CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3500.01G
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JOINT TRAINING POLICY AND GUIDANCE
FOR THE ARMED FORCES OF THE UNITED STATES

References: Enclosure H

1. Purpose. To establish the Chairman of the Joint Chiefs of Staff policy and guidance for the use of the Joint Training System (JTS) in planning, conducting, and assessing joint training effectiveness in promoting readiness and supporting the development of new joint capabilities. Training in the context of this instruction aligns with the Department of Defense Strategic Plan for the Next Generation of Training (reference a) and includes joint training, joint education (references b and c), and job-performance aiding.

2. Cancellation. CJCSI 3500.01F, 19 November 2010, "Joint Training Policy and Guidance for the Armed Forces of the United States," is superseded by this publication.

3. Applicability. This CJCSI applies to the Combatant Commands, Services, Reserve Components (RCs), the National Guard Bureau (NGB), combat support agencies (CSAs) (including Defense Intelligence Agency, Defense Information Systems Agency, Defense Logistics Agency, Defense Threat Reduction Agency, National Geospatial-Intelligence Agency, National Security Agency, and Defense Contract Management Agency), Joint Staff, standing Joint Task Forces, and other joint organizations. It helps joint commanders and senior leaders of joint agencies and activities develop and coordinate joint training programs for their assigned staffs and organizations, component forces and staffs, and assigned forces to support capabilities-based readiness.

4. Policy. Title 10, United States Code, section 153 prescribes, subject to the authority, direction, and control of the President and the Secretary of Defense, that the Chairman of the Joint Chiefs of Staff will be responsible for "formulating policies for the joint training of the Armed Forces" and "formulating policies for coordinating the military education and training of members of the Armed Forces." Enclosure C contains policy and Enclosure D

contains guidance from the Chairman to the Joint Staff, Combatant Commands, Services, RCs, NGB, and CSAs for planning, conducting, and assessing joint training.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure E.

7. Summary of Changes. This instruction has been modified to:

a. Document the shift in joint training responsibilities associated with the disestablishment of U.S. Joint Forces Command.

b. Establish authority for joint functional offices of primary responsibility to establish joint functional training product certification processes.

c. Update DoD training principles.

d. Establish a 45-day processing requirement for the identification of vetted training observations to be moved into the Joint Lessons Learned Information System for tracking and resolution.

e. More clearly identify linkages between the Joint Training System and the Joint Lessons Learned Program.

f. Provide guidance on the updated process to nominate High Interest Training Requirements to the force providers.

g. Establish an out-of-cycle joint training support request process.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DoD components (to include the Combatant Commands), other Federal agencies, and the public may obtain copies of this instruction through reference d.

9. Effective Date. This instruction is effective upon receipt.

WILLIAM E. GORTNEY
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Director, Joint Staff

Enclosures:

A -- Introduction
B -- Joint Training System Implementation
C -- Chairman's Joint Training Policy
D -- Joint Training Guidance
E -- Joint Training Responsibilities
F -- Individual Joint Training
G -- Key Joint Training Publications
H -- References
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ENCLOSURE A

INTRODUCTION

"Our challenge is taking a force that has been involved in a decade of war and ensuring that as we build the military for the future, we are able to defend this country for the next decade at a time of fiscal austerity. We need to build a force that can confront a growing array of threats in the 21st century."

Leon E. Panetta, Secretary of Defense
Testimony before the House Armed Services Committee, October 2011

1. Purpose. This instruction provides CJCS joint training program implementation policy and guidance to the Combatant Commands, Services, RCs, NGB, CSAs, Joint Staff, and joint organizations. It specifies joint training as focused on the Joint Mission-Essential Tasks (JMETs) derived by commanders from mission analysis. It fully supports the Department's efforts to enhance readiness, advance operational effectiveness, and develop the joint force through the integration of new joint concepts and joint solutions into joint training. This instruction applies to individual, staff, and collective joint training and joint education programs. It affirms the role of the commander in the training and readiness of his organization and the importance of the CSAs in supporting warfighting missions and preparation of U.S. forces for joint and multinational operations across the range of military operations requiring interagency coordination and unity of effort. Joint readiness is the Combatant Commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

Joint Training Vision

All individuals, units, and staffs required to conduct military operations will be trained, under realistic conditions and to exacting standards, prior to execution of those operations. Personnel selected for joint assignments will be trained prior to reaching their duty locations.

