

United States Transportation Command



United States Transportation Command Joint Interagency Coordination Group (JIACG) Handbook 38-38

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Preface

This Handbook is designed for staff officers assigned to the Joint Interagency Coordination Group (JIACG), and those who have a vested interest in the JIACG as an integral part of their respective staff duties and responsibilities. While consistent with joint and Service doctrine, JIACG is nonetheless a transformational concept that is undergoing a maturation process. Without being administratively bound from future modifications and enhancements to its functions, this handbook lays the groundwork for future interagency collaboration, coordination, and integration.

The JIACG represents a broad interagency community that provides engagement in all aspects of command planning, execution, training and education, and strategic communication. While each combatant command has its specific and unique organization for their respective JIACGs, I challenge each of you to foster inter- and intra-communication in building partnerships to achieve the strategic goals and operational imperatives outlined in the USTRANSCOM Strategic Plan 2010.

In our role, we advise the Commander, Deputy Commander, Chief of Staff, Directors and the staff on matters that may affect command mission in relation to the US Government (USG) interagency community, to include non-governmental (NGO) and private organizations (PVO). The JIACG enhances the interchange among civilian and military organizations spanning the entire range of national security activity whether expressed in international comity or conflict. The role of the JIACG serves as a multifunctional advisory group composed of USG civilian and military experts accredited to the CCDR and typically located with the combatant command (CCMD) headquarters. It provides regular, timely, and collaborative day-to-day working relationships between civilian and military operational planners.

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SECTION 1 THE JIACG CONCEPT

1.1 Introduction

United States Transportation Command (USTRANSCOM) exercises, i.e. TURBO CHALLENGE, TURBO DISTRIBUTION, and ULTIMATE CADUCEUS, have consistently addressed and explored transformational concepts in the distribution process environment. Among these have been substantive issues, establishing and maintaining habitual lines of communication among the supported Combatant Command (CCMD), USTRANSCOM Component Commands (TCC), the USG interagency community, and our commercial partners.

The JIACG outlined in this Handbook is ***an advisory element on the Commander's staff that facilitates information sharing and coordinated action across the interagency community***. Per the Commander's guidance, the JIACG does not make policy, task interagency elements, or replace existing interagency policy-making processes, nor is it designed to alter existing lines of authority or reporting. However, when properly staffed and collaboratively-enabled, it provides a powerful tool to improve awareness and better integrate operational planning and coordination among the Commander, his staff, and the larger interagency community.

1.2 The Role of the JIACG

The JIACG enhances the interchange among civilian and military organizations spanning the entire range of national security activity whether expressed in international comity or conflict. Accordingly, the JIACG:

- Advises the Commander, Deputy Commander, Chief of Staff, Directors and staff on matters that may affect command mission in relation to the USG interagency community.
- Facilitates staff collaboration and communication associated with the interagency community.
- Advises the command on political-military events, in conjunction with the command Department of State foreign political advisor (FPA)/political advisor (POLAD), which could impact USTRANSCOM or worldwide mobility operations.
- Provides staff assistance with the coordination among National Partners during surge or contingency operations.
- Establishes and leads the JIACG Working Group (JIACG WG).
- Participates in USTRANSCOM's global and specified theater security cooperation program (TSCP) operational planning and assessment.

- Advises the USTRANSCOM staff on civilian agency campaign planning and execution, and associated operations.
- Provides civilian agency planning insights during military contingencies and exercises.
- Informs the Commander, Deputy Commander, Chief of Staff, Directors and staff elements of civilian agency approaches, support requirements, capabilities, and limitations.
- Establishes habitual relationships and communications links to USG civilian agency planners.
- Facilitates communications to USTRANSCOM staff elements and component planners and operators regarding interagency issues.
- Acts as the interagency strategic communication link at USTRANSCOM.
- Serves as the USTRANSCOM representative to the Building Partnerships Functional Capabilities Board.
- Member of the USTRANSCOM Joint Planning Team, Joint Training and Education Synchronization Council, and other committees and working groups as applicable.

1.3 Governing Directives, Doctrine, and References

- NSPD-44 Management of Interagency Efforts Concerning Reconstruction and Stabilization, December 7, 2005
- Joint Pub 3-0. Joint Operations. (Incorporating Change 1 2008-02-13) Sept. 17, 2006.
- Joint Pub 3-07.4. Joint Counterdrug Operations. June 13, 2007.
- Joint Pub 3-08 (series). Interorganizational Coordination During Joint Operations. (Date TBD, 2010)
- Joint Pub 3-41. Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Consequence Management. Oct. 2, 2006.
- Joint Pub 3-57. Joint Doctrine for Civil-Military Operations. Feb. 8, 2001.
- JP 3-57 Civil-Military Operations July 8, 2008
- Guiding Principles for Stabilization and Reconstruction, US Institute of Peace, US Army Peacekeeping and Stability Operations Institute, 2009
- USTRANSCOM Pamphlet 38-1 (current version)

SECTION 2 JIACG ORGANIZATION

2.1 Purpose

This section outlines the baseline manning and key factors in defining JIACG relationships internally within USTRANSCOM and externally in support of building partnership capacity.

2.2 Staff

This Handbook posits the JIACG as a relatively small core element comprised primarily of civilian personnel, reserve augmentation, and contractor support with extensive interagency experience, led by a full time civilian Director. Subject to specific USTRANSCOM requirements, additional liaison staffs reside in other directorates and comprise the National Agency Representatives (NAR), combatant commands and Service Liaison Officers (LNO). In addition, the Department of State representative is assigned to directly support the Commander. The interagency community representatives listed below are located at USTRANSCOM or its component commands:

- Department of State – Foreign Political Advisor or POLAD
- US Marine Corps (TCCM)
- US Coast Guard (TC-CLO)
- US Navy (TC-NLO)
- Defense Contract Audit Agency (DCAA) Representative
- Defense Information Systems Agency (DISDA-FO)
- Western CONUS Area Officer (WCAO)
- National Geospatial-Intelligence Agency (NGA)
- Air Mobility Command (AMC) Liaison
- Military Sealift Command (MSC) Liaison
- Military Surface Deployment and Distribution Command (SDDC) Liaison
- Counterintelligence Field Activity (CIFA)
- Central Intelligence Agency (CIA)
- Defense Logistics Agency (DLA)
- Defense Intelligence Agency (DIA)
- DIA Field Element
 - Chief, DIA Field Element
 - Chief, HUMINT Support Element (HSE)
 - Technical Collections Officer (TCO)
 - Chief, JITF-DT Command Support Element (CSE)
- Defense Energy Support Center (DESC)
- Defense Threat Reduction Agency (DTRA)
- Army Material Command
 - Army Sustainment Command
 - Joint Munitions Command

National Reconnaissance Office (NRO)
NSA Information Assurance Directorate Liaison
NSA Cryptographic Services Group (CSG)
Director Central Intelligence
Director Naval Intelligence
Maritime Administration (MARAD)
Defense Contract Management Agency (DCMA)
US Forces Command (FORSCOM) Liaison Officer
US Northern Command (N-NC) Liaison Officer
US Joint Forces Command (USJFCOM) Liaison Officer

2.3 Position within the USTRANSCOM Staff

The JIACG functions as *a separate staff element under the direction of the Chief of Staff*. From this organizational position, it functions as the advisory center and the coordinating medium for the three major staff elements discussed below in addition to its daily advisory role.

2.4 Relationships with Other Staff Elements

The JIACG supports the entire USTRANSCOM staff and contributes staff members to the appropriate boards, centers and cells, and working groups within the command's battle rhythm. The JIACG has functional relationships with multiple staff elements, to include:

- TCJ3: JIACG planners are fully engaged with joint military planners to ensure, among other issues, that operational level plans under development are synchronized and fully supportive of broader interagency goals. JIACG planners can also harmonize military plans with the interagency community, as applicable. As a minimum, the JIACG, in conjunction with the POLAD, facilitates and coordinates collaboration with other commands employing System of Systems Analysis (SOSA) and coordinating with interagency planners for confirmation of underlying assumptions and analyses.

- TCJ5J4: Habitual interaction with home departments and agencies will enable JIACG planners to engage in the development of USTRANSCOM strategic plans and policies and enhance the timeliness of ongoing politico-military planning.

- FPA/POLAD: The unique and highly individualized relationship between the Commander and the FPA/POLAD can also be enhanced by JIACG's habitual interaction with the FPA/POLAD. JIACG support to this relationship remains highly flexible and responsive to individual requirements.

2.5 The JIACG Working Group

JIACG and interagency integration is emphasized within the USTRANSCOM staff through the *Interagency Speakers Series and periodic meetings of the JIACG Working Group*. The group is usually co-chaired by the Chief of Staff and the JIACG Director, and is attended by the NARs, LNOs, and others as appropriate.

The JIACG Working Group meets periodically to review interagency posture, operations, and plans, and provides an open forum to identify, discuss, and agree on a way ahead and the office of primary responsibility (OPR).

2.6 Responsibilities to Home Departments and Agencies

A key asset of JIACG membership is their ability to maintain regular, habitual relationships with their home departments and agencies while supporting a whole of government (WOG) approach to issue resolution. This level of contact implies the maintenance of information flow in both directions so that the planning and policy equities of both military and civilian agencies are addressed at the operational level to support USTRANSCOM's mission.

SECTION 3 JIACG OPERATIONS

3.1 Establishing Interagency Connectivity

The transformational nexus of interagency connectivity is the JIACG's routine use of collaborative tools, both internally with USTRANSCOM staff partners, with home departments and agencies, and with other departments and agencies not represented on the USTRANSCOM staff. These tools provide the depth of detail and ease of communication that is the heart of the JIACG concept of operations.

From the technical perspective, any collaborative or communication system or program installation that provides for simultaneous, multi-station, multi-modal collaboration at various levels of security would be appropriate. Defense Connect Online (DCO) and other systems are widely effective in this role. Other compatible systems, programs, or venues are adopted as bandwidth or enhanced features become available.

JIACG agency connectivity includes, but is not limited to:

- Combatant command planning and headquarters elements including Joint Operations Centers (JOC), Operations Planning Groups (OPG), Crisis Action Centers (CAC), Joint Planning Groups (JPG), Joint Intelligence Centers (JIC), and other combatant command Standing Joint Force Headquarters (SJFHQ),
- USG departments and agencies,
- Combatant command Service components, and
- Centers of Excellence (COE) including Non-governmental Organizations (NGO), academia, and industry.

3.2 Collaborative Integrated Environment

Experience has shown that collaborative "virtual" meetings will function best when structured around some fundamental basis. The USTRANSCOM JIACG endeavors to facilitate this interaction and collaboration by employing the following self imposed processes. The JIACG will:

- Use a pre-planned and focused agenda: set the topic and decide the purpose of the meeting: decision, discussion, expectations, etc.
- Set a fixed timeframe closely adhered to by the moderator;
- Coordinate time of day to accommodate multiple time zones. (Mondays and Fridays are not good, nor is early morning);
- Designate a single moderator who can control the agenda flow and stay on task;

- Designate a note taker and a “slide-flipper;”
- Schedule regular meetings to establish a collaborative-integrated habit;
- Perform introductions: keep all engaged in the process “around the room;”
- Perform technical and audio checks *before* the meeting and have a tech assist phone number available at a common virtual location; and
- Announce time and place of next meeting and proposed topic.

