BRAC 2005
Education & Training Joint Cross-Service Group

Meeting Minutes of March 27, 2003

The Principal Deputy Under Secretary of Defense (P&R) chaired this meeting. The list of attendees is attached.

The Chairman handed out the draft functions and guiding principles and methodology (attached) for discussion. The group discussed the draft and agreed to change the first guiding principle from "Impose Jointness" to "Advance Jointness."

The group discussed the need to synchronize the Training and Transformation (T^2) initiative with the group's effort. T^2 is a theme threaded throughout the methodology of this JCSG. The group was reminded that, as an initiative, using T^2 ideas and concepts is permissible within the BRAC process, but any data used in that study would have to be obtained using the BRAC data collection and certification procedures.

The group also discussed the possible role of the Joint Forces Command in the Education & Training JCSG. One member suggested that it should be involved in implementing decisions, but not in a policy-making role. The group agreed to invite a representative of the Joint Forces Command to attend some of its meetings on an information only basis.

The Army representative presented information about the Army's training programs (slides attached). Army inputs to operations include Institutional Training, Unit Training, Civilian Training, Leadership Development, and Training Support. The Army has defined and rationalized its inputs. The group then discussed the fact that leadership development training cuts across other areas and that it may be better to disaggregate such training and let other functional groups deal with the various parts of it.

With regard to the Collective Training category, the group discussed whether this area should be split into two groups (collective training and training enablers) or retain it as a single category. The decision was to keep this as a single group, define the various types of Unit Training required, and to identify the enablers of training. The training enablers will then be worked into the guiding principles.

The Chair then summarized the four subgroups that will review functions identified in the draft report asking the group to think about who should lead these subgroups:

- Institutional Skill Training
- Professional Development
  - Joint Professional Military Education
  - Leadership Development
  - Military Education
  - Civilian Education
- Flight Training
- Collective Training Capabilities
  - Mr. James Gunlick, Director, Training Army G-3
  - BGen George Flynn, Director, Training and Education Command, USMC
  - Mr. Paul Mayberry, DUSD(Readiness)

The Chairman closed the meeting.

Approved: _____
Charles S. Abell
Principal Deputy Under Secretary of Defense (Personnel & Readiness)
Chairman, Education & Training Joint Cross-Service Group

Attachments:
1. List of Attendees
2. Education & Training Joint Cross-Service Group Guiding Principles, Methodology draft
3. Slides on Army contributions to the JCSG

Administration JCSG Meeting
March 27, 2003

Attendees

Members:

- Hon Charles S. Abell, Principal Deputy Under Secretary of Defense (P&R), Chair
- BGen George Flynn, Director, Training and Education Command, USMC
- CAPT Bruce Russell, Division Chief, Joint Doctrine, J-7

Alternates:

- Maj Gen Pete Sutton, Director of Learning and Force Development, Deputy Chief of Staff for Personnel, Headquarters U.S. Air Force, for Hon Michael Dominguez, Assistant Secretary of the Air Force, Manpower and Reserve Affairs
- Mr. James Gunlicks, Director for Training, G-3, for MG Jim Lovelace, Assistant Deputy Chief of Staff, Operations, G-3
- CAPT Edward Gantt, OPNAV, N00T for VADM Gerry Hoewing, Chief, Naval Personnel, N1

Others:

- Mr. Paul Mayberry, DUSD(Readiness)
- Mr. John Molino, DUSD(MC&FP)
- Ms. Pat Walker, DASD(RA) M&F
- Mr. Dan Gardner, Director, Readiness & Training
- Mr. Bill Carr, Acting DUSD(MPP)
- Mr. Bob Howlett, ODUSD(Readiness)
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Mr. Mike McAndrew, Deputy Director, Housing (ODUSD(I&E)
- Col Sam Retherford, Senior Military Assistant, PDUSD(P&R)
- Lt Col Bernard Hyland, Office of the Deputy Assistant Secretary of the Army (Infrastructure Analysis)
- Mr. Steve Jameson, OASD(RA) M&F
- Mr. Tom Macia, Army G-3 Training

Atch 1

Education and Training Joint Cross-Service Group
for
BRAC 2005

- Four E&T JCSG subgroups:
  1. Institutional Military Training, Specialized Skill Training Category
     Lead agency: ITRO?
     - Initial Skill Training (AFSC, MOS, NEC awarding courses)
     - Skill Progression Training
     - Functional Training