2. Joint Training Imperative. U.S. forces may be employed across the range of military operations, most of which will be conducted in an interagency and multinational partner environment. The Department of Defense must support national security requirements with a range of joint military capabilities designed to adapt and succeed in any operational environment. Preparing to operate in a joint, interagency, multinational, and intergovernmental environment is what the Department of Defense and its interagency partners must do. The challenge for joint training is to be responsive to the needs of the Combatant Commanders (CCDRs) for all operations.

3. Strategic Guidance. The Guidance for the Employment of the Force (GEF) (reference e), the Joint Strategic Capabilities Plan (JSCP) (reference f), and the Unified Command Plan (UCP) (reference g) are the principal sources of guidance for Combatant Command steady-state campaign, contingency, and posture planning efforts, which inform subsequent development of supporting joint training programs.

a. The GEF consolidates security cooperation, contingency planning, global defense posture, and global force management planning guidance, while the JSCP implements the campaign, campaign support, contingency, and posture planning guidance reflected in the GEF. The GEF also directs geographic and selected functional CCDRs to develop theater-specific campaign plans designed to accomplish assigned strategic end states. These campaign plans will integrate steady-state security cooperation activities, "Phase 0" activities, and ongoing operations. Furthermore, the GEF directs Military Departments, functional Combatant Commands, and selected components and CSAs to develop campaign support plans that support the full range of Combatant Command campaign plans.

b. The campaign plans will become the basis for developing a resource informed Theater Joint Training Strategy. The campaign plans "operationalize" Combatant Command theater or functional strategies by designing, organizing, integrating, and executing security cooperation activities, to include training and exercise events. These activities are designed to promote acceptable international behavior by potential adversaries, sustain peace and security under conditions that promote U.S. national interests, or set the conditions for military success if a contingency cannot be prevented.

c. Some commands may find it useful to develop a Theater Joint Training Strategy to link campaign plans and a joint training plan (JTP). The strategy is a command-specific description and *intent* for that command's joint training program and joint training environment. It is a statement of *how* a command intends to sustain readiness through training; the JTP is a refinement of that strategy given available resources. Identifying required operational capabilities is inherent in the mission analysis that takes place in application of Phase 1 of the JTS. The command's operations plans (Operations Plans, Campaign Plans, Supporting Plans, etc.), *aligned with JMETs,* serve to document *required capabilities*. Simplistically, the Joint Mission-Essential Task List (JMETL) represents the most essential mission capability requirements and defines *what* must be done and *who* does it.

4. Joint Learning Continuum. The concept of a Joint Learning Continuum enables joint force development and employment. The Joint Learning Continuum focuses on creating and sustaining joint qualified personnel and

joint leaders capable of effectively integrating and synchronizing national capabilities to successfully implement national security and military strategies.

*The **Joint Learning Continuum** is envisioned as a coordinated progression of integrated and disciplined learning processes and events to prepare DoD personnel to specified joint performance standards. This continuum of professional learning instills habits of mind, skills, abilities, and values through education, training, self-development, and experience.*

a. The Joint Learning Continuum concept is built on our experience that the core competencies and capabilities of the collective Services have been and will continue to be the critical foundation of our military's ability to achieve national aims. Joint capability, therefore, is based on effective integration and synchronization of Service-provided capabilities and forces under unified command. A core element to both Service and joint capability is the individual military member. Officers are joint qualified based on their achievement and/or completion of education, training, and experience that develop and use knowledge, skills, and abilities relevant to the definition of joint matters (reference h). While the development of elements of the Joint Learning Continuum is most mature for officers, the application of the Joint Learning Continuum will be expanded through policy to effect the career-long achievement, documentation, and tracking of joint experience, joint training, and joint education for all DoD members (officers, enlisted, government civilians, and contractors) to fulfill the personnel performance and provision requirements established by CCDRs and subordinate joint force commanders.

b. The systematic approach of professional development throughout a career as embodied in the Joint Learning Continuum is important. Educators, trainers, commanders, learning support elements, information providers, and information managers can use a myriad of existing techniques, resources, and technologies to facilitate achieving specific learning objectives. Improvements in joint preparation and readiness are achieved through the integrated application of those elements, systems, and processes embodied in the Joint Learning Continuum. Commanders at each successive level determine how best to efficiently reach the levels of learning necessary to achieve mission readiness. This approach to monitoring, managing, and integrating individual, staff, and collective joint preparation by force providers, commanders, formal education and training institutions, and support networks is critical to improving joint readiness.