3.3 Daily Routines

In support of daily USTRANSCOM guidance, priority is given to exercising daily communication and other interactions with all of the JIACG’s interagency and Service partners. During regular work periods, a combined JIACG staff meeting is held weekly to discuss current and upcoming issues. A combined JIACG and NAR/LNO meeting is held, as required, to address key strategic and operational issues. The JIACG is also a key component in other venues as outlined below.

3.3.1 Security Cooperation Planning

The JIACG will ensure the inputs from other USG agencies and other interested organizations, as appropriate, are included in the regular reviews and implementing directives of the Commander’s Global Campaign Plans (GCP), as applicable.

3.3.2 Joint Operations Planning

The JIACG core element maintains a comprehensive understanding of potential crisis regions. Its engagement with the major staff planning elements will be driven by any number of requirements: current events, TSCP activities, the Joint Strategic Capabilities Plan (JSCP), or insights on USG and DOD policy and planning activities, among other inputs.

JIACG planners are key players in developing or updating routine contingency plans. Their expertise will be a crucial backstop against which TCJ3 planners can clarify and confirm strategic guidance, planning assumptions, other agency roles and missions particularly during transition operations, and military plans’ congruence and support to other federal agencies as a supporting combatant command, i.e., United States Embassy Mission Performance Plans, US Agency for International Development (USAID) Five Year Plans and other agency regional planning goals, as applicable.

JIACG planners are closely involved with TCJ5J4 strategic planning efforts to update existing plans, interagency coordination Annexes (Annex V) as well as developing new plans for crisis prevention.

3.3.3 Crisis Action Planning

In a crisis scenario, the JIACG will be the crucial staff link during periods of interagency augmentation and deployment of other geographical combatant command S/CRS teams to their respective AOR. Under the NSPD-44, the Department of State (DOS) Office of the Coordinator for Reconstruction and Stabilization (S/CRS) teams will assume the lead for Washington level interagency crisis planning. Our JIACG must be prepared to provide and support the crucial link between USTRANSCOM and the various geographic combatant commander S/CRSs and other civilian contingency teams. For background purposes, S/CRS teams include:

- Country Reconstruction and Stabilization Group (CSRG): Established by the National Security Council, this policy-level group serves as the main interagency coordination body in a complex contingency;
- Humanitarian Reconstruction and Stabilization Team (HRST): Serves as an operational level civilian planning and advising body at the geographic combatant command and acts as a forward element enhancing the JIACG's operational level planning;
- Advance Civilian Team (ACT): A fly-away team that provides an immediate civilian presence in the field, working directly with the CJTF or Ambassador depending on the scenario.

3.3.4 Non-Crisis Planning. All of JIACG's non-crisis planning and advisory roles will be emphasized and to a certain extent exaggerated during a crisis planning event. In its supporting role, the JIACG will provide critical perspectives necessary to align USTRANSCOM military plans with whole of government (WOG) goals as part of the solution set in reacting to and solving the crisis.

In contingencies, as an example, when a HRST deploys in support of a geographic combatant commander, the USTRANSCOM JIACG continues to perform its broader functions in support of USTRANSCOM (routing interagency coordination, validate assumptions, update Annex V planning considerations, etc.), and liaising with the supported combatant command JIACG.

3.4 Training, Education, and Exercises

JIACG planners ensure that interagency concerns, priorities, and requirements are a part of any training, education, or exercise plan. Consideration is given to drafting a comprehensive set of Master Scenario Event List (MESL) injects that contains both routine events and, when possible, scenario-specific events to stress the interagency linkages with supported combatant command operations and TCC supporting operations.

3.5 Information Operations and Strategic Communication

Strategic Communication: Focused United States Government processes and efforts to understand and engage key audiences to create, strengthen or preserve conditions favorable to advance national interests and objectives through the use of coordinated information, themes, plans, programs, and actions synchronized with other elements of national power.

– 2006 QDR Strategic Communication Execution Roadmap

The JIACG is well-positioned to help coordinate a “single voice” for information operations (IO) and strategic communication (SC) conducted during actual or training events. Although not its primary duty, success in information operations is a crucial enabler for larger scale operations. Joint Publication 3-08 provides a template for the interagency (IA) collaboration, coordination, and integration construct.

The JIACG assists in facilitating the IO process by helping others understand the widespread nature of interagency activities during contingencies, and training and exercises. The JIACG, by its very nature, recognizes the roles of how the IA community contributes to the rapidly evolving situations where military operations are affected by media and public perceptions.

The JIACG provides constant monitoring and situational awareness of IA issues in the fluid environment of contingencies and exercises. JIACG facilitates the coordination, cooperation, and teamwork among Other Government Agencies (OGA) and non-governmental organizations (NGO), inter-governmental organizations (IGO) and the combatant commands. Through information sharing, JIACG efforts help to alleviate the interagency coordination challenges that exist.

JIACG also supports information sharing among the USTRANSCOM directorates and staff by providing regular, timely, and collaborative day-to-day exchange. The JIACG facilitates the sharing of data, information, and knowledge necessary to rapidly plan, execute, and assess joint operations which is instrumental in providing insight to the decision makers. By providing

IO support both internally and externally, we provide a situational awareness on the interagency process and mechanisms that are important to the stakeholders.

JIACG efforts in IO and SC contribute to the overall USTRANSCOM strategic and operational communication efforts. We help ensure that all interagency support is integrated into the decision-making processes of our leaders. This results in a total unity of effort within the command.

3.6 Irregular Warfare (IW) and the Interagency Community

IW is the application of national power to support a foreign partner for legitimacy and influence over the relevant populations against violent opposition from state or non-state actors. IW favors indirect approaches, though it may employ the full range of military capabilities, in order to erode an adversary's power, influence and will.

3.6.1 JIACG Support to IW. The JIACG supports USTRANSCOM, joint, interagency, and international partners who conduct irregular warfare. The JIACG provides adaptive and agile ways and means to address the complex issues that face the military and civilian sectors in supporting them to defeat insurgent organizations, motivations, sanctuaries, and enterprises.

IW is the military component to a WOG approach to operating in a complex environment. Although not formally established, many view the whole approach as “complex operations.” The use of IW from a strictly military perspective has not been historically successful. It requires a well thought out integrated and fluid campaign that incorporates as many as six lines of operation.

- Information (Integrated throughout the lines of operation)
- Providing Essential Services , i.e. Stability, Security, Transition, and Reconstruction (SSTR)
- Training and Equipping (or developing) Local Forces, i.e. Foreign Internal Defense (FID) Programs
- Combat, i.e. counterinsurgency operations (COIN), counterterrorism (CT), unconventional warfare (UW)
- Governance, i.e. SSTR
- Economic Development, i.e. SSTR

The JIACG staff, in general, performs or assists in the following functions:

- The collaborative development of joint IW-relevant doctrine,
- The exploration of new concepts and capabilities as part of the joint concept development and experimentation program,
- The collaborative development of joint standards for GPF IW-relevant training and readiness for individuals and staff,

- The identification of tracking requirements for critical IW skills and experience,
- The identification of joint-IW relevant capabilities and recommending priorities for capability development, and
- The annual assessment of the U.S. Armed Forces' General Purpose Force (GPF) proficiency and readiness for IW.

3.6.2. IW Reading List

- National Security Presidential Directive 44 (NSPD-44), 7 Dec 2005
- Irregular Warfare Joint Operational Concept, DOD Version 1, 11 Sept 2007
- Joint Tactics, Techniques, and Procedures for Foreign Internal Defense, JP 3-07.1, 30 Apr 2004
- Training and Educating the Marine Corps for Irregular Warfare, Mar 2008
- Memorandum for the U.S Joint Forces Command, Irregular Warfare Vision, 11 Mar 2009
<http://www.jfcom.mil/newslink/storyarchive/2009/IWVision.pdf>
- DOD Directive 3000.05, 28 Nov 2005, Military Support for Stability, Security, and Reconstruction (SSTR) Operations
- Multi-Service Concept for Irregular Warfare, US Marine Corps Combat Development Command and US Special Operations Command Center for Knowledge and Futures, Ver. 2.0, 2 Aug 2006
- Irregular Warfare Special Study, USJFCOM, 4 Aug 2006
- Irregular Warfare, Air Force Doctrine Document 2-3, 1 Aug 2007

3.6.3 IW Web links

- Irregular Warfare Support, <http://www.iwsp.cttso.gov/>
- USJFCOMLive Irregular Warfare, <http://usjcom.dodlive.mil/tag/irregular-warfare/>
- Center for Irregular Warfare, <https://www.mccdc.usmc.mil/CIW/index.htm>
- USJFCOM Joint Irregular Warfare Center, http://www.jfcom.mil/about/abt_jiwc.html
- Center for Strategic and Internal Studies: Video: Irregular Warfare, Hybrid Threats, and the Future Role of Ground Forces, <http://csis.org/multimedia/video-irregular-warfare-hybrid-threats-and-future-role-ground-forces>
- Irregular Warfare II, <http://www.mors.org/events/09iw.aspx>
- Irregular Warfare Center of Excellence, <http://www.delphiresearch.us/CofE.html>

GLOSSARY

Abbreviations and Acronyms

ACT	Advance Civilian Team
AOR	Area of Responsibility
C2	Command and Control
CAT	Crisis Action Team
CCDR	Combatant Commander
CIE	Collaborative Information Environment
COA	Course of Action
COE	Center of Excellence
COIN	Counterinsurgency operations
CONEMP	Concept of Employment
CONOPS	Concept of Operations
CRSG	Country Reconstruction and Stabilization Group
DCO	Defense Collaboration On-line
DIME	Diplomacy, Information, Military and Economic
DOD	Department of Defense
DOTMLPF	Doctrine, organizations, training, materiel, leadership and education, personnel, and facilities
DTIC	Defense Technical Information Center
EBO	Effects-Based Operations
FDO	Flexible Deterrent Options
FPA/POLAD	Foreign Policy Advisor/Political Advisor
GIG	Global information Grid
HQ	Headquarters
HRST	Humanitarian Reconstruction and Stabilization Team
IAC	Interagency Council
IW	Irregular warfare
JCS	Joint Chiefs of Staff
JFC	Joint Force Commander
JIC	Joint Intelligence Center
JOC	Joint Operations Center
JP	Joint Publication
JROC	Joint Requirements Oversight Council
JROCM	Joint Requirements Oversight Council Memorandum
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JTF	Joint Task Force
JWFC	Joint Warfighting Center
NCW	Network Centric Warfare
OPLAN	Operation plan
S/CRS	State Dept Office (DOS) Office of the Coordinator for Reconstruction and Stabilization
SJFHQ	Standing Joint Forces Headquarters

STINET	Science and Technical Information Network
TCP	Theater Campaign Plan
OPR	Office of Primary Responsibility
ONA	Operational Net Assessment
OPG	Operations Planning Group
OSD	Office of the Secretary of Defense
SSTR	Stability, security, transition, and reconstruction
TSCP	Theater Security Cooperation Plan
USG	United States Government
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USSOUTHCOM	United States Southern Command
UW	Unconventional warfare
WOG	Whole of Government

Terms and Definitions

Advance Civilian Team (ACT). Under a combat or crisis scenario, provides an immediate civilian presence in the field to work with military commanders, conduct assessments, engage local authorities, coordinate with international organizations, initiate programs in the field, and prepare for longer-term civilian programs. Under a non-combat scenario, provides similar functions, advising an Ambassador or Chief of Mission and supporting a headquarters staff that augments Embassy operations and coordinates provincial level ACTs.