  2. Institutional Military Training, Professional Development Education Category
     Lead agency: MPP and/or J7?
     - PME/JPME (leader development continuum)
       - Intermediate & Senior Service Schools
         - NDU, ICAF, JFSC
         - A/N/AF War Colleges
         - A/N/MC/AF Command & Staff Colleges
     - Graduate Education [Services, ITRO, HA?]
       - AFIT/NPS
       - ~Health professionals (incl USUHS) [to Medical Group?]
       - ~Lawyers, chaplains
       - Other graduate education
     - + Federal civil service civilian leader development

  3. Institutional Military Training, Flight Training Category
     Lead agency: Service?
     - UPT/TJHPT
       - Strike (jet), Maritime (prop), carrier based, ENJJPT
     - UNT/UNFO

  4. Collective Training Capabilities
     Lead agency: TECOM, G3, DOT&E, &/or R?
     - Training Support aka "enablers"
       - Training ranges and test & evaluation ranges
       - Simulation centers and simulations (live/virtual/constructive)

- Excluded from E&T JCSG consideration:
  1. Institutional Military Training, Recruit Training (enlisted accessions)
  2. Institutional Military Training, Multiple Category, Army OSUT
     - Combined enlisted accessions and MOS initial skill awarding training
  3. Institutional Military Training, Officer Acquisition
     - Commissioning: Service Academies, ROTC, OTS/OCS, AFHPSP
  4. Institutional Military Training, Professional Development Education Category
     - AF & MC career officer schools (junior officers)
     - A/N/MC/AF NCO academies, enlisted leadership schools

EDUCATION & TRAINING
JOINT CROSS-SERVICE GROUP

Guiding Principles	Methodology	Metrics	Leadership Role
Impose jointness	• Declare jointness as paramount for specific functions (e.g., JCAS, JMOUT, PME) • Establish Joint National Training Capability, create live-virtual-constructive training environment		
Achieve synergy	• Co-locate or put in close proximity multiple functions that are mutually supportive • Increase cross-functional use of training and testing ranges		
Capitalize on technology	• Institute a life-long learning ethos • Leverage distance learning technology to significantly reduce residential requirements • Broaden access, expand throughput, create means to retrain/cross-train, develop training reach-back		
Exploit best practices	• Extend current/past successful efforts (Navy-Marine tactical-air integration, pilot/helo trng) • Establish centers of excellence (Fort Sill field artillery school) • Outsource to alternative providers, certify education/training (Task Force Excel)		
Minimize redundancy	• Define education/training universe • Identify common functional areas • Eliminate duplication, reduce or avoid costs, standardize instruction, increase efficiency		

Army Training Input

OSD Education & Training Joint Cross-Service Group (E&TJCSG)

27 Mar 03

Mr Jim Gunlicks
Acting Dir of Training
ODCS, G-3
HQDA

Army Training Input to E&TJCSG

ARMY TOPICs:

- *DEP G-3 Mission Statement*
- *E&T Mission Analysis*
- *Tiger Team Concept of Ops*
- *Tiger Team Tasks*
- *Recommendation*

