



DEPARTMENT OF THE ARMY
Joint Interagency Training and Education Center (JITEC)
1001 Army Road
Camp Dawson
Kingwood, WV 26537-1092

Liaison Officer (LNO) Train The Trainer Course

Course Number: LNO TTT

Course Description: A basic operational train-the-trainer (TTT) course of approximately 24 hours designed for the Joint Force Headquarters-State (JFHQs-State) and JTF/TF/Unit Liaison Officers (LNOs). The course is centered on the LNO “core competencies”, the basic operational functions that every LNO needs to be proficient on to accomplish effective interagency coordination at the local, state, and/or federal level for Defense Support of Civil Authorities (DSCA) operations. The course focuses on the practical application of both the operational and administrative requirements needed to establish and execute an effective Liaison Officer (or NCO) training program. At the conclusion of the course the student will have the tools necessary to plan, execute, and maintain an LNO training program. This course can be tailored to support specific state National Guard, Emergency Management Agency (EMA), or other agency training requirements.

Prerequisites: Students should have an AKO username and password and be familiar with the collaborative software used by and between their National Guard JOC and State Emergency Operations Center. Students are also encouraged to complete the following on-line FEMA Courses: IS-100.b, 200.b, 700.a & 800.b and be familiar with basic instructional techniques.

Target Audience: Soldiers/Airmen who will be developing/executing an LNO training program or who will serve as an LNO.

Course Objectives: At the completion of this Program of Instruction, students will:

TLO - Understand and train the basic duties of an LNO within an interagency environment.

ELOs -

1. Explain the basic civil emergency management, and the National Guard Domestic Operations framework and concept of operations.
2. State the mission and the practical, doctrinal roles and responsibilities of a National Guard LNO within an interagency environment.
3. Describe the practical application of the tools, tactics, techniques and procedures (TTPs) used by LNOs to manage information, maintain and promote interagency situational awareness (SA), and process requests for information/assistance and resources, originating from internal and external sources.
4. Demonstrate an understanding of the knowledge, resources and skills necessary to plan, resource, train, execute, and maintain an effective LNO training program that results in a cadre of qualified professionals, ready to serve as LNOs in a complex interagency environment.

Course Overview:

Day 1

Introductions and Administrative matters

The course begins with an LNO TTT introduction followed by Instructors and students introducing themselves and discussing their backgrounds, experiences and expectations of the

course. Administrative matters will be addressed to include the training schedule, local area orientation and ground rules.

Plan, resource and execute an effective LNO training program

This block of instruction focuses on the basic considerations to plan, resource, execute and maintain an effective LNO training program to include the requisite training material, training site, instructor considerations, and training schedule; as well as some presentation delivery best practices.

Federal Mission Partners, and the National Guard Bureau's role in DSCA Operations

This block of instruction focuses on the National Response Framework and the National Guard Civil Support concept of operations, mission of the JFHQ-State JOC and the JTF-State Battle Staff will be conducted.

State and/or County Liaison

This block of instruction will focus on the basic organizational structures of typical State and County Emergency Management Agencies (EMA). The class will emphasize examples of EM organizational structures from states within the local FEMA region. Specific emphasis will be placed on the role of the LNO within the State/County EMA organizational framework.

Emergency Management Assistance Compact (EMAC)

This block of instruction provides an overview of EMAC. Specific emphasis will be placed on the LNO's requirement to understand and/or advise interagency partners on National Guard capabilities, availability, and time requirements for the coordination of National Guard assets outside of the effected state.

The Art and Science of successful LNO operations, a practical approach to the basic building blocks of an effective LNO:

- The LNO Mission, Functions, and Concept of Operations (CONOPS)
- Management of the LNO team(s)
- Building relationships with other agencies and mission partners
- LNO Shift Change Requirements
- The types of LNOs
- The Good, The Bad, and the Ugly of LNO operations
- Key Knowledge, Skills and Attributes of an effective LNO
- LNO Core Competencies
- Communication Skills

Day 2

Role of LNO in supporting JFHQ-State/JTF JOC operations and core competencies

Information Management

This block of instruction will emphasize the value of timely, focused and accurate information sharing for establishing, and maintaining situational awareness. A review of the standardized reporting mechanisms, message management, information flow, and communications systems will be conducted. Also, a review of the role of the JFHQ-State JOC Battle Rhythm, Incident Command Post (ICP) Incident Action Plan (IAP) and EMA Operational Periods play in identification of LNO information requirements will be accomplished. Some of the collaborative tools to be discussed include; Joint Information Exchange Environment (JIEE) and state specific collaborative tools.

Situational Awareness

This block of instruction will focus on Situational Awareness tools, tactics, techniques and procedures used for the development of User Defined Operating Pictures (UDOP). It will also address techniques for answering the JFHQ-State Commander's Critical Information Requirements (CCIR) and the importance of understanding the multiple collaborative tools available within the

interagency environment. Additionally, a discussion on how an LNO can assist in Information Collection process for Situational Awareness will take place. Some of the collaborative tools to be discussed include; Defense Connect Online (DCO), Regional and State Online Resource for Emergency Management (RaSOR-EM) and other state specific collaborative tools.

- **Mission Tracking**

This block of instruction focuses on the LNO's role as the direct link and conduit to interagency mission partners and the military units supporting them. A practical application of the processes, tools, techniques and procedures proven effective in mission assignment, tracking, and RFI/RFAs are discussed and practiced in the instruction. It will also discuss State EMA web based Mission Tasking/Tracking Programs.

- **Historical Documentation**

This block of instruction will focus on how and why to collect, safeguard and organize data from during DSCA operations. It stresses the importance of Historical Documentation, lessons learned, and After-Action Reports (AAR).

- **LNO Training Program Tactics Techniques and Procedures (TTP)**

This block of instruction will focus on a review of multiple state National Guard LNO training and operational plans that have proven effective during domestic operations. The module will highlight the key components that have been used in successful LNO programs and serve as a introduction to the practical exercise.

Day 3

LNO Train the Trainer

This block of instruction will require student "trainers" (by pair or small group) to develop and present a state specific LNO Course training outline and concept of execution for subsequent presentation and approval by the trainers' state leadership. The end of course student presentations will be informally peer and instructor evaluated. The end-state is to develop a cadre of trainers who not only know LNO operations, but also understand how to plan, resource, prepare, and execute an LNO Training Program unique to their individual states.

After Action Review (AAR)/Graduation

Following an assessment of the student's performance during the LNO presentation students will complete both a facilitated and a written AAR of the course to provide valuable feedback that will lead to better and more relevant training in the future. All students will leave the course with a printed student manual, a CD containing all course material, and a Certificate of Training.