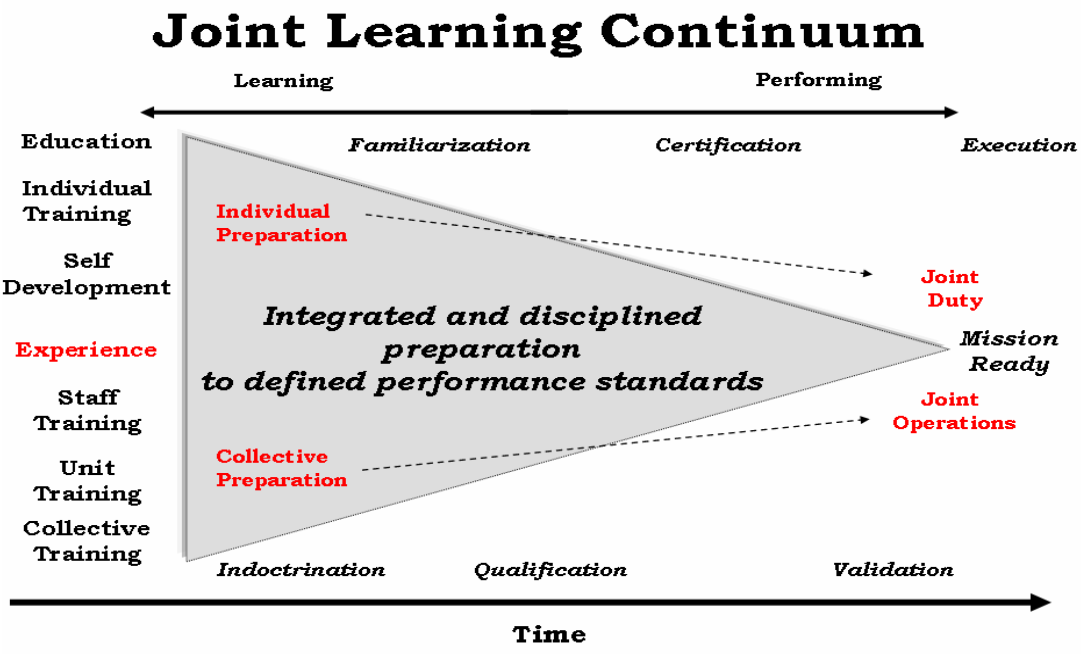


Figure A-1. Joint Learning Continuum

c. Joint professional development is the product of this learning continuum that comprises four interdependent supporting pillars: joint individual training, joint professional military education (JPME), joint experience, and self-development (reference i). Joint professional development assumes competent Service educated, trained, and experienced individuals as the training audience. To maximize joint readiness, joint professional development is essential for all personnel preparing for assignment on a joint staff, including officers in professional specialties.

d. Training is defined as instruction and applied exercises for acquiring and retaining knowledge, skills, abilities, and attitudes (KSAAs) necessary to complete specific tasks. As defined in DoDD 1322.18 (reference j), joint training is training, including mission rehearsals of individuals, units, and staffs using joint doctrine and tactics, techniques, and procedures (TTPs) to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the CCDRs to execute assigned or anticipated missions.

e. In its broadest sense, education conveys general bodies of knowledge and develops habits of mind applicable to a wide spectrum of endeavors. As viewed through the prism of "Learning Domains," education is largely defined through the cognitive domain and fosters diverse perspectives, critical analysis, abstract reasoning, comfort with ambiguity and uncertainty, and innovative thinking, particularly with respect to complex, nonlinear problems. This contrasts with training, which focuses on the instruction of personnel to

enhance their capacity to perform specific functions and tasks. Learning that addresses attitudinal understandings of joint matters is focused through the affective domain.[1]

f. Training and education are not mutually exclusive. Elements of education and training are most often blended in application to achieve desired learning objectives and ultimate performance outcomes. Virtually all military schools and professional development programs include elements of both education and training in their academic programs. In reality, education and training are partners in the generation and sustainment of an individual's abilities to perform.

