



# CENTER FOR CIVIL-MILITARY RELATIONS

Naval Postgraduate School  
1635 Cunningham Road (Bldg. 259)  
Monterey, CA 93943-5011

T +1.831.656.3171  
F +1.831.656.3351  
ccmrinfo@nps.edu  
www.ccmr.org

## Multi-Agency & Interagency Collaboration (MASL # P319223)

This seminar will focus on strategies critical to the success of building collaboration capacity within, between, and among government departments and ministries. This seminar is E-IMET certified and can be tailored and delivered bilaterally as a 1-week seminar.

Today many Government policies and tasks are, by definition, shared among various government ministries or departments. Many are also complex, crosscutting issues that demand collaboration. Shared tasks can be successfully implemented only through effective interagency coordination and collaboration. Yet, most Governments face a range of hurdles when attempting to work collaboratively. Interagency and multi-agency challenges and barriers may arise for different reasons. Perhaps hierarchy stifles collaboration, missions are poorly defined, or agency and ministry parochial behavior limit collaboration. It could also be that specific challenges accompany distinct project or program phases such as goal setting, reshaping activities, and resource allocation. To effectively deliver collective outcomes across operations, government departments and ministries need to be able to integrate and share resources and information, identify stakeholders, build and lead teams, and resolve differences. Taking this approach, Governments are able to achieve outcomes that could not otherwise be accomplished by a single department or ministry.

In this seminar, participants explore common collaboration and coordination pitfalls and barriers, as well as factors that contribute to coordination and collaboration successes. Among many other situations, this content is useful for Governments grappling with cross-agency tasks such as disaster management in which security forces work with civilian agencies; or counter-terrorism during which security forces work alongside law enforcement agencies; or within the defense sector where the Ministry of Defense needs to collaborate with the General or Joint Staff, or the Services need to collaborate together toward particular shared tasks. The material can also be adapted to support Governments endeavoring to strengthen public-private partnerships.

### Learning objectives:

1. Discuss the need for interagency or inter-departmental collaboration; the challenges associated with collaboration; and approaches to overcoming these challenges.
2. Expand communication, negotiation and collective problem-solving skills to help facilitate cooperation and coordination between the various communities;
3. Develop the capacity to build trust, identify shared objectives, and promote collaboration; and
4. Build professional networks across similarly-tasked government ministries and government agencies.