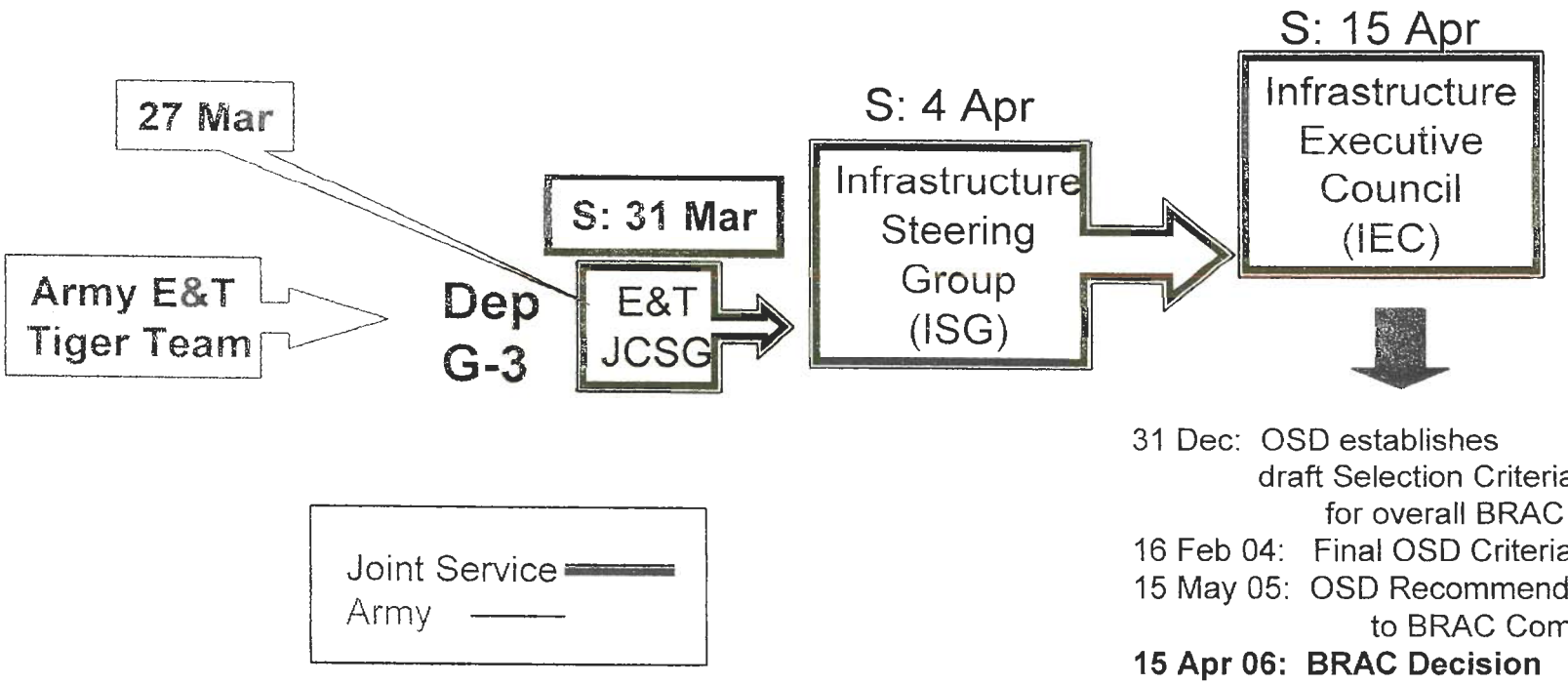
ARMY MISSION STATEMENT

Army (Deputy G-3) presents recommendations to the E&T JCSG as required for OSD to maximize Military education & training effectiveness and efficiency in the BRAC 2005 process.

Army Training Input to E&TJCSG

Army Mission Analysis

- *Chaired by OSD*
- *Dep G-3 is Army member of JCSG*
- *Tiger Team supports Dep G-3*
- *Army G-3 Training Directorate is lead for internal Army Tiger Team*



31 Dec: OSD establishes draft Selection Criteria for overall BRAC
16 Feb 04: Final OSD Criteria
15 May 05: OSD Recommendation to BRAC Commission
15 Apr 06: BRAC Decision

Army Training Input to E&TJCSG Mission Analysis

Specified tasks for all JCSG:

1. *Oversee analysis of functions within their area*
2. *Make recommendations to ISG*
3. *Perform detailed analysis of existing capabilities & capacity*
4. *Use military value as primary consideration*
5. *Communicate regularly with Military Departments*
6. *Provide periodic reports to the ISG*

Implied tasks for Army Tiger Team:

1. *Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.*
2. *Provide ARMY input on the organization of the E&T JCSG, leadership of subordinate groups, general approach & metrics.*
3. *Form full ARMY working group – Tiger Team (+/-)*
4. *Coordinate with Joint counterparts*
5. *Assist JCSG in overseeing cross-service analysis and in informing the 2005 BRAC process (thru the ISG) NLT 4 APR*

Army Training Input to E&TJCSG

Assumptions

- *It is acceptable to co-locate units & schools with those of other Services.*
- *End state maximizes fill of Army soldiers in Operational Units*
- *Consider Army initiatives on Unit Manning & Rotations.*
- *Outsourcing (3d Wave) will not limit options.*
- *This effort will be consistent with OSD T2.*

Concept of Operations

Conduct initial mission analysis to facilitate a huddle to prepare for initial meeting with DG3. G3 Training (DAMO-TR) lead w/ G-1, others in support. ID others that need to participate. Finalize input into proposals for initial meeting. present mission, specified and implied tasks to the E&T JCSG 27 Apr for azimuth check and guidance.