g. Joint experience reflects the successful application of what individuals learn via joint assignments, joint training, JPME, and self-development and is essential. Joint warfighting is not academic; it is the application of the acquired KSAAs in an operational environment where increased levels of experience correspond directly with increased levels of proficiency and performance of mission tasks.

h. Self-development recognizes that empowering individuals with responsibility to actively participate in their own professional growth is a necessary and positive step. Self-study in the pursuit of knowledge accelerates individual development, as well as allows flexibility and accommodation to individual circumstances of need, situation, and desire.

i. The integration of individual preparation and collective preparation within force provision and command training programs recognizes that collective capability is built on the KSAAs of individuals. Effective integration of education, training, self-development, and experience leads to performance-based outcomes (based on established tasks, conditions, and standards) that improve readiness for joint duty and joint operations.

5. Joint Training System (JTS). The JTS supports DoD implementation of the Joint Learning Continuum by providing the construct to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability. The JTS is designed to facilitate the adoption of an integrated, capability requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required

[1] Dr. Benjamin Bloom established a taxonomy of learning in 1956 that is presented in terms of categories or domains. Trainers and educators often refer to elements of these domains as KSAAs (Knowledge, Skills, Abilities, and Attitudes). The learning domains are formally referred to as cognitive, which involves knowledge and development of intellectual skills; affective, which involves the manner in which individual learners deal emotionally or attitudinally with the subject material; and psychomotor, which involves manual or physical skills.

capabilities, and available resources. When executed in its entirety, application of the JTS enables the assessment of training, exercises, and operations at all levels and the incorporation of the lessons learned, emerging doctrine, and valid joint concepts and joint solutions across DoD. Combatant Commands, Services, RCs, NGB, CSAs, Joint Staff, and joint organizations providing capabilities for Combatant Command missions shall use the JTS to manage joint training IAW this directive. This four-phase iterative process is explained in Enclosure B and described in detail in reference k.

6. Training Transformation (T2)

a. T2 is a DoD program to improve integrated training capabilities to support a comprehensive approach to integrated operations across the full range of national security challenges as well as assist the Department's continuous transformation to accommodate current and emerging challenges. DoD training strategy development and implementation planning have been updated in reference a to articulate five key training principles:

(1) Enable relevant innovation that takes advantage of other developmental efforts.

(2) Produce a learning organization that senses change and adapts rapidly to new environments.

(3) Encourage openness and transparency.

(4) Create a culture that is enterprise-centric, outcome-focused, and encourages and rewards interdependence.

(5) Create and leverage trust among the DoD federated training enterprise.

b. Implementation of the T2 program changes the way people think and organizations operate. By identifying gaps in joint and Service training and operations and assessing doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) shortcomings, commanders can develop a coherent training strategy to generate and sustain required capabilities. T2 implies a much broader context for learning that includes training, education, experience, and self-development. Developing and applying new knowledge throughout the force, individually and collectively, will foster this change. The T2 program consists of three significant enablers for enhancing DoD training.

(1) Joint Knowledge Online (JKO) provides a Joint Individual Training Toolkit of Web-enabled individual and small group training products and

services, with a knowledge management capability that has real-time reach back between individual Warfighters, operational staffs, and key information sources. Products and services are provided in response to JKO stakeholder (CCDRs, Services, and CSA) prioritized training support requirements. JKO supports a career-long joint learning continuum, JPME, and tailored common training standards to Service members for tasks that are jointly executed, resulting in trained and interoperable joint capable forces.

(2) The Joint National Training Capability (JNTC) provides a capability primarily focused on collective training across all phases of a joint campaign and enables the entire spectrum of the integrated joint training environment; i.e., live, virtual, and constructive capabilities. The JNTC adds joint enablers to Service, CCDR, and CSA training with the objective of accurately replicating the operating environment necessary to successfully conduct integrated training. JNTC is responsible for integrating components of the Joint Live, Virtual, and Constructive Training Environment (JLVC-TE) leveraging Service capabilities and developments, establishing the connecting communications infrastructure, and sustaining the infrastructure and JLVC-TE to benefit joint training, as well as Service Title 10 training when capacity permits. JNTC's approach to joint training is intended to increase the Department's capacity to provide accredited joint training opportunities to all forces and staffs. The accreditation (of programs) and certification (of sites and systems) process validates a common level of joint context for a joint task or selected portion of a task and identifies shortfalls in the capability of a given program to provide a joint training environment. The JNTC program mitigation effort is designed to improve joint training by addressing the shortfalls identified during accreditation and certification.

