JCISFA Lessons Learned Program Update

Expanding Lessons Learned Capabilities to Support Building Partner Capacity


Enduring support to the Warfighter

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Mission

The JCISFA captures and analyzes Security Force Assistance (SFA) lessons from contemporary and historical operations in order to advise and assist DoD and the broader U.S. government to generate appropriate organizational structures and processes necessary to develop foreign security force capabilities and capacities in support of U.S. policies and objectives.

The JCISFA provides a full range of SFA support across the joint, interagency, intergovernmental, and multinational (JIIM) communities in order to develop and enhance their SFA capabilities and capacities.
JCISFA

Joint Center for International Security Force Assistance

Strategic & Operational Support Division

- Planning, resourcing, & execution support (strategic and operational levels)
- Consulting and SME support to senior staffs including OSD, Joint Staff, COCOMs, JTFs, & Services
- Policy & legislation analysis & consultation
- Develop FSF capacity and capability including OTER
- Employing, sustaining, supporting, and assisting FSF
- Deployable support/ augmentation teams

Tactical Support Division

- Planning, resourcing, & execution support (tactical level)
- Training and classroom instruction on advisor “soft skills”
- Leader Development & Education
- Host Lecture series, think-tank, symposiums
- Tie-ins to Chairman & RCC sponsored exercises
- Develop FSF capacity and capability including OTER
- Employing, sustaining, supporting, and assisting FSF
- Deployable support teams

Lessons Learned Integration & Knowledge Management Division

- Publishing Requirements
- Information Security Processes
- Product development and publishing
- Knowledge management (KM) center for SFA
- Active & passive collection of key SFA OILs and issues
- Analysis / assessments (Metrics)
- JLLIS Integration
- Staff policy and authorities
- Lessons Learned Integration (L2I)
- STRATCOM

Total Personnel: 25
Officers: 14 / NCOs: 1 / DA Civilians: 10

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Lessons Learned Strategy and Vision

...Provide a **core** capability that enables JCISFA to carry out its role and function as a Center of Excellence (COE) for Security Force Assistance (SFA); capacity built around four purposeful concepts:

- **Enduring Support to the Warfighter** (Operating forces across the GCCs)
- **Influence Training, Leader Development, Doctrine & Policy** (TLD-P)
- **Match Generating Force Capabilities to Operating Force Requirements**
- **Prioritized Issues List (PIL)** that drives research, writing, analysis, and staff assistance visits (SAV) in support of operational requirements

**2012 Core Focus Areas**

JCISFA Lessons Learned Process

Documenting SFA Issues and Capabilities

Collect
- Staff Assistance Visits (SAV) - Operational Partnerships - VTC - KLI - Refinement

Analyze
- Collection Planning - Issue Refinement - Metrics - O&R Recommendations

Integrate/Document
- JCISFA Cols - O&Rs - Prioritized Issues - IRP - DOTMLPF-P - Partnering - L2 Forums

Support
- O&Rs - Authoring - Writing - Working Groups - JSAP Staffing - Publishing

Archive
- Level of Effort

SFA Body of Knowledge

JCISFA Lessons Learned Process

Tier 1 Pubs

Joint Focal Points
(Candidate Publications)

Tier 1 Pubs

DOTMLPF-P Changes

Issue / Capability (DCR)

JP 3.33.XX (The JTF)
L2 Initiatives

- **Expand Knowledge Base to support the Warfighter and Influence DOTMLPF-P Solutions.**
  
  - Published over 500 Observations & Recommendations to the JCISFA website (49,000 downloads).
  
  - Support to U.S. Army SFA force generation issue refinement in support to COM ISAF theater SFA requirements and structures (NTM-A, IJC, and CFSOCC).
  
  - Refining legacy publications to reflect changes in the operating environment (ANP and ANA Mentor Guides).
  
  - Hosted the COIN Training Standards Review (13-14 SEP 11 at Ft. Leavenworth) to facilitate rapid adjustments to Afghanistan-specific COIN pre-deployment training programs.
  
  - VSO-ALP Key Leader Interviews (1-16 Infantry): SOF/GPF Integration.
  
  - Transferring and integrating NTM-A Senior Advisor lessons to Army War College (AWC) POI and curriculum (30 Hour Elective begins Spring 2012) – JCISFA SME facilitates a 3-4 hour block of instruction within the elective.
  
  - Published “Roles and Functions of Senior Advisors” guide to support executive and institutional level advising requirements – a foundational document to the JCISFA Senior Advisor training and seminar course in development.
• Establish Operational Partnerships to leverage outside expertise and capabilities.
  
