planning and execution effectiveness, benefiting all participating civilian and military departments and agencies. The JIACG:

- ❑ Strengthens multiagency operational planning of complex mission tasks
- ❑ Establishes a mechanism to integrate military and civilian agency efforts
- ❑ Keeps all agencies informed of each other's efforts and prevents misconceptions
- ❑ Provides real-time feedback between civilian and military agencies' efforts
- ❑ Creates realistic cooperative efforts and harmonizes implementation
- ❑ Saves resources through better-integrated operational planning and tactical execution.



The JIACG is arranged and aligned to operate in an information-based, command-centric environment.

Concept Application

The 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 serves as the commander's principal interagency staff advisor, providing direction, oversight, facilitation, coordination, and synchronization of JIACG activities at all levels in the command.

Throughout planning and execution, the JIACG operates within a collaborative information environment (CIE) that is linked to combatant commanders' staffs and to the broader interagency community for information, planning, operations, administration, and logistics coordination. The 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. The 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.

The JIACG increases the combatant commander's ability to quickly infuse its civilian perspective and situational understanding into the command-and-control structure of a crisis response force. It also maintains timeliness and accuracy and evaluates U.S. government, intergovernment, nongovernment, and international agency plans, programs, and proposals against the combatant commander's joint interagency requirements. 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.

The JIACG acquires, evaluates, and manages the flow of knowledge throughout the diplomatic, information, military, and economic elements of national power, enhancing planning, operations, and decision-making. Its functional alignment reduces barriers to cross-agency and cross-staff communications. Through habitual, long-term relationships among participating agencies, this group fosters in-depth understanding and continuous collaboration across a wide variety of issues.