(3) The Combatant Command Exercise and Engagement (CE2) Program focuses on Combatant Commander joint training programs. It supports joint training and joint exercise programs, including, but not limited to, strategic transportation and Service incremental funding for the Joint Exercise Program, robust exercise support, an integrated suite of automated support tools, task-based specialists, Combatant Commander headquarters support, training to sustain designated headquarters readiness to be Joint Task Force Headquarters capable, joint deployment training, the Regional Security Cooperation Network Program and limited support for critical interagency participation.

c. The above three enablers are supported by two additional components of T2 that provide management and assessment tools and products for enhancing DoD joint training.

(1) Joint Assessment and Enabling Capability (JAEC). This T2 capability is responsible for annually producing an enterprise-level T2

assessment. JAEC examines T2 integration and management processes and reviews assessment data from the JTIMS, DRRS, and other sources.

(2) Management, Planning, and Policy. Achieving T2's missions and objectives requires active management of the overall direction while adjusting for new developments. POM development/integration and T2 organizational coordination is conducted by Office of the Deputy Assistant Secretary of Defense (Readiness) Training Readiness and Strategy (TRS). The CE2T2 Execution Management System, JTIMS, Global Status of Resources and Training System (GSORTS), and DRRS Enterprise (DRRS-E) provide data on the status of readiness across DoD. A performance-based management process evaluates the data, identifies readiness deficiencies, and develops proposed training solutions that leverage T2 Enterprise capabilities. This management process includes linkage to the DoD readiness review process.

7. Activities and Events Encompassed by this Policy

a. Individual joint training activities, such as academic instruction, distributed learning, organizational and institutional training, and on-the-job training, designed to develop joint core competencies, support joint activities and programs, or enable joint collective and/or staff training.

b. CJCS and Combatant Command sponsored collective training events, to include joint exercises in the National Exercise Program (NEP), the Chairman's Exercise Program (CEP), and the Joint Exercise Program (JEP).

c. Deployments for training in support of security cooperation and regional presence and access, to include National Guard State Partnership Program training events.

d. Joint live, virtual, and constructive training capabilities, seminars, war games, experimentation, assessment, and training ranges used to conduct or support joint training.

e. Support of Joint Capabilities Integration and Development System by the Joint Requirements Oversight Council-chartered Force Support Functional Capabilities Board (FSFCB). The Force Preparation Working Group within the FSFCB is sponsored by the Joint Staff/J-7, and manages a portfolio of training, exercises, education, doctrine, lessons learned, experimentation, and concept development to ensure DOTMLPF integration.

8. Authority for Joint Training Policy. The authority for conducting joint training evolved from the Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-433.

a. Title 10, U.S.C., section 153(a) (reference h) states that subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman is responsible for:

(1) Developing doctrine for the joint employment of the U.S. Armed Forces.

(2) Formulating policies for the joint training of the U.S. Armed Forces.

(3) Formulating policies for coordinating the military education and training of members of the U.S. Armed Forces.

b. The Chairman will formulate joint training policies, establish policy guidance for the JTS and the JTIMS and make the JTIMS available for use by DoD components, and validate joint training requirements (reference j). Functional area training requirements and training support requirements should be validated, documented, and managed by Joint Staff Offices of Primary Responsibility (OPRs) or designated lead organizations, as appropriate.

c. Title 10, U.S.C., section 164(c) outlines the command authority of CCDRs, to include:

(1) Giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics.

(2) Coordinating and approving aspects of administration and support, including control of resources and equipment, internal organization, and training, and discipline necessary to carry out missions assigned to the command.

d. The UCP (reference g) directs CCDRs to provide, as directed, trained and ready forces to other Combatant Commands.

e. Reference l provides policy on the authority Combatant Commands exercise over assigned RC forces when not on active duty and when on active duty for training. This authority is training and readiness oversight (TRO).

f. The responsibilities of the Secretaries of the Military Departments for administration and support include training of forces assigned by them to Combatant Commands and are prescribed in title 10, U.S.C., section 165(b) and further detailed in the individual Service sections of title 10, U.S.C., sections 3013, 5013, and 8013.

g. Further guidance on CJCS, Combatant Command, and Service responsibilities with respect to doctrine and policy regarding military education and training of members of the U.S. Armed Forces is found in references j, m, and n.