Information Environment (IE). IE involves the integration of individuals, organizations, systems, and processes for the common purpose of creating and sharing the data, information, and knowledge necessary to rapidly plan, execute, and assess joint operations.

Country Reconstruction and Stabilization Group (CRSG). CRSG serves as the main interagency coordination body for comprehensive USG engagement in a post-conflict or complex contingency. The National Security Council establishes a CRSG upon the recommendation of the Secretary of State. The CRSG oversees strategic planning and implementation of USG policy and programs for reconstruction and stabilization in the region of engagement, prepares options for senior leadership, and reports to the Deputies Committee.

Effects-Based Operations (EBO). Operations that are planned, executed, assessed, and adapted based on a holistic understanding of the operational environment in order to influence or change system behavior or capabilities using the integrated application of selected instruments of power to achieve directed policy aims.

Humanitarian Reconstruction and Stabilization Team (HRST). This civilian State Department team will address the need for coordination between military

and civilian planners when U.S. military engagement is contemplated. It will operate at the locus of planning for a Regional Combatant Commander to ensure unity of effort on R&S operations, to resolve assumption gaps about capabilities, and to advise the commander on R&S matters and on the connections between the military plan and longer-term civilian plans. The HRST will not have authority to commit resources but to develop plans that decision-makers can consider knowing they have been developed in coordination with the military. An adapted HRST may be deployed to a planning cell for a non-combat scenario, e.g., to the planning staff of a UN peacekeeping operation.

Joint Interagency Coordination Group (JIACG). A multifunctional advisory group composed of US Government (USG) civilian and military experts accredited to the CCDR and typically located with the combatant command headquarters. It provides regular, timely, and collaborative day-to-day working relationships between civilian and military operational planners.

Interagency Executive Steering Council (IA ESC). A senior-level interagency group that meets periodically (monthly to quarterly) to establish a common understanding between military and civilian organizations on key coordination issues; normally located at the combatant command level.

Network Centric Warfare (NCW). A conflict characterized by the participation of at least one robustly networked force capable of greater information sharing and situational awareness that enables enhanced collaboration, self-synchronization, sustainability, and speed of command to produce a dramatic increase in mission effectiveness.

APPENDIX A

Training and Education Curriculum for JIACG Staff

The courses listed below represent a cross matrix of education and training opportunities that affect the interagency community at large. The JIACG training and education focus is to ensure individuals and small teams are best prepared to address these key areas: establishing command relationships; improving communication and collaboration within the community; recognizing and using the collaboration tools (i.e., DCO, LinkedIn, etc.), and analyzing and applying lessons learned.

Doctrine Networked Education and Training (DOCNET)

<http://www.dtic.mil/doctrine/courselist.html>

Interagency Coordination

Reviews the nature of military, intergovernmental, and nongovernmental organizations; steps that support building interagency coordination; roles and responsibilities of participants in the interagency coordination process; DOD's role in interagency coordination for domestic and foreign operations; and joint task force commander interagency coordination tools and planning documents. (5 hrs): Joint Publication 3-08, *Interorganizational Coordination During Joint Operations*

Homeland Security

Framework for homeland security, mission areas, missions, related supporting operations, and enabling activities; homeland security legal authorities; joint force, multinational, and interagency relationships; command and control; planning and execution; training and resource considerations (3 hrs): JP 3-26, *Homeland Security*

Logistics Support

Key doctrine that guides joint logistics support, responsibilities, capabilities and logistic-related limitations of the US Transportation Command, other combatant commands, and the Services (1 hr 30 min): JP 4-0, *Doctrine for Logistic Support for Joint Operations*
JP 4-01, *Joint Doctrine for the Defense Transportation System*

Joint Interagency Multinational Planners Course – National Defense University (in residence course 1 week)

http://www.jfsc.ndu.edu/schools_programs/jimpc/default.asp

The Joint Interagency Multinational Planner's Course (JIMPC) is a specialized short course addressing the dynamic challenges confronting mid-grade civilian and military planners who conduct interagency coordination for complex

APPENDIX A

Training and Education Curriculum for JIACG Staff

contingencies overseas. The 5 day long course educates officers in the transforming organizations and processes that are being developed to improve a WOG comprehensive approach to solving complex contingencies. This course educates officers in the latest developments in interagency coordination and serves as a forum for an exchange of best practices.

Online Courses: Both the Joint Knowledge Development and Distribution Capability (JKDDC) and the Federal Emergency Management Agency's Emergency Management Institute (EMI), offer numerous courses that are germane to interagency community processes, organizational construct, and capabilities. For JIACG personnel, core courses are those which are required to be completed in the first year of assignment, elective courses are those that are generally of interest or provide more detailed focus and can be taken as needed. Duty assignment courses are those courses which must be completed based on assigned duties and responsibilities, and must be completed in the first year. These courses are not all inclusive, but provide a framework that is critical to understanding the essential aspects associated with the interagency community. The course listing is provided in Appendix A-1 (JKDDC) and Appendix A-2 (FEMA-EMI).

Joint Knowledge Development and Distribution Capability (JKDDC)

(Access through the Army Knowledge Online portal-Army Knowledge Online (AKO))

[https://www.us.army.mil/appiansuite/login/login.fcc?TYPE=33554433&REALMOID=06-000a4cd6-218f-1122-97ea-832f882f0000&GUID=&SMAUTHREASON=0&METHOD=GET&SMAGENTNAME=\\$SM\\$HP4c7QPYp2KtCVeQ%2f723ECL4%2bJUIHQcnRMBd2KxCCSc%3d&TA RGET=\\$SM\\$http%3a%2f%2fwww%2eus%2earmy%2emil%3a81%2fsuite%2fpag e%2f358205#](https://www.us.army.mil/appiansuite/login/login.fcc?TYPE=33554433&REALMOID=06-000a4cd6-218f-1122-97ea-832f882f0000&GUID=&SMAUTHREASON=0&METHOD=GET&SMAGENTNAME=SMHP4c7QPYp2KtCVeQ%2f723ECL4%2bJUIHQcnRMBd2KxCCSc%3d&TA RGET=SMhttp%3a%2f%2fwww%2eus%2earmy%2emil%3a81%2fsuite%2fpag e%2f358205#)

See Appendix A-1 for additional course information germane to the JIACG staff. Courses are identified as Core Courses (Appendix A-1-1), Electives (Appendix A-1-2) and Duty Assignment Specific (Appendix A-1-3).

Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI)

<http://training.fema.gov/IS/crslist.asp>

See Appendix A-2 for additional course information germane to the JIACG staff. Courses are identified as Core Courses (Appendix A-2-1), Electives (A-2-2) and Duty Assignment Specific (Appendix A-2-3).