  ✓ Enduring partnership with NTM-A/CSTC-A to capture, analyze, and integrate SFA lessons and operational experiences recurring VTCs (JCISFA documents NTM-A’s Model for SFA).
  
  ✓ Enduring partnership with Office of Security Cooperation – Iraq (OSC-I) to capture, analyze, and integrate potential solutions in support of Iraqi Security Force (ISF) developmental requirements.
  
  ✓ Implemented partnering strategy with core stakeholders in the development of functional SFA issues (e.g. Information Communications Technology – ICT, Intelligence, Logistics, Protection) related to building partner capacity.
  
  ✓ Implementing strategy and program for “academia partnering “with major universities (e.g. K-State, KU, Syracuse University).
JCISFA KM Initiatives

- Enhance JCISFA Knowledge Management capabilities to expand information sharing to promote JCISFA as the recognized SFA Knowledge Fusion Center.
  - Continue to establish Information Sharing partnerships that link discrete organizational web environments through O&R Web Services.
  - Market organizational members to consume O&R Web Services.
  - Establish SIPR, CENTRIX, and USBICES web presence infrastructure.
  - Further expand access to SFA related information through other information systems/environments (SharePoint).
  - Recruit, develop and execute a SFA Lessons Learned Forum and Working Group.
  - **Deploy Training and Security Cooperation (SC) Col and forums.**
SFA Prioritized Issues (Way Ahead)

• Operating Force:
  
  ✓ Support COM ISAF’s recently approved SFA concept to achieve Afghanistan transition objectives and goals.
    - Assist USFOR-A in training standards and requirements to support JFORGEN (SFAAT, Senior Advisors, Mentor Guide Updates).
    - Assist in partner unit and team collective, key leader, and individual training to support all aspects of SFA structures in Afghanistan (IJC, NTM-A/CSTC-A, CFSOCC, etc).
    - Continue senior advisors interviews (military, civilian, and contractor).

  ✓ Staff assistance to OSC-I approach to improving Iraqi Security Force (ISF) PME, collective training, and staff planning.
    - Weekly DCO forums with OSC-I staff discussing approved essential elements of analysis (EEA).
    - In theater staff assistance visits (SAV) as required during 2012.

• Generating Force:
  
  ✓ Assist JS J7 in joint force training and force development requirements (JCISFA Charter Update).

  ✓ Sustain and develop operational partnerships (Enhance capacity to codify and frame issues).
JCISFA

Joint Center for International Security Force Assistance

JCISFA (Web Services – O&R Publishing)

ALLIS

Army Professional Forums (APF)

Other WS Partners

Coming...

OSD Policy
Director:
Lieutenant General David G. Perkins, US Army

Deputy Director:
Colonel Michael Swanson, US Army

Chief of Staff:
Mr. Sean MacKinnon

Strategic & Operational Support Division:
Commander Charles Paquin, USN
(913) 684-3647, charles.g.paquin2.mil@mail.mil

Tactical Support Division:
Lieutenant Colonel Daniel Benz, USMC
(913) 684-3633, daniel.g.benz.mil@mail.mil

Lessons Learned and Knowledge Management Division:
Lieutenant Colonel Samuel Lex, US Army
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Questions and Discussion
Support SFA Institutionalization:

**Institutionalize** lessons and best practices from SFA operations to better prepare U.S. and partner nation forces.

**Integrate:**
- Document
- Advise
- Assist

**Discover:**
- Collect

**Assess:**
- Metrics
- MOP / MOE

**Develop:**
- Analyze

**SFA Center of Excellence (COE):**
Serve as the DoD COE and U.S. Armed Forces focal point to provide advice and assistance for SFA capability development.

*Note: US SecDef chartered 2006: CJCS controlled activity to institutionalize SFA across DoD and serve as the DoD SFA Center of Excellence.*
Training and SC COI Strategy and Vision

**Support the Warfighter.**

- Meet SFAAT and RAF information requirements (Priority Focus).
- Rapidly turn relevant information to the Operating Force, based on identified operating environment knowledge gaps.

**Influence DOTMLPF-P Solutions.**

- Enhance communication/coordination between key SFA stakeholders. Use operational partnerships as the basis for expansion.
- Establish a SFA Lessons Learned Working Group (Training focus).

**Promote “Mainstream” Integration.**

- Expand SFA L2 Working Group concept to support all aspects of the CJCS Joint Training Program.
- Introduce issues into existing issue resolution forums (e.g. Army/OEF L2 Forum).