



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

APR 4 2006

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE

SUBJECT: Joint Center for International Security Force Assistance (JCISFA) Charter

The attached charter is approved and directs the Secretary of the Army, as Executive Agent, to establish JCISFA as a CJCS-controlled activity at Fort Leavenworth, Kansas, by August 1, 2006. The Director, JCISFA, will report to me through the Chairman of the Joint Chiefs of Staff.

The purpose of the center is to institutionalize lessons and best practices from security force assistance operations to better prepare U.S. and partner nation forces to rebuild security infrastructure during stability, security, transition, and reconstruction operations.

The Deputy Secretary of Defense will issue the appropriate decision documents (Program Budget Decision/Program Decision Memorandum) to effect the manpower transfers to JCISFA. The Chairman, Secretary of the Army, and the Military Departments will take all required actions to implement this charter, including providing the manpower requirements as reflected in the manpower annex to this charter.

Attachments:
As stated



OSD 05302-06

CHARTER FOR THE JOINT CENTER FOR INTERNATIONAL SECURITY FORCE ASSISTANCE

1. Purpose. This charter provides guidance for the establishment of the Joint Center for International Security Force Assistance (JCISFA); prescribes the mission, functions, and organization of JCISFA; and assigns responsibilities for funding, command and control, personnel, and administration.
2. Background. The Secretary of Defense directed the Chairman of the Joint Chiefs of Staff to examine creating a center to institutionalize security force assistance lessons from the War on Terrorism. The ability to train host nation security forces to assume security missions rapidly from U.S. forces is critical to our national strategy.
3. Mission. The JCISFA captures and analyzes security force assistance lessons from contemporary operations in order to advise combatant commands and Military Departments on appropriate doctrine, practices, and proven tactics, techniques, and procedures (TTPs) to prepare for and conduct security force assistance missions efficiently.
4. Capabilities and Responsibilities. The JCISFA, comprised of a small cadre of knowledgeable subject matter experts with recent operational experience, will conduct the following:
 - a. Serve as a DOD Center of Excellence and US Armed Forces focal point to provide advice and assistance for international security force assistance missions that includes the tasks to organize, train, equip, and rebuild partner nation security forces.
 - b. Capture, analyze, and document security force assistance observations, insights, and lessons from contemporary operations.
 - c. Advise combatant commands on practices and proven TTPs for rapid response to emerging security force assistance efforts, specific to the organizing, training, and equipping of military, police, and border security forces and to the rebuilding of their security infrastructure.
 - d. Advise combatant commands and Military Departments by recommending practices and proven TTPs to prepare for and conduct security force assistance missions.
 - e. When directed, assist other nations that are conducting security force assistance missions as part of a larger regional engagement strategy.

5. Executive Agent and Location. Pursuant to DOD Directive 5101.1, September 3, 2002, "DoD Executive Agent," the Secretary of the Army is designated as the DOD Executive Agent (EA) to provide administrative support for JCISFA. The Center will initially reside at Fort Leavenworth, Kansas.

6. Organization

a. The JCISFA is chartered as a Chairman's Controlled Activity and shall be organized and operated in accordance with CJCSI 1001.01, December 28, 2004, "Joint Manpower and Personnel Program." The Director, JCISFA, will report to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff.

b. The Commanding General, U.S. Army Combined Arms Center (CAC), will be dual-hatted with the responsibility to serve as the Director, JCISFA. Annually, the Director, JCISFA, in consultation with the Director, J-7, will review this charter and recommend any changes through the Chairman to the Secretary of Defense.

c. Director, J-7, will develop, in conjunction with Director, JCISFA, a plan of action and milestones (POA&M) for the potential future transition of JCISFA to USJFCOM as a combatant command subordinate activity or other appropriate organization.

d. The Director, JCISFA, is designated as the senior military billet and vested with the responsibility and authority of an officer-in-charge. The Director, JCISFA, executes CJCS guidance pursuant to approved task orders in coordination with the Director, J-7.

e. A total of 13 active duty personnel will be authorized for the JCIFSA: five officers and one enlisted person from the Army (excludes the JCISFA Director), three officers from the Marines, two officers from the Navy, and two officers from the Air Force. Additionally, 10 civilian billets will be authorized for JCISFA. All billets require TOP SECRET security clearances with SCI access. The specific ranks and specialties requested are provided in the manpower annex.

f. Liaisons from the U.S. Coast Guard and other governmental agencies may be added to the organization at future dates with memorandums of agreement with other governmental departments.

g. Liaisons from multi-national partners with a national police or security force training capability may be added to the organization at future dates.