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-MN248	Civil-Military Relations in an Interagency Context Course	x	x	x	The purpose of this course is to introduce students to the major theories and issues surrounding civil-military relations in today's world, including possible means for improvement. It provides themes for improvement in civil-military relations in the Western Hemisphere; including media military and legislative-military relations, interagency and NGO coordination, and the role of international organizations. The course is presented by the Inter-American Defense College and has been developed in conjunction with Florida International University.	20.0
J3OP-US012	Joint Interagency Coordination Group (JIACG) Course	x	x	x	This course provides an overview of JIACG and its structure, describes the JIACG environment and its players, and explains the JIACG process.	14.0
J3OP-US027	Joint Task Force State Staff Course	x	x	x	The JTF State Staff Course educates National Guard personnel in JTF State operational-level planning and execution, in accordance with applicable federal and state authorities (State Active Duty, Title 10, Title 32, dual-status), in order to act in concert with other joint, interagency, inter-jurisdictional, and inter-governmental organizations, and instill an enduring commitment to civil-military teamwork, attitudes and perspectives.	57.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-US094	The Interagency Process: Full Spectrum Implementation Presentation	x	x	x	The Interagency Process: Full-Spectrum Implementation Course reviews the National level interagency process, describes how a combatant commander and staff participate in the Interagency (IA) process, highlights the major issues within the IA process, and examines some of the new organizational tools developed to improve IA coordination. The course also introduces the Joint Interagency Coordination Group (JIACG) concept.	1.0
J3OP-US095	Joint Operations Center (JOC) Presentation	x	x	x	The Joint Operations Center Course provides an overview of joint operational and deployment planning to a Joint Task Force Commander and staff. The course focuses on the actions during key steps of the operational-level planning process within crisis action planning, and the integration of deployment planning into this process.	0.5
J3OP-US261	EPRC for CBRNE Basic Awareness Course	x	x	x	The purpose of this course is to provide an overview of the different types of Chemical, Biological, Radiological, Nuclear, or high-yield explosives (CBRN) threats, information on how to prepare for and recognize a CBRNE threat, and instructions on the protective measures. It also explains disaster management and the actions to take to prepare for, respond to, and recover from an all hazards incident. The course is presented in accordance with the Tri-Service CBRNE Medical Training Program	2.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					and meets training requirements for DoD Civilians non-medical/non-security civilian employees and contractors within the Military Healthcare System (MHS) to include but not limited to housekeepers, office workers and facility workers.	
J3OP-US272	DOD 101 - Interagency Course	x	x	x	The purpose of this course is to educate and inform individuals in the Department of Defense (DoD) and other US government Agencies on the fundamental workings of DoD as an entity within the US Government and how DoD works within the interagency process.	1.0
J3OP-US298	Department of State 101 Interagency Operations	x	x	x	The purpose of this course is to educate and inform individuals in the Department of Defense (DoD) and other US Government Agencies on the fundamental workings of the DoS and how it operates within the interagency process. The student will become familiar with the history, organization, functions, and roles and responsibilities of DoS. At the conclusion of the course, the student will understand how the DoS is set up and how it compares to DoD and other agencies in the US Government as well as how it functions within both the interagency process and with DoD. This course is to be offered in conjunction with the DoD and United States Agency for International Development (USAID) Interagency 101 courses.	1.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-US345	USAID 101 - Interagency Course (v.2)	x	x	x	The purpose of this course is to educate and inform individuals in the DoD and other US Government Agencies on the fundamental workings of the US Agency for International Development (USAID) and how it operates within the interagency process. The student will become familiar with the history, organization, functions, and roles and responsibilities of USAID. At the conclusion of the course, the student will understand how USAID is set up and how it compares to DoD and other agencies in the US Government as well as how it functions within both the interagency process and with DoD. This course is to be offered in conjunction with the DoD 101-Interagency and DoS 101-Interagency courses.	1.0
J3OP-US422	Department of Homeland Security 101 – Interagency Course	x		x	The purpose of this course is to educate employees of the Department of Security and other domestic and international partners on the Department’s international security role and presence. This course is to be offered in conjunction with a number of other Interagency 101 courses designed to provide a baseline of understanding of each organization. The student will become familiar with the structure, mission, responsibility, and organization of the Department of Homeland Security as they relate to international activities.	1.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-US784	Department of Health and Human Services 101 – Interagency Course	x	x		The purpose of this course is to educate and inform individuals in the Department of Defense (DoD) and other US Government Agencies on the fundamental workings of the Department of Health and Human Services (HHS) and how it operates within the interagency process. The student will become familiar with the history, organization, functions, and roles and responsibilities of HHS. At the conclusion of the course, the student will understand how the HHS is organized; how HSS responds to national public health and medical emergencies; how it compares to DoD and other agencies in the US Government and how it functions within the interagency process and in support of reconstruction and stabilization efforts.	1.0
J3SN-US013-11	JTF 101 Module 11: Interagency Coordination	x	x		Interagency Coordination module presents a fundamental understanding of interagency coordination to the Joint Force Commander (JFC) and staff in order to organize the joint task force and execute the mission in a manner which ensures unity of effort. Essential considerations are presented for coordination, cooperation, and teamwork among Other Government Agencies (OGAs) of the US Government (USG), Non-Governmental Organizations (NGOs), intergovernmental organizations (IGOs), and combatant commands	2.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					involved in joint operations. Topics include interagency coordination, civil-military operations, and the role of the Civil Military Operations Center (CMOC) as an integration mechanism.	
J3SN-US013-12	JTF 101 Module 12: Multinational Operations	x	x		Multinational Operations module presents basic background information on multinational operations for a joint task force (JTF). Topics include fundamentals of joint operations, the focus of a JTF within this environment, and the initial challenges of executing JTF missions at the operational level.	2.0
J3ST-MN056	The Interagency Process Course	x	x	x	This course provides a look at complex emergencies, political-military planning, the mechanics of interagency coordination at the national (executive) level and best practices for facilitating collaboration among multiple government and non-government agencies and the military. It also provides insight into the needs of policymakers in crisis situations, as well as the interagency mechanisms and processes. Other topics include international considerations such as coalition building.	20.0
J3ST-MN102	Peace Support Operations, Civil Military Cooperation for Commanders and Staff Course	x	x	x	This orientation course is intended for all CIMIC (Civil-Military Cooperation) personnel except Senior Commanders and Senior Staff. It details the main CIMIC duties focusing on: Operational Phases, Functional Areas and Primary duties.	2.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					It also describes the work involved for planning within the Staff. Students who successfully complete this foundation course will benefit by having the basic knowledge for understanding CIMIC staff functions.	
J3ST-US006	Introduction to Defense Distribution Course	x	x	x	This is a web-based course designed to provide broad understanding of Defense transportation/distribution processes including the vision, mission, and components of United States Transportation Command (USTRANSCOM), different types of planning processes, and the capabilities that facilitate Total Asset Visibility (TAV).	2.0
J3ST-US010	Defense Support to Civil Authorities (DSCA) Course Phase 1	x	x		The mission of the DSCA online course is to familiarize DoD and other agency personnel in Defense Support to Civilian Authorities operations. This course includes national, state, local and DoD statutes, directives, plans, command and control relationships, and capabilities with regard to DoD support for domestic emergencies and for designated law enforcement and other activities.	9.0
J3ST-US285	Adaptive Courses of Action (ACOA) Course		x		The purpose of this course is to provide JPEC members with a working knowledge of how to develop or modify operational planning information, generate JOPES orders/messages, develop COAs, or assign ready and deployable forces to specified or implied tasks. At the completion of this course, the service	4.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					member will have a working knowledge of the capabilities of ACOA.	
J4OP-US096	Joint Medical Patient Movement Items Tracking and Visibility Course (FOUO)	x	x		The Patient Movement Items (PMI) tracking and visibility system is a joint capability solution designed to effectively supply and re-supply DoD Medical Treatment Facilities (MTFs) with transportable medical equipment even during times of rapid deployment. PMI consists of specifically designated medical equipment needed for patient transport, and the consumable supplies needed for their proper use. The PMI tracking and visibility system ensures that MTFs do not face a shortage of vital equipment as a result of allowing that equipment to be attached to outbound patients. This course provides background information on the development of and need for a worldwide PMI tracking capability. The course will provide DoD, governmental and nongovernmental personnel an understanding of how the PMI tracking system works. The course will also provide instruction and practical experiences using the hardware and software of the PMI system. The course consists of three lessons. All content is based on US Joint Doctrine, US Air Force publications, and owner's guides for the relevant hardware and software.	1.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J4OP-US116	Joint Deployment Distribution Operations Center (JDDOC) Course	x	x		The course is designed for DoD, governmental and non-governmental personnel who will be assigned to and/or working with a JDDOC. This course will provide personnel the understanding that the JDDOC is a joint capability solution designed to satisfy the requirement to integrate strategic and theater deployment execution and distribution operations within each Geographic Combatant Commander's Area of Responsibility (AOR). The JDDOC, under the control, direction and auspices of the Geographic Combatant Commander, directs, coordinates and synchronizes assigned and attached forces' deployment and redeployment execution, and distribution operations (and other authorities specified by the Combatant Commander) to enhance the Combatant Commander's ability to execute logistics plans with National Partner (NP) support. The course consists of ten modules. All content is based on US Joint Doctrine, enhanced with examples, lessons learned, reference citations, and hyperlinks for additional research and information.	17.0

Appendix A-1-1
Core Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J4OP-US143	The Joint Task Force - Port Opening Course	x			This course describes operating concepts for a joint capability resulting from the organization of Army and Air Force Service elements and also addresses training, readiness, logistics, command, control and communications for the task force. A single JTF-PO capability to support APOD operations reached a CDR USTRANSCOM approved Initial Operational Capability (IOC) on 2 November 2006. A separate Concept of Operations will address JTF-PO Seaport of Debarkation (SPOD) operational concepts. The course consists of four modules. All content is based on US Joint Doctrine.	5.0
J5OP-US352	Joint Operation Planning and Execution System (JOPES) Executive Presentation Course (v.2)	x	x	x	The purpose of this course is provide an overview tailored to senior military and civilian personnel who require an understanding of the Joint Operation Planning and Execution System (JOPES) capabilities, processes, and integration into joint military and humanitarian operations planning and execution. JOPES is the principal means for translating national security policy decisions into military plans and operations for the Department of Defense (Do).	2.0

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J1ST-MN041	Introduction to International Humanitarian Law Course	x	x	x	This course assesses the affect of international humanitarian law on military operations, and introduces participants to the legal and international humanitarian law issues involved in military operations. The course content provider is the George C. Marshall European Center for Security Studies. This web-based course uses the PfP Consortium of Defense Academies and Security Studies Institutes Learning Management System (PfP LMS). It is offered here for informational purposes only, without accreditation or instructor interaction.	10.0
J3OP-MN061	Security in the Information Age Course	x	x	x	This course provides and introduction to the main risks and emerging insecurities of the information age, which is characterized by the rapid spread of information and communications technology (ICT) and new kinds of vulnerabilities as a consequence of the dependence on ICT in modern-day societies. The six learning objectives include an overview of the information revolution and how it is changing the risk environment, a description of malicious actors and the tools that they can employ to cause damage in the world of information infrastructures, an introduction to the research field of security studies in connection with information-age risks, a discussion	3.0

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					of the use of ICT in violent and non-violent conflict situations, an outline of the critical information infrastructure protection (CIIP) policies, and a discussion of multilateral endeavors to protect cyberspace.	
J3OP-MN192	Pre-Deployment Cultural Awareness Commanders Pack - Iraq Course	x	x	x	This course consists of a series of informative scenarios and information segments regarding pre-deployment cultural awareness in Iraq. It starts with a broad overview of the factors involved in cultural awareness and moves the focus to cultural awareness in country while providing a foundational introduction to the subject. Additional discussions include, definitions of cultural awareness, history and evolution of cultural awareness, scenarios surrounding cultural awareness and the use of tactics to mitigate cultural awareness issues that may arise in country. Additional resources such as language packs, country specific cultural information, and extended resources are provided. After completing the course, you will be able to describe and react to cultural awareness issues that might be encountered within in Iraq.	4.0

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-MN194	Definition, Dimensions, and Categories of Terrorism Course	x	x	x	This course consists of a series of lectures and lecture notes that give specific explanations on the problems defining terrorism. It starts with a broad overview of the factors involved in defining terrorism and provides a foundation and introduction to the subject. Additional discussions include, definitions of terrorism in international law, history and evolution of terrorism and counterterrorism, sources of terrorism, counter-terrorism and the use of force in international law, international legal response to terrorism, the role of intelligence in Defense against terrorism, the role of media in the fight against terrorism, methods of attacks and selection of targets, financing terrorism and future forms of terrorism. After completing the course, you will be able to describe the government's responsibilities and legal aspects surrounding terrorism issues.	15.0
J3OP-US158	Knowledge and Information Fusion Exchange (KnIFE) Presentation 19 April 2007	x	x	x	The Knowledge and Information Fusion Exchange (KnIFE) Presentation discusses operational concepts and processes, where KnIFE resides and how to retrieve information from KnIFE.	1.0

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-US232	Senior Leader Course for Installation CBRN Defense Course	x	x	x	The CBRN Senior Leader course for Installation Defense is intended for senior leaders who are directly responsible for the CBRN defense of an installation. CBRN installation defense is a part of an overarching Installation Protection Program (IPP) and involves planning, resources, and executing for potential CBRN threats. The course includes a Post test.	4.0
J3OP-US262	Emergency Preparedness Response Course (EPRC) – Executive/ Commander Course	x	x	x	The purpose of this course is to provide an overview of the National Incident Command System, National Response Framework, and the response from the local, state, and national levels during an all-hazards incident. It describes how DSCA fits into the missions of homeland security (HLS) and homeland Defense (HLD) and describes how DoD supports HLS and HLD missions to provide civil support. The course is presented in accordance with the Tri-Service CBRNE Medical Training Program and meets training requirements for military executives and commanders working within the Military Healthcare System (MHS).	6.0