Army Training Input to E&TJCSG

- **ARMY TIGER TEAM Tasks:**

  Provide ARMY input on the organization of the E&T JCSG leadership of subordinate groups, general approach & metrics.

Recommended E&T JCSG Members:

JFCOM

Recommended E&T Sub-Groups:

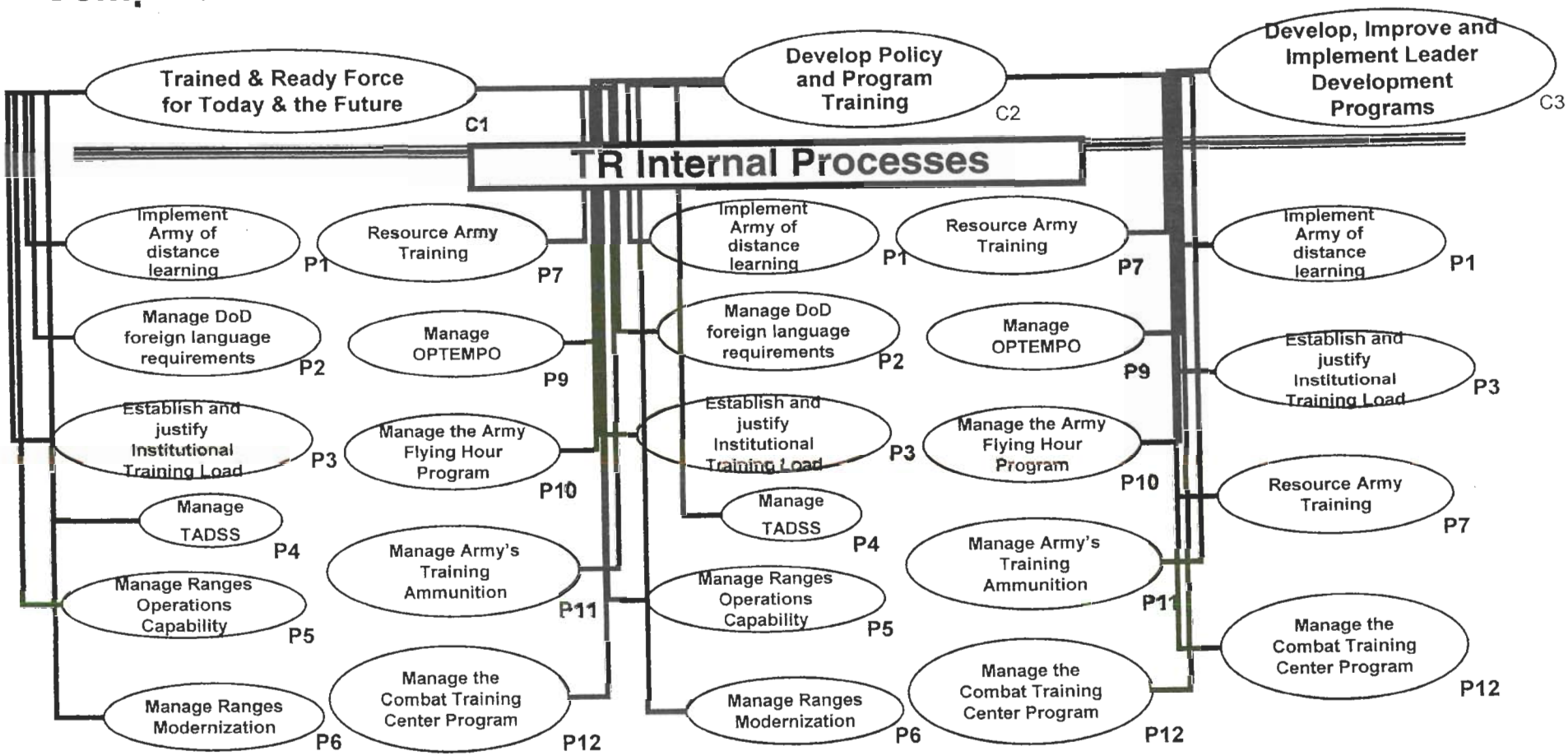
Institutional Training
Unit Training
Civilian Training
Leader Development
Training Support (L-V-C – Includes Ranges)