9. Procedures. The Chairman's "Joint Training Manual for the Armed Forces of the United States" (reference k) describes the JTS and defines the process and procedures to accomplish the goals stated in this instruction.

10. Changes to this Policy. Recommended changes to this document will be submitted to the Joint Staff/J-7, for coordination with the Combatant Commands, Services, RCs, NGB, CSAs, and Joint Staff for approval by the Chairman.

ENCLOSURE B

JOINT TRAINING SYSTEM IMPLEMENTATION

1. Mission Focus. The supported command mission requirements and mission-essential tasks (METs) are the focus for preparedness; commanders at each successive level interpret that mission focus across their span of control to prepare their forces and generate required capabilities to meet mission standards set by the supported commander. DoD components supporting Combatant Command missions use the processes of the JTS to develop joint training programs; plan, execute, and assess joint training based on METs; and document training status in JTIMS for input to readiness reporting in DRRS IAW reference o. Joint training programs should be based on each command or agency's required capabilities as specified in its mission-essential task list (METL). The supported Combatant Command's JMETL establishes the most critical mission capability requirements. It is derived from the Universal Joint Task List (UJTL) and is the result of mission analysis of tasks assigned through Presidential directives, the GEF, the JSCP, and other documents. Based on these identified required capabilities, CCDRs will assess the command's

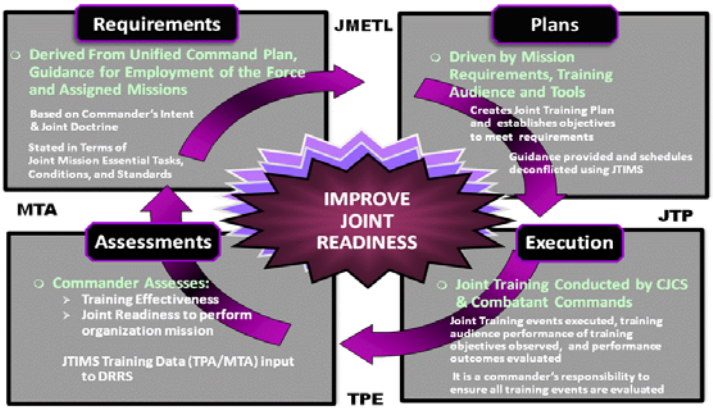


Figure B-1. JTS Four-Phase Process

current capability against required capability, identify training requirements from that assessment, and then plan, resource, execute joint training events, evaluate training audience performance, and assess capability and joint readiness as they relate to training. The supporting commanders and agency directors focus their joint training programs on the supported command mission and mission capability requirements and follow the same process to prepare their required capabilities for use by the supported commander. Current capability is assessed against required capability, training requirements are identified from that assessment, and training plans consistent with joint doctrine are developed and executed to prepare required capabilities for supported CCDRs' missions.

2. Process. The JTS is a four-phased methodology (Figure B-1) that aligns joint training strategy with assigned missions to produce trained and ready individuals, units, and staffs. Although the process is deliberate in concept, it is flexible in execution.

a. Phase I – Requirements. Required capabilities identified during mission analyses by commanders and their staffs are based on assigned mission responsibilities, commander's intent, and joint doctrine and documented in the command JMETL. Commanders and staffs, using the processes of Phase I of the JTS and the synthesis of relevant JLLP observations and issues from JLLIS, identify their most essential mission capability requirements (JMETL) in conjunction with mission analysis and selection of tasks from the UJTL. Following selection of tasks from the UJTL, standards and conditions are applied to tailor the tasks for the mission (METs). These METs make up the commander's JMETL and are entered into the DRRS enterprise (references o and p) and dynamically pushed to the JTIMS to support the development, management, and execution of other JTS processes and products. CSA Directors and other supporting organizations use supported command mission guidance, plans and METs to focus their guidance to staffs and supporting elements in following the same mission analysis process to derive agency mission-essential tasks (AMETs) and supporting tasks. AMETs must also be selected from the UJTL. The Combatant Command's JMETL provides the foundation for deriving joint training requirements in Phase II Plans.