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3SN-MN039	Combating Trafficking in Human Beings Course (v1.1)	x	x	x	This course introduces you to the widespread problem of Trafficking in Human Beings (THB) and the possibility to combat that special field of organized crime. It also introduces you to the NATO Policy on combating trafficking in human beings and the impact of THB on NATO-led operations.	2.0
J3SN-MN103	Introduction to Public International Law Course (v.2)	x	x	x	The purpose of this course is to offer as a self-paced, non-assessed, introductory course to the topic of 'Public International Law', with an emphasis on how this strand of international law impinges on military operations. Central to this course will be the matter of 'Jus Ad Bellum', or the use of force as an instrument of National Policy. Discussion will also occur on the matter of 'Jus In Bellow' or those rules which apply to both International and Non-International Conflict. Reference will be made to the sources of public international law and the general principles which underpin this body of law.	5.0
J3SN-US005	Joint Staff Business Process (JSBP) Course	x	x	x	This course describes the Joint Staff structure and functions within the National Security Structure (NSS). It also explains the purpose and history of the Tank, as well as the mission of the Special Assistant for Joint Matters (SAJM). In addition, the course describes the various levels of deliberation within the National Security Council (NSC)	3.5

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					system for developing and implementing US national security policy.	
J3ST-MN049	National Security and Defense Strategy Course	x	x	x	The purpose of this course is to provide a basic understanding of the considerations surrounding National Security and Defense to senior Western Hemisphere military, national police and national security leaders to enable adequate analysis and strategic planning to prevent and solve crises of various natures that can affect the Defense and security of the "Nation-State."	20.0
J3ST-MN053	International Security Risks (Drugs, Migration, Climate, Finances, Terrorism) Course	x	x	x	This course consists of various modules, each one of which deals with a different international security risk such as cyber warfare, migration, drug trafficking, instability on financial markets, and the destruction of the environment. The modules discuss links between security, risk, and the phenomena in question and present overviews of the main problems and counterstrategies as developed and implemented by states and international organizations. Interactive elements allow students to evaluate the issues involved and to devise strategies for dealing with the risks. The aim of this course is to make students familiar with theoretical concepts that are important for understanding the link between security and risk in general and the various topics discussed in	4.0

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					the course in particular. Apart from those objectives concerning theory, students will gain insights into the empirical dimensions of several international phenomena. By showing that risks are to a certain extent constructed and that this construction does not necessarily reflect 'objective reality', students learn to question their own perceptions and that of others. This capacity, in turn, permits students to weigh the pros and cons of various risk policies and to propose their own strategies.	
J3ST-MN057	Introduction to Information Operations Course	x	x	x	This module intends to highlight the rapidly evolving situations where military operations are affected by media and public perceptions. At the conclusion of this module, you will be able to discuss the following INFO OPS topics: 1. Fundamentals; 2. Roles and Structure; 3. INTEL Support; 4. Coordination Requirements; and 5. Planning.	3.0
J3ST-MN059	Fundamentals of CBRN Defense Course	x	x	x	This course discusses: the history of chemical and biological warfare; characteristics and effects of various nuclear and radiological weapons; characteristics and effects of biological agents; Weapons of Mass Destruction (WMDs) and Nuclear Biological and Chemical (NBC) risks to NATO. The purpose of the Fundamentals of Chemical, biological, Radiological, Nuclear, (CBRN) Defense course is to provide	2.0

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					an overview of the history, characteristics, and effects of CBRN warfare. After completing the module, you will know the impact of CBRN warfare, and the various initiatives of weapons of mass destruction.	
J3ST-MN100	Peace Support Operations, Civil Military Cooperation for Senior Commanders and Senior Staff Course	x	x	x	This orientation course provides an overall description of recent developments within PSO (Peace Support Operations), with a focus on CIMIC (Civil Military Cooperation) duties and functions. The CIMIC concept, like other military disciplines will therefore consistently be subject to continual development and adaptation as new experiences are gained. Students who successfully complete this foundation course will benefit by having the current and basic knowledge for understanding the primary objectives of CIMIC work.	2.0
J4OP-US013-07	Joint Task Force (JTF 101) Module 7: Joint Logistics	x	x		The Joint Logistics module provides the fundamentals of joint logistics and essential planning and employment considerations to a joint force commander (JFC) and staff. This module presents key logistics principles and policies and focuses on actions a JFC can take to ensure logistics fully supports the concept of operations.	1.5

Appendix A-1-2
Elective Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J4SN-US270	Joint Deployment and Distribution Performance Metrics Framework for Sustainment Distribution (JDDE PMFSD) Course	x	x	x	The purpose of this course is to improve Joint readiness by driving the unity of effort needed to achieve identified levels of performance and flexibility in support of the warfighter. It provides baseline and target levels for JDDE performance in speed, reliability, efficiency, and information visibility. All course content is based upon US Joint Doctrine and Joint Tactics, Techniques and Procedures (JTTP) enhanced with examples, lessons learned, and reference citations/hyperlinks for additional research and information.	2.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-MN060	Operations in the Information Age Course	x	x	x	This course is adapted from a graduate level course focused on Information Operations offered at the Naval Postgraduate School in the US. Faculty members at the Naval Postgraduate School modified the content with the assistance of students from Bulgaria, the Ukraine and Turkey. The CISO Academic Team and the CISO Technical Teams completed the course design. Peer review was accomplished with participation from the NATO School in Oberammergau and the Bulgarian National Defense Academy. This course is intended to help you perform better as a staff officer in support of coalition military operations in today's high technology military environment. Coalition operations are expected to be the norm for both NATO and Partnership for Peace member states for the foreseeable future.	2.0
J3OP-MN191	Pre-Deployment Cultural Awareness Commanders Pack - Afghanistan Course	x	x	x	This course consists of a series of informative scenarios and information segments regarding pre-deployment cultural awareness in Afghanistan. It starts with a broad overview of the factors involved in cultural awareness and moves the focus to cultural awareness in country while providing a foundational introduction to the subject. Additional discussions include, definitions of cultural awareness, history and evolution of	4.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					cultural awareness, scenarios surrounding cultural awareness and the use of tactics to mitigate cultural awareness issues that may arise in country. Additional resources such as language packs, country specific cultural information, and extended resources are provided. After completing the course, you will be able to describe and react to cultural awareness issues that might be encountered within Afghanistan.	
J3OP-US252	Weapons of Mass Destruction in the 21st Century (WMD21) Course	x	x	x	The purpose of this course is to provide introductory Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) training to all DoD and other federal, state, or local personnel engaged in agency WMD requirements. This is a newly developed course that has not yet been taught in any online format. At the completion of this course, the student will have a working knowledge of: CBRNE threats, weapons and effects, and WMD defense doctrine; WMD hazard and vulnerability analyses of population and infrastructure; introduction to orders, statutes, and directives pertaining to WMD response; consequence management operations; and to DoD WMD response assets, capabilities, timelines, and limitations.	12.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3OP-US256	Branch and Sequel Planning (OIF) Course	x	x		At the conclusion of this course, the student will: understand that planning is commander-Centric; understand the environment and frame the problem in relation to the three event horizons; recognize the need to plan for branches and Sequels over the course of the mission time frame; understand roles and considerations in planning; recognize that assessment drives planning over the three events horizons; and understand the importance of including the commander's input into the planning process.	1.0
J3OP-US259	Emergency Preparedness Response Course (EPRC) - Operator Long Course	x	x	x	The purpose of this course is to prepare personnel to effectively respond to an all-hazards incident including those emanating from chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE) sources. This course also explains the current global threat of CBRNE use, the characteristics and effects of threat agents, principles of personal protection, agent detection, recognition and emergency treatment of agent exposure, and the principles of triage and decontamination of CBRNE agent casualties. The course is presented in accordance with the Tri-Service CBRNE Medical Training Program and meets initial training requirements for military personnel, DoD civilians and contractors	13.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					working within the Military Healthcare System (MHS) providing security support or non-direct patient care.	
J3OP-US260	Emergency Preparedness Response Course (EPRC) - Operator Short Course	x	x	x	The purpose of this course is to provide refresher/sustainment training to prepare personnel to effectively respond to an all-hazards incident including those emanating from chemical, biological, radiological, nuclear, or high-yield explosives (CBRNE) sources. This course also explains the current global threat of CBRNE use, the characteristics and effects of threat agents, principles of personal protection, agent detection, recognition and emergency treatment of agent exposure, and the principles of triage and decontamination of CBRNE agent casualties. The course is presented in accordance with the Tri-Service CBRNE Medical Training Program and meets sustainment training requirements for military personnel, DoD civilians and contractors working within the Military Healthcare System (MHS) providing security support or non-direct patient care.	8.0
J3OP-US362	The Commander's Communication Strategy Course (OIF-09)	x	x		The purpose of this course is to educate and train the student to understand strategic communication, its definition, the Commander's Communication Strategy, and the challenges involved	1.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					in developing the Commander's communication Strategy.	
J3ST-MN045	NATO Peace Support Operations Course	x	x	x	The course aim is to provide an orientation towards NATO-led Peace Support Operations (PSO), primarily at the operational level. By the end of the course you should have a common understanding of PSO within the Alliance and amongst its Partners, and you will be broadly familiar with the definitions, terminology and concepts which are employed. It serves both as a module for PSO pre-course attendance at NATO and PfP Education and Training Establishments, and as preparation for major exercises incorporating NATO doctrine.	5.0
J3ST-MN052	The Inter-American System Course	x	x	x	This course explores the origins and development of the Inter-American System. It begins with an overview of the factors that led to the system's creation, then discusses in detail, the mission and structure of the new institutional order established for the Inter-American system under the Charter of the Organization of American States in 1948, and ends with focus on specific objectives and methods in the education, science, and technology sectors of the Americas.	20.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J3ST-MN054	Overview of the Inter-American System Course	x	x	x	This course explores the origins and development of the Inter-American System. It begins with an overview of the factors that led to the system's creation, then discusses in detail, the mission and structure of the new institutional order established for the Inter-American system under the Charter of the Organization of American States in 1948, and ends with focus on specific objectives and methods in the education, science, and technology sectors of the Americas.	20.0
J3ST-MN075	CIMIC Overview for NATO School Course	x	x	x	This module will provide you with the basic knowledge of civil military cooperation (CIMIC) in NATO.	2.0
J3ST-MN187	Critical Infrastructure Awareness (CIA) Course	x	x	x	This course was developed for senior civil and military personnel ranging from the Staff College Major to the War College Colonel and their civilian equivalents. Students will learn about current and prospective strategic level issues related to critical infrastructure protection (CIP) and have a greater appreciation of the fundamental elements and complexity of CIP in relation to national and global security concerns. Implementing CIP requires the acceptance by senior management, military or otherwise, that greater cooperation between government and private owners and operators is necessary if protective measures are to be successfully implemented.	3.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
J4OP-US013-17	Joint Task Force Fundamentals Course (JTF 101) Module 17: Introduction to the Role of the Joint Task Force Surgeon	x	x		The Introduction to the Role of the Joint Task Force Surgeon module of the JTF 101 course is intended to teach the roles and responsibilities of the joint task force surgeon (JTFS) and staff. This module presents a general overview of the role of a JTFS and staff within a JTF headquarters (HQ). Lack of training, prior to selection and deployment, has resulted in inadequate or ineffective advice to the JTF Command resulting in an inability to complete the assigned mission. All content is based upon US Joint Doctrine and Joint Tactics, Techniques and Procedures (JTTP) enhanced with examples, lessons learned, and reference citations/hyperlinks for additional research and information. Curriculum content also includes lessons learned from previous deployments of individuals selected to serve on a JTF Staff.	8.0
J4OP-US129	Health and Medical Aspects of Stability Operations (HMASO) Course	x	x		This course is designed to introduce military medical mid-level officers and enlisted personnel to the complex requirements of health service support to Security, Stability, Transition, and Reconstruction Operations that will be conducted in Complex Humanitarian Emergencies, Humanitarian Assistance, Disaster Response, and situations involving different degrees and types of conflict. It is designed for field application and as basic	11.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					knowledge for all military health professionals. It will help military medical personnel in the understanding of international relief requirements in complex emergencies and help DoD personnel to contribute or develop Stability Operations skills by creating an understanding of other United States Government (USG) agencies and international organizations and the joint doctrine of Stability Operations.	
J4ST-MN079	NATO Major Incident Medical Management Course	x	x	x	The core text has been prepared to provide an internationally recognizable approach to major incident management, with principles that are applicable in the civilian and military environments. For the military, a single Annex has been devised with a generic approach applicable to NATO and PFP Allies.	3.0
J6OP-US136	Knowledge Management in the Joint Environment Course	x	x	x	The purpose of this course is to provide the background and conceptual framework that will allow Department of Defense (DoD) members to participate and contribute to the knowledge requirements of their organization. In order to maximize the advantages of net-centric operations, military members must be aware of their roles as knowledge workers and leaders. This course is for all DoD members across all services and will produce active users for the DoD's Global Information Grid, who are	2.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					able to take advantage of the information sharing capabilities of networked operations and support both the current and future decision making process.	
J6SN-US273	Chemical, Biological, Radiological, Nuclear and High-Yield Explosives Advanced Learning, Education, and Response Training (CBRNE-ALERT)	x	x	x	The purpose of this course is to provide an entry level (Level 1) hybrid course designed to better prepare responders for incidents involving weapons of mass destruction. CBRNE ALERT is an online course that includes three introductory courses: Biology, Chemistry, and Radiology. The biology course describes the characteristics of living organisms and the different levels of biological safety as it applies to microbiology and recombinant DNA laboratories; and differentiating between atoms, molecules, elements, and compounds and their importance in biological systems. The chemistry course focuses on atomic structure; periodic properties, chemical bonding, chemical structure, molecular forces, types of chemical reactions, stoichiometry, chemical kinetics, chemical equilibria, and acids and bases in relation to CBRN identification and analysis. The radiology course focuses on defining basic radiation terms such as alpha, beta, and gamma rays; describing concepts that affect radiation such as radioactive activity, radiation exposure, dose	16.0