7. Responsibilities

a. Chairman of the Joint Chiefs of Staff

(1) Provide strategic military guidance and direction to Director, JCISFA.

(2) Advise the Secretary of Defense of JCISFA activities in support of combatant commanders and Military Departments.

(3) Review Director, JCISFA, recommendations for changes to this charter and forward to the Secretary of Defense as appropriate.

b. Director, J-7

(1) Serve as lead directorate for JCISFA on all matters requiring Joint Staff assistance and coordination.

(2) In coordination with Director, JCISFA, conduct annual review of this charter and make recommendations to the Chairman on organization growth, structure, and functions.

(3) In conjunction with Director, JCISFA, develop a POA&M for the potential future transition of JCISFA to USJFCOM as a combatant command subordinate activity or other appropriate organization.

(4) Facilitate Army efforts to enable near-term funding to achieve JCISFA initial operating capability until costs are included in the Army FY 08-13 Program Objective Memorandum.

c. Combatant Commanders

(1) Provide lessons learned input and feedback to JCISFA on security force assistance missions.

(2) Coordinate with JCISFA for practices and proven TTPs to ensure rapid response to emerging security force assistance efforts, specific to the organizing, training, and equipping of military, police, and border security forces and to the rebuilding of their security infrastructure.

d. Secretary of the Army (EA)

(1) Provide Commanding General, CAC, to serve concurrently as Director, JCISFA.

(2) Serve as EA for JCISFA. As such, provide all funding (less active duty military pay) including civilian pay and TDY and travel for military personnel assigned to the JCISFA, as well as all installation support and other operating costs.

(3) Review all recommended changes to this charter submitted by the Director, JCISFA.

e. Military Departments

(1) Provide military staffing and resources per any negotiated memorandums of agreement and the manpower annex to this charter.

(2) Coordinate with JCISFA for assistance with practices and proven TTPs to prepare for and conduct security force assistance missions.

f. Director, JCISFA

(1) Provide supervision and oversight of all JCISFA activities pursuant to the mission and responsibilities outlined above.

(2) Advise the Chairman of JCISFA activities in support of combatant commanders and Secretaries of the Military Departments.

(3) Conduct an annual review of the JCISFA charter and make recommendations to JCISFA organization structure and functions to the Chairman.

(4) Approve all personnel nominated by Military Departments for assignment to JCISFA.

(5) Advise Director, J-7, on the development of a Joint Staff POA&M for the potential future transition of JCISFA to USJFCOM as a combatant command subordinate activity or other appropriate organization.

8. Administration

a. Rating Scheme. The Director, JCISFA, will be the rater and senior rater for the Deputy Director, JCISFA, and subordinate branch chiefs. Additionally, the Director will senior rate all other military personnel assigned to JCISFA.

b. Awards. The Director, Joint Staff, will have joint award authority for members of the JCISFA.

c. JCISFA will develop a memorandum of agreement with Military Department elements located at Fort Leavenworth to provide personnel and other administrative support such as requisitioning personnel, processing performance evaluations, submitting promotion board requirements, preparing awards, managing security clearances, and completing other related administrative support functions.

d. The Department of the Army will administer TDY and travel funds for JCISFA members.

9. Command Relationships

a. The Director, JCISFA, reports to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff.

b. The Joint Staff has coordinating authority.

c. The Secretary of the Army, as EA, has administrative control over personnel assigned to the JCISFA.

d. Combatant commands and Military Departments will be authorized direct liaison authority with JCISFA for obtaining assistance and advice for security force assistance operations.

MANPOWER ANNEX

POSITION	GRADE	SERVICE
Director	O-9	USA *
Deputy Director	O-6	USA
Administrative Support		
Admin Specialist	SFC	USA
Admin Specialist	GS-6	
Operations Branch		
	O-5	USMC
	O-4	USA
	O-4	USAF
	GS-12	
	GS-9	
Training Branch		
	O-5	USA
	O-4	USA
	O-4	USMC
	O-4	USAF
	O-4	USN
	GS-12	
	GS-9	
Analysis Branch		
	O-5	USA
	O-4	USMC
	GS-12	
	GS-9	
Archive/Research Branch		
	O-5	USN
	GS-12	
	GS-9	
	GS-6	

Total Personnel: 24 (* includes Director, JCISFA, which is already resourced from Commanding General, Combined Arms Center position.)

Breakout by Service: USA (7), USMC (3), USN (2), USAF (2), Civilian (GS) (10)