Recommended Metrics:

Army Strategic Readiness System Training Measures:
(Next Slide)

Army Training Input to E&TJCSG

Metrics: Army Strategic Readiness System (SRS): Training Core Competencies



Army Training Input to E&TJCSG

- **ARMY TIGER TEAM Tasks:**

  Provide ARMY input on the organization of the E&T JCSG leadership of subordinate groups, general approach & metrics.

Metrics:

Recommend clear definition of Terms:

Service Training
Inter-Service Training
Interoperability Training
Joint Training
Institutional Military Training – Specialized Skill Training
Institutional Military Training – Professional Development Education
Institutional Military Training – Flight Training
Training Ranges/Areas

Related Initiatives:

T2
Non-Training Infrastructure – Housing, etc

Major Army Recommendation:

Review initial concepts/metrics after 15 Apr milestone.

Army Training Input to E&TJCSG

- **ARMY TIGER TEAM Tasks:**

  Establish full ARMY working group – Tiger Team (+/-)

Current Tiger Team:

DAMO-TRS (Lead) – G-3 Training Simulations Division
All other DAMO-TR Divisions – Collective, Institutional, Leader Development & Resources Divisions
DAMO-AIG - Army Initiatives Group
DAMO-SS - Army Plans
DAPE - G-1, Personnel for Civilian Training

Adding:

TRADOC: Training & Doctrine Command - Institutional Training Strategy; CTC Strategy; Doctrine; Combined Arms Training Strategies; Training Support
G-8: Army Programs - Objective Force Stationing/Training Capability
DAMO-FM: G-3, Force Management for Overall Army Stationing

Considering:

ATEC: Army Test & Evaluation Command – Test Ranges
ACSIM/IMA – Asst Chief of Staff for Installation Management/Installation Management Agency for Base Operations Support
G-6: Chief Information Officer for IT
NGB & OCAR: National Guard Bureau & Chief of Army Reserve for Reserve Component

Army Training Input to E&TJCSG

- **ARMY TIGER TEAM Tasks:**

  Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.

Training Matrix reviewed by Army Tiger Team – assessed and recommended training that could be Inter-Service/Joint vs Retained by Army.

Recommendations follow on next six slides.

Army Training Input to E&TJCSG

Task :Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.

Army Training Assessment Initial Recommendations (Page 1 of 6):

- ENLISTED BASIC COMBAT TRAINING — RETAIN
- ENLISTED ADVANCED INDIVIDUAL TRAINING (TECHNICAL SCHOOL) – INFANTRY — RETAIN
- <u>SELECTED</u> ENLISTED ADVANCED INDIVIDUAL TRAINING (TECHNICAL SCHOOL) — INTER-SERVICE
  - Existing Examples:
    - ARMOR - Army/USMC
    - FIELD ARTILLERY – Army/USMC
    - COMBAT ENGINEERS – ARMY/USMC
  - Potential:
    - CHEMICAL DEFENSE
    - BASIC AIR TRAFFIC CONTROL
    - MILITARY POLICE
    - MILITARY INTELLIGENCE/SIGNAL
    - MEDICAL
    - LOGISTICS OVER-THE-SHORE
    - FINANCE & ADMIN

Army Training Input to E&TJCSG

Task: Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.

Army Training Assessment Initial Recommendations (Page 2 of 6):

- OFFICER PRE-COMMISIONING TRAINING — RETAIN
- WARRANT OFFICER CANDIDATE SCHOOL — RETAIN
- SELECTED OFFICER INITIAL PROFESSIONAL DEVELOPMENT TRAINING — INTER-SERVICE
  - EXISTING EXAMPLES:
    - ARMOR - Army/USMC
    - FIELD ARTILLERY – Army/USMC
    - COMBAT ENGINEERS – ARMY/USMC
  - POTENTIAL:
    - CHEMICAL DEFENSE
    - BASIC AIR TRAFFIC CONTROL
    - MILITARY POLICE
    - MILITARY INTELLIGENCE/SIGNAL
    - MEDICAL
    - CHAPLAINS
    - LOGISTICS OVER-THE-SHORE
    - FINANCE & ADMIN

Army Training Input to E&TJCSG

Task: Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.