Appendix A-1-3
Duty Assignment Specific Courses for JIACG Personnel
(Joint Knowledge Development and Distribution Capability (JKDDC)
Joint Knowledge on Line (JKO))

Course Number	Title	Source JKO Online JKDDC			Course Description	Length in hours
		NIPR	SIPR	Net Public		
					equivalence, and distinguishing the origin of various sources of radiation emitted from the ground, building materials, water and food, etc.	

Appendix A-2-1
FEMA Core Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-100.b	Introduction to Incident Command Systems, ICS-100 http://training.fema.gov/EMIWeb/IS/IS100b.asp	ICS 100, Introduction to the Incident Command System, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).	3.0	0.3	1.0 (with IS-200.b)
IS-288	The Role of Voluntary Agencies in Emergency Management http://training.fema.gov/EMIWeb/IS/is288.asp	This independent study course provides a basic understanding of the history, roles, and services of disaster relief voluntary agencies in providing disaster assistance. It is appropriate for both the general public and those involved in emergency management operations.		1.0	1.0
IS-700.a	National Incident Management System (NIMS) An Introduction http://training.fema.gov/EMIWeb/IS/is700a.asp	This course introduces and overviews the National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernment organization to work together during domestic incidents.	3.0	0.3	n/a
IS-701	NIMS Multiagency Coordination Systems (MACS) Course	This course introduces Multiagency Coordination (MAC) Systems as described in the National Incident Management System (NIMS), and shows how these systems can be used to improve incident response. MAC Systems consist of a	5.0	0.5	n/a

Appendix A-2-1
FEMA Core Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
	http://training.fema.gov/EMIWeb/IS/is701a.asp	combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. After taking this course, you should be able to improve the overall coordination with, and support for, incident management by developing and operating within MAC Systems. While this course discusses the Incident Command System (ICS), it is not a substitute for ICS 400, Advanced ICS Command and General Staff—Complex Incidents.			
IS-800.b	National Response Framework, An Introduction http://training.fema.gov/EMIWeb/IS/IS800b.asp	This course is intended for government executives, private- sector and nongovernmental organizations (NGO) leaders, and emergency management practitioners. This includes senior elected and appointed leaders, such as Federal department or agency heads, State Governors, mayors, tribal leaders, and city or county officials- those who have a responsibility to provide for effective response. This course introduces participants to the concepts and principles for the National Response Framework. At the end of this course, you will be able to describe: The purpose of the National Framework; The response doctrine established by the National Response Framework; The roles and responsibilities of entities as specified in the National Response Framework; The actions that support national response; The response organizations used for multiagency coordination; How planning relates to national preparedness.	3.0	0.3	1.0 (with IS-250, IS-1900 and IS 801-814)

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-1	Emergency Manager: An Orientation to the Position http://training.fema.gov/EMIWeb/IS/is1.asp	This independent study course provides an introduction to Comprehensive Emergency Management (CEM) and the Integrated emergency Management System (IEMS). Included is an in-depth look at the four phases of comprehensive emergency management; mitigation, preparedness, response, and recovery. The text is accompanied by illustrations, diagrams, and figures. In most units, there are worksheets, exercises, and tasks to complete.	10.0	1.0	1.0
IS-8.a	Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699 http://training.fema.gov/EMIWeb/IS/is8a.asp	Since the Earthquake Hazards Reduction Act was passed in 1977, many actions have been taken to improve seismic safety. Executive Order 12699, “Seismic Safety of Federal and Federally Assisted or Regulated New Building Construction,” signed by President Bush in January 1990 is a significant Federal seismic risk reduction action. This Executive Order requires all new Federal, federally assisted, and federally regulated buildings to be appropriately seismic resistant. Among new construction affected are all buildings financed, either partially or fully, with Federal grants or federally guaranteed loans. Because this Executive Order is so wide reaching, covering everything from single-family dwellings to large Federal complexes across the nation, a training course was needed to provide the tools, information, and planning guidance for those people affected by the Executive Order. The purpose of this course is to provide individuals in State and local governments, and the building and		1.0	1.0

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
		financial industries, with information about the requirements of the Executive Order and how they will be implemented. The course is also intended to provide the student with basic knowledge about earthquakes and how buildings can be built to be safe during an earthquake.			
IS-26	Guide to Points of Distribution http://training.fema.gov/EMIWeb/IS/is26.asp	This guide was developed to support the Points of Distribution (POD) overview video and provide an in depth look into the planning, operations, and demobilization stages of a POD mission. The lessons detail the staffing and procedures any state will need to plan for, execute, and shut down POD operations. The guide also includes key lessons such as safety, equipment, and resource accountability and informs the reader about the “Adopt a POD” program being used by the state of Washington.	4.0	0.4	1.0 (with IS 102, IS 293, IS 630)
IS-208.a	State Disaster Management http://training.fema.gov/EMIWeb/IS/is208a.asp	This independent study course provides you with fundamental information on the disaster assistance process and disaster assistance programs. Additionally, this course is used as a prerequisite to the FEMA State Coordinating Officer (SCO) course (E208). This course provides the base program knowledge, so that the SCO course can focus on management skills and issues for the SCO.		1.0	1.0

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-240.a	Leadership and Influence http://training.fema.gov/EMIWeb/IS/is240a.asp	Being able to lead others (to motivate them to commit their energies and expertise to achieving the shared mission and goals of the emergency management system) is a vital part of every emergency manager, planner, and responder’s job. This course is designed to improve your leadership and influence skills. It addresses: <ul style="list-style-type: none"> • Leadership from within. • How to facilitate change. • How to build and rebuild trust. • Using personal influence and political savvy. • Fostering an environment for leadership development. 	3.0	0.9	1.0
IS-241.a	Decision Making and Problem Solving http://training.fema.gov/EMIWeb/IS/is241a.asp	Being able to make decisions and solve problems effectively is a necessary part of the job for every emergency manager, planner, and responder. This course is designed to improve your decision-making skills. It addresses: The decision-making process; Decision-making styles; Attributes of an effective decision maker; Ethical decision making and problem solving.		0.8	1.0

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-242.a	Effective Communication http://training.fema.gov/EMIWeb/IS/is242a.asp	Being able to communicate effectively is a necessary and vital part of the job for every emergency manager, planner, and responder. This course is designed to improve your communication skills. It addresses: <ul style="list-style-type: none"> • Basic communication skills • How to communicate in an emergency • How to identify community-specific communication issues • Using technology as a communication tool • Effective oral communication • How to prepare an oral presentation 		0.8	1.0
IS-250	Emergency Support Function 15 (ESF 15) External Affairs: A New Approach to Emergency Communication and Information Distribution http://training.fema.gov/EMIWeb/IS/is250.asp	The goal of this course is to provide basic training on the concept of practical application of the ESF 15 Standard Operating Procedures to all FEMA External Affairs staff, regardless of duty section, as well as to staff in all agency divisions and federal, tribal, state, local private sector, military and Voluntary Organizations Active in Disaster (VOAD) partners.	1.0	0.1	1.0 (with IS 250, IS 800.b, IS 801-814, and IS 1900)

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-546.a	Continuity of Operations (COOP) Awareness Course http://training.fema.gov/EMIWeb/IS/is546a.asp	<p>This course introduces students to the concept of continuity planning. The course provides a brief overview of continuity, including its definition, the legal basis for continuity planning, the Continuity Program Management Cycle, and essential elements of a viable continuity program.</p> <p>Although this course directly addresses continuity requirements for Federal Executive branch organizations, the course is also useful to State, local, territorial, and tribal governments.</p>	1.0	0.1	1.0 (with IS-547, IS 548)
IS-547.a	Introduction to Continuity of Operations (COOP) http://training.fema.gov/EMIWeb/IS/is547a.asp	<p>This course is to be completed after taking the IS-546.a - Continuity of Operations Awareness Course. The IS 547.a course describes the Continuity Management Cycle and how it should be used to develop sound continuity of operations plans.</p> <p>Although this course directly addresses continuity requirements for Federal Executive branch organizations, the course is also useful to State, local, territorial, and tribal governments.</p>		0.2	1.0 (with IS-546.a, IS 548)