REQUIREMENTS

- Specified and implied tasks derived from mission analyses
- Based on assigned missions, Commander's intent, and Joint Doctrine
- Select mission tasks from the UJTLDetermine Combatant Command most essential mission capability requirements
- Command-linked tasks are identified and coordinated between supported commands and supporting organizations (Combatant Commands, CSAs, and the interagency)

b. Phase II - Plans. The plans phase is initiated by conducting an assessment of current capability against the mission capability requirements in the command's JMETL. Joint training requirements are derived by analyzing assessed gaps between mission capability requirements and current capability proficiency. In a mature training program, a large portion of the assessment that leads to training requirements identification is derived from training proficiency assessments (TPAs) and mission training assessments (MTAs) and the synthesis of relevant JLLP observations and issues from JLLIS (Phase IV, Assessment). JTPs are developed, coordinated, and published in JTIMS to identify the commander's training guidance, training audiences, training objectives, training events, training support resources, and coordination needed to attain the required levels of training proficiency. Concurrently, planners submit observations highlighting strengths and weaknesses within the joint training plan's process.

PLANS

- Current capability assessed
- Commander/CSA Director training assessments reviewed
- Training audiences and training requirements identified
- Training objectives and events determined
- Resources aligned and prioritized
- JTP of training events designed to close assessed capability gaps

c. Phase III - Execution. In this phase, training events scheduled in Phase II (Plans) are refined and finalized, executed, and evaluated IAW the flexible methodology of the Joint Event Life Cycle (JELC). Event execution will follow the joint training event summaries contained in the JTPs as closely as possible. Within the execution phase of the JTS, each training event uses the JELC stages comprised of event design, planning, preparation, execution, and evaluation. During and following execution, command trainers collect task performance observations (TPOs) for each training objective in the JTIMS. Following execution, command trainers conduct analysis, and make formal recommendations as training proficiency evaluations (TPEs) on whether the training audience achieved the training objective. Simultaneously, observations continue to be collected during and following execution within JLLIS, synthesis and analysis begins to identify issues, hot-washes and facilitated after-action reviews (FAARs) and make formal recommendations for inclusion into command corrective action board processes.

EXECUTION

- Execute and evaluate training events
- Proficiency evaluation is a command/CSA responsibility
- Develop and document task performance observations and training proficiency evaluations as foundation for training assessment

d. Phase IV - Assessment. Commanders and agency directors conduct monthly assessments of their J/AMETL in JTIMS and DRRS to determine the progress of their joint training programs relative to the required levels of proficiency of their assigned staffs and forces to perform assigned missions. TPAs are used by the primary trainer of an organization to provide an objective assessment of the proficiency of the training audiences against identified training objectives. TPAs are also correlated with their associated JMETs. Then, based on assessment of the performance of the JMETs, MTAs are developed by the primary trainer and approved by the commander to identify the command's training proficiency in performing its missions. JLLIS observations are often presented post-training at hot-washes and FAARs to further identify issues. These issues are fed back into JELCs, JMET TPAs, and the planning/update processes for CONPLANs and OPLANs during the Requirements Phase. In addition, the assessment should address the adequacy of the joint publications and resources used during training and exercises to provide a basis for their improvement prior to subsequent cycles.

ASSESSMENT

- Compilation and analysis of evaluations to determine Training Proficiency Assessments (TPAs)
- Mission Training Assessment (MTA) determines overall Command/CSA capability to perform mission
- Basis for future training requirements for subsequent cycles

3. Exercises. The Joint Staff, Services, Combatant Commands, RCs, NGB, CSAs, and OSD conduct exercises for a multitude of purposes—from mission and plan rehearsal to joint training and concept analysis to doctrine validation and interagency integration. The Joint Exercise Transportation Program (JETP) is the principal vehicle for providing strategic transportation support for joint and multinational/combined training. The JETP includes CEP and JEP exercises listed in the JTIMS that are resourced by the Joint Staff, Services, and USSOCOM. The JTIMS Stratlift module provides the mechanism to establish and maintain accountability of JETP funding (reference q).