Army Training Assessment Initial Recommendations (Page 3 of 6):

• OFFICER INTERMEDIATE LEVEL PD (ADVANCED COURSE & COMMAND & STAFF COLLEGE)	RETAIN
• OFFICER SENIOR STAFF COLLEGE	RETAIN
• OFFICER INTERMEDIATE LEVEL PD & SENIOR STAFF COLLEGE (SELECTED EXPOSURE – CURRENT SYSTEM: AFSC & NDU)	INTER-SERVICE/ JOINT
• DEPARTMENT OF ARMY CIVILIAN PROFESSIONAL DEVELOPMENT	INTER-SERVICE

Army Training Input to E&TJCSG

Task: Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.

Army Training Assessment Initial Recommendations (Page 4 of 6)::

- NON-COMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT TRAINING (ALL LEVELS) RETAIN
- SPECIALIZED INDIVIDUAL TRAINING – OFFICER/NCO/WO/ENLISTED INTER-SERVICE
  - Ranger School
  - Air Assault School
  - Defense Language Institute
  - Airborne
  - Special Operations
  - Mountain Rotary Wing Training (Existing)

Army Training Input to E&TJCSG

Task: Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.

Army Training Assessment Recommendations (Page 5 of 6):

• UNIT COLLECTIVE TRAINING	
• HOME STATION	RETAIN
• SELECTED HOME STATION	INTER-SERVICE/JOINT IAW EMERGING T2
• COMBAT TRAINING CENTERS	RETAIN & INTER-SERVICE/ JOINT IAW JNTC CONCEPT
• RANGE INFRASTRUCTURE	
• ARMY BRIGADE COMBAT TEAM AND BELOW COMBINED ARMS TACTICAL TRAINING	RETAIN
• SELECTED RANGES	INTER-SERVICE/JOINT IAW EMERGING T2
• SPECIALIZED ENVIRONMENTS	INTER-SERVICE
• Arctic	
• Littoral	
• Jungle	
• Desert	
• Mountain	

Army Training Input to E&TJCSG

Task : Develop ARMY recommendations to the E&T JCSG on specific functions that will receive joint cross-service analysis and functions that should remain service-specific.

Army Training Assessment Recommendations (Page 6 of 6): :

• VIRTUAL & CONSTRUCTIVE TRAINING	
• Army Aviation Simulators	RETAIN (CONSIDER COMMON A/C TYPES FOR INTER-SERVICE)
• Combined Arms Tactical Trainers	RETAIN – LINK for JOINT
• Major Constructive Battle Sim Centers	RETAIN – LINK for JOINT
• Training Aids, Devices, Simulations & Simulators	
• Management	RETAIN
• Modernize	RETAIN – DEVELOP UNDER COMMON ARCHITECTURE FOR INTER-SERVICE/JOINT LINKS & APPLICATIONS
• DISTANCE LEARNING	RETAIN – DEVELOP UNDER COMMON ARCHITECTURE FOR INTER-SERVICE/JOINT LINKS & APPLICATIONS