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-702.a	National Incident Management Systems (NIMS) Public Information Systems http://training.fema.gov/EMIWeb/IS/is702a.asp	<p>The National Incident Management System (NIMS) provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents. This includes public information.</p> <p>The public information systems described in NIMS are designed to effectively manage public information at an incident, regardless of the size and complexity of the situation or the number of entities involved in the response.</p> <p>Note: IS-702.a is an updated version of the IS-702 course. If you have successfully completed IS-702, you may want to review the new version of the course. For credentialing purposes, the courses are equivalent.</p>	3.0	0.3	1.0 (with IS-700.a and IS-703)
IS-703.a	NIMS Resource Management http://training.fema.gov/EMIWeb/IS/is703a.asp	<p>This course introduces resource management as described in the National Incident Management System (NIMS), and shows how systems for managing resources can be used to improve incident response. The course includes examples of best practices, lessons learned, and job aids to assist the participant in planning for resource management.</p> <p>The course includes the following lessons:</p> <ul style="list-style-type: none"> • Lesson 1: Resource Management Overview • Lesson 2: Resource Management Planning 	3.0	0.3	1.0 (with IS-700 and IS-702)

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
		<ul style="list-style-type: none"> • Lesson 3: Resource Typing & Readiness • Lesson 4: Resource Management During Incidents • Lesson 5: Resource Management & Complex Incidents • Lesson 6: Course Summary 			
IS-775	EOC Management and Operations http://training.fema.gov/EMIWeb/IS/IS775.asp	This course describes the role, design and functions of Emergency Operations Centers and their relationships as components of a multi-agency coordination system. The course contains disaster-related examples, activities and case studies that relate to EOC's and multi-agency coordination systems at the local, state and federal levels of government.	4.0	0.4	1.0

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-801	Emergency Support Functions (ESF) #1 – Transportation http://training.fema.gov/EMIWeb/IS/IS801.asp	The National Response framework (NRF) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe. As part of the NRF, Emergency Support Functions (ESFs) are primary mechanisms at the operational level used to organize and provide assistance. This series of courses is designed to overview each of the 15 ESFs. This course provides an introduction to Emergency Support Function (ESF) #1-Transportation. Describe the overall purpose and scope of ESF #1. Identify the supplemental assistance ESF #1 provides to State, tribal, and local governments. Identify typical actions accomplished by ESF #1 resources and teams. Describe the types of partnerships formed between ESF #1 and other response agencies and organizations.		0.0	1.0 (with IS 250, IS 900.b, IS 1900, and IS 801-814)
IS-805	Emergency Support Function (ESF) #5 – Emergency Management http://training.fema.gov/EMIWeb/IS/IS805.asp	The National Response Framework (NFR) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies- from the smallest incident to the largest catastrophe. As part of the NRF, Emergency Support Functions (ESFs) are primary mechanisms at the operational level used to organize and provide assistance. This series of courses is designed to overview each of the 15 ESFs. This course provides an introduction to Emergency Support Function (ESF) #5- Emergency Management. Describe the	0.5	0.0	1.0 (with IS 250, IS 800.b, IS 1900 and IS 801-814)

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
		overall purpose and scope of ESF #5. Identify the supplemental assistance ESF #5 provides to State, tribal, and local governments. Identify typical actions accomplished by ESF #5 resources and teams. Describe the types of partnerships formed between ESF #5 and other response agencies and organizations.			
IS-807	Emergency Support Function (ESF) #7 – Logistics Management and Resource Support Annex http://training.fema.gov/EMIWeb/IS/IS807.asp	The National Response Framework (NRF) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies—from the smallest incident to the largest catastrophe. As part of the NRF, Emergency Support Functions (ESFs) are primary mechanisms at the operational level used to organize and provide assistance. This series of courses is designed to overview each of the 15 ESFs. This course provides an introduction to Emergency Support Function (ESF) #7- Logistics Management and Resource Support Annex. Describe the overall purpose and scope of ESF #7. Identify the supplemental assistance ESF #7 provides to State, tribal, and local governments. Identify typical actions accomplished by ESF #7 resources and teams. Describe the types of partnerships formed between ESF #7 and other response agencies and organizations.	0.5	0.0	1.0 (with IS 250, IS 800.b, IS 1900 and IS 801-814)

Appendix A-2-2
FEMA Elective Courses for JIACG Personnel
(Emergency Management Institute (EMI) Independent Study Program –
Federal Emergency Management Agency (FEMA))

Course Number	Title	Course Description	Length in hours	CEUs	College Credits
IS-860.a	Introduction to the National Infrastructure Protection Plan http://training.fema.gov/EMIWeb/IS/is860a.asp	Protecting the critical infrastructure and key resources (CI/KR) of the United States is essential to the Nation’s security, public health and safety, economic vitality, and way of life. The purpose of this course is to introduce the National Infrastructure Protection Plan (NIPP): Explain the importance of protecting critical infrastructure and key resources (CI/KR); Identify the relevant authorities and roles for CI/KR protection efforts; Describe the NIPP unifying structure for the integration of CI/KR protection efforts.	2.0	0.2	n/a
IS-1900	NDMS Federal Coordinating Center Operations Course http://training.fema.gov/EMIWeb/IS/is1900.asp	IS-1900, NDMS Federal Coordinating Center Operations Course provides training to address the needs of Federal Coordinating Centers (FCCs). The purpose of this course is to: <ul style="list-style-type: none"> • Provide the training necessary to ensure all FCCs as being proficient to perform their duties. • Provide flexible training for FCCs which will not sacrifice training quality or standards. • Provide a forum for FCC development through individual participation. • Acclimate FCCs to function during incidents of national significance. • Acclimate FCCs to function in support of the DoD. 	2.0	0.3	1.0 (with IS 250, IS 800.b, and IS 801-814)

Appendix B

Web Links of Interest to the Interagency Community

This list is not all inclusive, but represents those web sites and their links that have proven to be useful to the interagency community.

Web links of interest

Asia-Pacific Area Network <http://www1.apan-info.net/>

Central Intelligence Agency <https://www.cia.gov/>

Center for Civil-Military Relations <http://www.ccmr.org/public/home.cfm>

Center for Complex Organizations (CCO) <https://www.cooportal.org/about>
[Civil Military Fusion Centre \(CRC\)](https://www.cimicweb.org/Pages/CMOwelcome.aspx)
<https://www.cimicweb.org/Pages/CMOwelcome.aspx>

Combatant Commands

USAFRICOM: <http://www.africom.mil/>

USCENTCOM: <http://www.centcom.mil/>

USEUCOM: <http://www.eucom.mil/english/index.asp>

USJFCOM: <http://www.jfcom.mil/>

USNORTCOM: <http://www.northcom.mil/>

USPACOM: <http://www.pacom.mil/>

USSOCOM: <http://www.socom.mil/>

USSOUTHCOM: <http://www.southcom.mil/appssc/index.php>

USSTRATCOM: <http://www.stratcom.mil/>

USTRANSCOM: <http://www.transcom.mil>

Conference on Logistics Directors (JS/J4) (COLD 2008)

https://www.intelink.gov/wiki/Conference_of_Logistics_Directors

Defense Logistics Agency <http://www.acq.osd.mil/log/>

Defense Transportation Coordination Initiative (DTCI)

<http://www.defenseindustrydaily.com/dtci-changing-military-shipping-in-the-usa-and-beyond-03650>

<http://permanent.access.gpo.gov/lps57820/www.acq.osd.mil/sadbu/news/dtci.htm>

Defense Information Systems Agency <http://www.disa.mil/>

Defense Intelligence Agency <http://www.dia.mil/>

Defense Logistics Agency <http://www.dla.mil/customers.aspx>

Defense Threat Reduction Agency <http://www.dtra.mil/>

Appendix B

Web Links of Interest to the Interagency Community

Deputy Chief of Staff Army G-1 Non Combatant Evacuation and Repatriation Operations (NEO) <http://www.armyg1.army.mil/MilitaryPersonnel/NEO.asp>

DHS: HSPD-8 Overview

<http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm>

DOD Issuances <http://www.dtic.mil/whs/directives/>

DOD Logistics & Materiel Readiness <http://www.acq.osd.mil/log/>

DOD logistics toolbox <http://logtool.net/>

DOD logistics transformation strategy

<https://acc.dau.mil/CommunityBrowser.aspx?id=32584>

DOD Business Transformation Agency

<http://www.bta.mil>

<http://www.defenselink.mil/dbt/index.html>

DRRS Certification <http://certification.drrs.org/>

Federal Bureau of Investigation <http://www.fbi.gov/>

FEMA <http://www.fema.gov/>

FEMA: Homeland Security Exercise and Evaluation Program

https://hseep.dhs.gov/pages/1001_HSEEP7.aspx

FEMA: Regional Contacts

<https://www.fema.com/about/contact/regions.shtm>

Homeland Defense Journal <http://www.homelanddefensejournal.com/>

Homeland Security: NRF Resource Center

<http://www.fema.gov/emergency/nrf/mainindex.htm>

International Air Transport Association <http://www.iata.org/index.htm>

JDEIS US Interagency Sites

https://jdeis.js.mil/jdeis/welcome_info/interagency.htm

Joint Acronyms and Abbreviations

http://www.dtic.mil/doctrine/jel/doddict/acronym_index.html

Joint Electronic Library (Joint Force Quarterly)

http://www.dtic.mil/doctrine/jel/jfq_pubs/

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Web Links of Interest to the Interagency Community

Joint Planning & Analysis Center brief (*cut/paste this link*)
<http://www.transcom.mil/jdpac/>

Joint Staff Information Network: JDEIS
<https://jdeis.js.mil/jdeis/index.jsp>

National Geospatial-Intelligence Agency
<http://www.nima.mil/portal/site/nga01/>

National Incident Management System (download)
http://www.fema.gov/pdf/nims/nims_doc_full.pdf

National Oceanic and Atmospheric Administration (NOAA)
<http://www.noaa.gov/>

National Security Agency <http://www.nsa.gov/>

NDIA Logistics Conference (*cut/paste this link*)
<http://dtic.mil/ndia/2008logistics/Lyden.pdf>

Relief Web <http://www.reliefweb.int/rw/dbc.nsf/doc100?OpenForm>

US Agency for International Development
<http://www.usaid.gov/>
<http://deliver.jsi.com/dhome/topics/supplychain/logistics>

US Army Logistics Innovation Agency <https://lia.army.mil/>

US Department of State <http://www.state.gov/m/a/c8018.htm>
<http://www.crs.state.gov/index.cfm?fuseaction=public.display&shortcut=4B5C>

US Joint Forces Command (USJFCOM)
<http://www.jfcom.mil/>
http://www.jfcom.mil/about/fact_jltc.htm

US Transportation Command (USTRANSCOM) - DPO
<https://dpo.transcom.mil/dpo/homepage/index.cfm?app=DPO>

U. S. Agency International Development <http://www.usaid.gov/>

US Department of Defense (links page) <http://www.efenselink.mil/sites/>

US Department of Homeland Security: Lessons Learned Information Sharing
<https://www.llis.dhs.gov/index.do>

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Web Links of Interest to the Interagency Community

US Department of State (home page) <http://www.state.gov/>

US Department of State, Stabilization and Reconstruction Operations
<http://www.state.gov/s/crs/rls/rm/94379.htm>

US Department of Transportation <http://www.dot.gov/>

US Drug Enforcement Administration <http://www.usdoj.gov/dea/index.htm>

United Nations <http://www.un.org/en/>

The White House: HSPD-5
<http://www.whitehouse.gov/news/releases/2003/02/20030228-9.html>

Appendix C

JIACG Administrative, Developmental, Initiative, and Collaborative Support

The JIACG concept for support to the command involves four functional areas: administrative, developmental, initiative, and collaborative support. The following describes these functional areas, as well as recommended training and education that are germane.