Army Training Input to E&TJCSG

- **ARMY TIGER TEAM Tasks:**
  Coordinate with Joint counterparts

On-going

Army Training Input to E&TJCSG

OSD Education & Training Joint Cross-Service Group (E&T JCSG) - TIMELINE

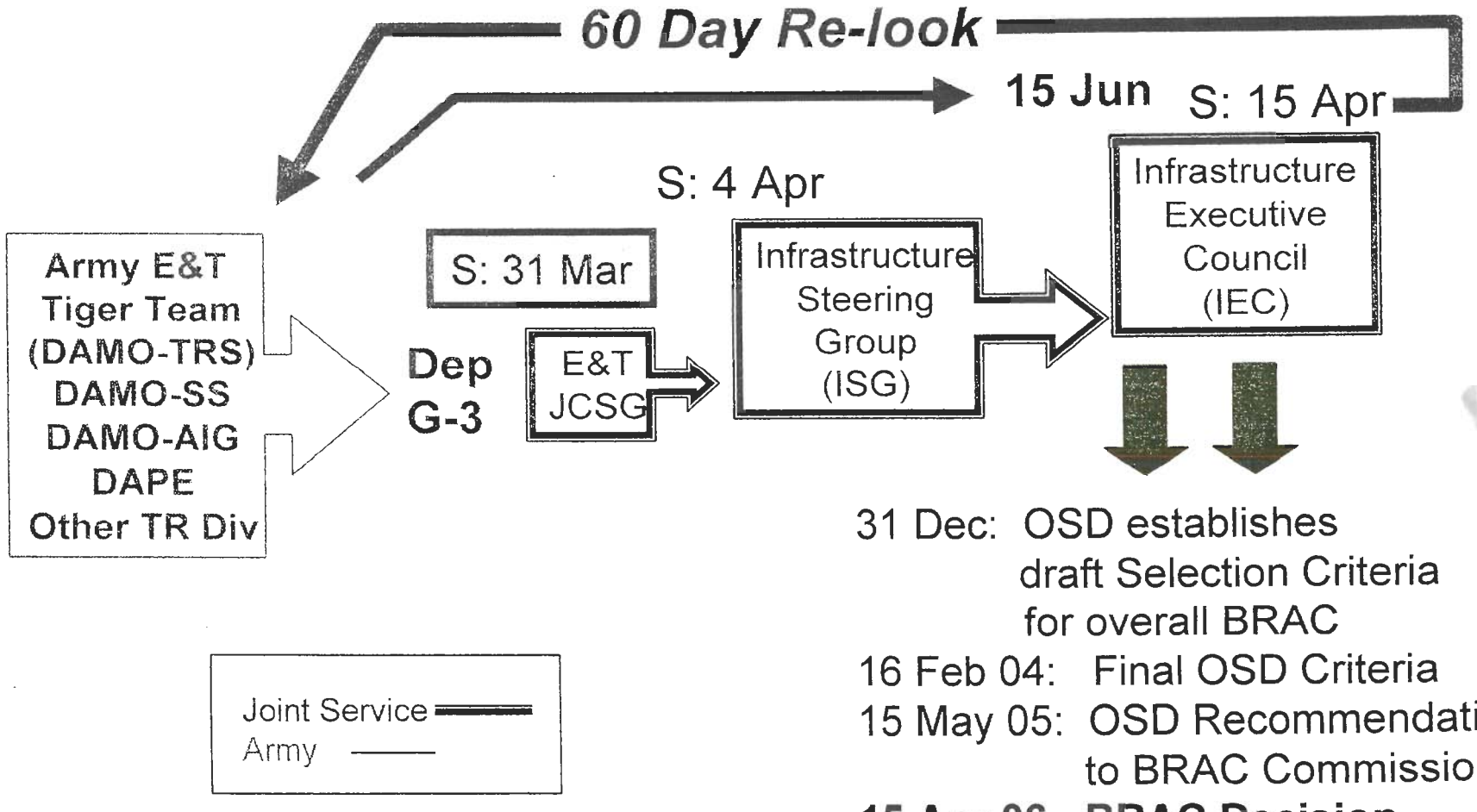
- *Tiger Team Milestones:*

		Adjusted
~~19 Mar:~~	DAMO-TR Tasker to form TIGER TEAM	24 Mar ✓
~~20 Mar:~~	Initial TIGER TEAM Meeting	25 Mar ✓
	Guidance from Dep G-3	25 Mar ✓
	Follow-up TIGER TEAM Meeting	26 Mar ✓
~~20 Mar:~~	Brief Dep G-3 - Recommendations	27 Mar ✓
27 Mar:	E&T JCSG Meeting	27 Mar
~~24-27~~ Mar:	Work ARMY recommendation	27-28 Mar
~~28 Mar:~~	BRIEF Dep G-3	28 Mar
31 Mar:	ARMY recommendations to E&T JCSG	31 Mar

Army concerned that rapid timeline to 15 Apr suspense to IEC will result in flawed parameters that will adversely impact follow-on analysis.

Army Training Input to E&TJCSG

– Army Recommendation



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