Administrative support to contingency operations and related missions within the USTRANSCOM JIACG involves a number of areas which include the following:

- Developing, establishing, and maintaining office procedures which ensure effective and efficient administrative, clerical and procedural work
- Developing and maintaining a user-friendly office filing system
- Establishing, reviewing, and processing a wide variety of recurring and nonrecurring official correspondence, publications, regulations, and directives
- Locating and selecting appropriate references and procedures for application to specific inquiries
- Managing the master calendar and coordinating meetings and conferences
- Monitoring JIACG's Task Management Tool (TMT), SharePoint, Total Records Information Management (TRIM) and knowledge management portals
- Processing daily correspondence for the group and coordinating information across JIACG and the Chief of Staff (TCCS)
- Reviewing organization correspondence for correctness, and communicating with senior officers and executives on a daily basis
- Serving as the JIACG Functional Area Communications and Computer Systems Manager (FACCSM).
- Representing the Director, JIACG, at the Senior Level Working Group for Lessons Learned

In preparation for providing administrative support to the JIACG, familiarity with the following training and education is recommended:

- USTRANSCOM Distribution Academy Phase I and Phase III, as applicable
- Joint Interagency Multinational Planners Course hosted by the Joint Staff College, Norfolk, VA
- On-line courses
 - Core Courses: All JKDDC and FEMA/EMI Core Courses listed in Appendix A-1-1 and A-2-1
 - Special areas of interest provided in Appendix A-1-3
- Participation in USTRANSCOM Tier 1 Exercise(s)

Appendix C

JIACG Administrative, Developmental, Initiative, and Collaborative Support

- Other special areas of interest as listed in Appendix A-1-2 and Appendix A-2-2

Developmental support to contingency operations and related missions involves education and training, and development of JIACG's tasks and training objectives. Developmental concepts are instrumental in the creation, development, and maintenance of an Interagency Logistics Community of Interest. Developmental support includes the following:

- Developing, implementing and monitoring web-based capabilities to enhance partnerships and relationships, i.e., Web 2.0
- Preparing briefings, point papers and knowledge products that will inform and better prepare USTRANSCOM staff and key decision-makers
- Providing constant monitoring and situational awareness of interagency issues in the fluid environment of contingencies and exercises
- Developing sound training plans and objectives
- Participating in training and education Boards, Bureaus, Centers, and Cells Working Groups (B2C2WG).
- Monitoring multiple information and intelligence sources and providing a collaborative analysis of those that impact on interagency and USTRANSCOM equities
- Maintaining an understanding of other Governmental and non-Governmental agency capabilities, authorities, and limitations

In preparation for providing developmental support to the JIACG, familiarity with the following training and education is recommended:

- USTRANSCOM Distribution Academy Phase I, II, and III
- Joint Interagency Multinational Planners Course hosted by the Joint Staff College, Norfolk, VA
- On-line courses:
 - Core Courses: Take all JKDDC and FEMA/EMI Core Courses listed in Appendix A-1-1 and A-2-1.
- Special area of interest listed in Appendix A-1-3)
- Participation in USTRANSCOM Tier 1 Exercise(s)
- Special areas of interest as provided as listed in Appendix A-1-2 and Appendix A-2-2

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JIACG Administrative, Developmental, Initiative, and Collaborative Support

Initiative support to contingency operations and related missions involves participation in the Building Partnerships/Functional Capabilities Board and the associated Senior Warfighter Forum (SWarF)). Initiatives affords several opportunities for USTRANSCOM to contribute significantly to strategic national security objectives and enhances our efforts on the emerging Global Campaign Plan – Distribution as well as crafting a plan to facilitate USTRANSCOM efforts in developing en route infrastructure and overseeing global distribution, while it increases our ability to outreach to other combatant commands and agencies. Overseas Contingency Operation (OCO) missions form a significant part of JIACG's mission set, and is expected to expand, even in a post OIF / OEF environment. Initiatives support includes the following:

- Participating in and fostering outreach efforts and relationship building
- Assisting in the development of goals and objectives that integrate and synchronize organizational and interagency efforts across the full spectrum of operations; ensuring JIACG planning, organizing, directing and facilitating efforts comply with higher headquarters guidance
- Developing sound training plans and objectives
- Monitoring multiple information and intelligence sources and providing a collaborative analysis of those that impact on interagency and USTRANSCOM equities
- Maintaining an understanding of other Governmental and non-Governmental agency capabilities, authorities, and limitations

In preparation for providing initiatives support to the JIACG, familiarity with the following training and education is recommended:

- Distribution Academy Phase I, II, and III
- Joint Interagency Multinational Planners Course hosted by the Joint Staff College, Norfolk, VA
- On-line courses:
 - Core Courses: JKDDC and FEMA/EMI Core Courses listed in Appendix A-1-1 and A-2-1
 - Special areas of interest courses listed in Appendix A-1-3
- Participation in USTRANSCOM Tier 1 Exercise(s)
- Special areas of interest as provided as listed in Appendix A-1-2 and Appendix A-2-2
- Other areas of special interest as listed in Appendix A-1-2 and Appendix A-2-2)

Appendix C

JIACG Administrative, Developmental, Initiative, and Collaborative Support

Collaborative support to contingency operations and related missions requires constant monitoring and situational awareness of interagency issues in the fluid environment of contingencies and exercises, i.e., familiarity with current operations (USTRANSCOM Fusion Center), timely reach-back to the interagency community, and situational awareness of interagency community issues. Collaboration involves the following:

- Monitoring multiple information and intelligence sources and providing a collaborative analysis of interagency and USTRANSCOM equities
- Maintaining and updating the interagency points of contact and providing the staff with an understanding of other USG agency capabilities, authorities, and limitations
- Preparing briefings, point papers, and knowledge products which will inform and better prepare USTRANSCOM staff and key decision-makers
- Communicating with senior officers, executives, and interagency liaison personnel assigned to various staff elements across USTRANSCOM that will facilitate collaboration, both internal and external to USTRANSCOM
- Maintaining an understanding of other Governmental and non-Governmental agency capabilities, authorities, and limitations

In preparation for providing collaborative support to the JIACG, familiarity with the following training and education is recommended:

- Distribution Academy Phase I, II, and III
- Joint Interagency Multinational Planners Course hosted by the Joint Staff College, Norfolk, VA
- On-line courses:
 - Core Courses: JKDDC and FEMA/EMI Core Courses listed in Appendix A-1-1 and A-2-1
 - Special areas of interest courses listed in Appendix A-1-3
- Participation in USTRANSCOM Tier 1 Exercise(s)
- Special areas of interest as provided as listed in Appendix A-1-2 and Appendix A-2-2
- Other areas of special interest as listed in Appendix A-1-2 and Appendix A-2-2)

Appendix D

General JIACG Reference Materials and Reading List

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Please search the following electronic databases available in the JFSC library or through your JFSC Blackboard account for additional information on interagency coordination.

Columbia International Affairs Online (CIAO) <http://www.ciaonet.org/>
Covers full-text international affairs documents, including conference proceedings and working papers.

DefenseLINK <http://www.defenselink.mil/>
DOD news site. Search news transcripts for briefings, testimonies, and hearings.

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BOOKS AND DOCUMENTS: AFRICOM

On February 6, 2007, the Bush Administration announced the creation of a new U.S. Africa Command to coordinate all U.S. military and security interests throughout the continent. The new command began operating October 1, 2007 from a base in Germany and will be gradually brought to full capacity during the next year. The following items published in recent years discuss many of the challenges facing Africa and the new Africa Command. Other books and journals located in the Ike Skelton Library collection facilitate the understanding of many issues facing Africa including terrorism, economic assistance, governance, democratization, and social conditions.

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DVD S567

The Shores of Africa. Princeton, NJ: Films Media Group, 2007.

(The two-part series provide an economic, political, and cultural portrait of African life, focusing on the countries located along the eastern and western shores.)

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ADDITIONAL LIBRARY RESOURCES

The Air Force, Army, Marine Corps, and Navy Times newspapers publish articles about the Africa Command and issues facing the continent of Africa.

ADDITIONAL ELECTRONIC RESOURCES

CIAO Columbia International Affairs Online <http://www.ciaonet.org/>
Full-text international affairs documents, conference proceedings, working papers, etc.

EBSCOhost <http://bl.epnet.com/help/ehost/EhostHelp.htm>
Abstracts and indexes full text articles available from military publications and congressional testimonies.

Jane's Online <http://jdw.janes.com/public/jdw/index.shtml>
Full text news/analysis and Sentinel Country Risks Assessments of Central, North, Southern, and West Africa.

LexisNexis <http://w3.nexis.com/sources/>
Collection of full text news resources from major U.S. and world publications, news wire services, and radio and television transcripts. **LexisNexis** (often called "Lexis" or "Nexis") used, searchable, and identically named archive of

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content from newspapers, magazines, legal documents and other printed sources. LexisNexis describes itself as the "world's largest collection of public records, unpublished opinions, forms, legal, news, and business information", and targets its products to a wide range of professionals in the legal, risk management, corporate, government, law enforcement, accounting and academic markets. Typical customers of LexisNexis include lawyers, law students, journalists, and academics.

Newspaper DirectPress

<http://www.pressdisplay.com/pressdisplay/viewer.aspx>

Instant access to newspapers from Algeria, South Africa, Uganda, and Zimbabwe.

ProQuest <http://www.proquest.com/en-US/>

Abstracts and indexes full text journals and newspaper articles.

DTIC formerly public STINET (Science and Technical Information Network) DOCUMENTS <http://www.dtic.mil/dtic/>

Full text unclassified documents added to DTIC's collection and indexes to the SCAMPI and AULIMP periodical databases.