JTS DETAILS

For additional details on the process and phases of the JTS, see:
CJCSM 3500.03, "Joint Training Manual for the Armed Forces of the United States," (reference k)

CJCSG 3501, "The Joint Staff Training System, A Primer for Senior Leaders," (reference r)

a. National Exercise Program (NEP). The NEP is a top-down driven exercise framework under the leadership of the White House that is the basis for coordination of federal exercises across all departments and agencies of the federal government. Under the NEP, specific functional areas must be exercised with regularity as agreed by all departments and agencies. The NEP consists of continuity operations, 15 National Planning Scenarios including natural disasters and weapons of mass destruction (WMD), and interagency coordination. The Department of Defense participates in the NEP through the CEP.

b. Chairman's Exercise Program (CEP). The CEP is designed to improve the readiness of U.S. forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. Additionally, the CEP is intended to improve overall U.S. Government readiness by maximizing the benefit of multi-agency participation in NEP, Joint, and Service exercises and experiments. The CEP has historically consisted of five named events sponsored by the Chairman of the Joint Chiefs of Staff (U.S./Russian Federation Missile Defense Cooperation Program, Crisis Management Exercise North Atlantic Treaty Organization, Positive Force, Positive Response, and Eligible Receiver). The CEP is a means for the Chairman of the Joint Chiefs of Staff, through the Joint Staff, to coordinate interagency and Combatant Command participation in strategic, national-level joint exercise. These events are listed in the JTIMS and have access to JETP funding as required.

c. Joint Exercise Program (JEP). The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, support their theater campaign plan engagement activities, and achieve joint and multinational (combined) training. Combatant Commander sponsored JEP events train to mission capability requirements described in the command JMETL as well as support theater security cooperation requirements as directed in theater campaign plans. JEP events are further categorized in JTIMS as either CE2-funded JEP events or Combatant Command JEP events. This distinction acknowledges that some JEP events do not have CE2 funding associated with their planning and execution, but are still important to achieving the strategic objectives identified in the theater campaign plan.

(1) Joint exercises are provided to the J-7 by their Combatant Command sponsor for inclusion in the JEP based on the following criteria:

(a) Meet the definition of a Joint Exercise as defined in this policy. A joint exercise is a joint military maneuver, simulated wartime operation, or other CJCS- or Combatant Commander-designated event involving joint planning, preparation, execution, and evaluation.

(b) Be fully coordinated with appropriate Services, commands, and agencies expected to provide support for the exercise. Coordination must include a transportation supportability assessment by USTRANSCOM, when applicable.

(c) Show a direct relationship to the Combatant Command's mission capability requirements described in the command JMETL or theater security cooperation requirements documented in the theater campaign plan.

(d) Able to be funded from within the command's existing CE2 (JETP, Service Incremental Funding (SIF), Headquarters Support) budget or other Combatant Command funds.

(2) Once reviewed by the J-7, as the Chairman's focal point to monitor and coordinate joint training policy and manage the CE2 account, IAW the criteria specified in paragraph 3c(1) above, these Combatant Commander sponsored exercises are listed in the JTIMS as JEP (CE2 funded or Combatant Command) events and can compete for available JETP funding to include airlift, sealift, port handling, and inland transportation. The nomination and approval process for new exercises is detailed below and in reference k:

(a) Combatant Commands will coordinate supportability for new exercises with their Service Components before or during the first quarter of the fiscal year (fall Combatant Command planning cycle).

(b) Service Component coordination and supportability assessment within current CE2 budgets must be included in the nomination package to the Joint Staff (reference k).

(c) The Combatant Command nominates the new exercise to Joint Staff/J-7/Strategy & Policy (SP)/Joint Exercise and Training Division (JETD) for presentation at the January/February exercise coordination conference (a video teleconference may replace the conference).

(d) Joint Staff/J-7 reviews the nomination for consistency with the criteria in this paragraph. If J-7 assesses that the proposed exercise is inconsistent with this criteria, the assessment will be provided to the Combatant Command for consideration. The Combatant Command may request that the nomination and Joint Staff assessment be forwarded to OSD (P&R) for adjudication.

4. Joint Training Information Management System (JTIMS). The JTIMS is a Web-based integrated information management tool suite that resides on classified and unclassified systems. The JTIMS program supports the joint community as the system of record by providing a set of integrated information management capabilities to identify, collect, analyze, store, and disseminate

the data required to execute all phases of the JTS. The JTIMS application supports coordination and efficient use of resources to determine requirements, plan, execute, and assess capability-based training. JTIMS links are at reference s.

5. Universal Joint Task List (UJTL). When augmented with Service task lists, the UJTL supports all levels of the Department of Defense in executing the National Military Strategy (NMS). The UJTL provides a library of defined mission tasks and reference system for joint force commanders, strategic and operational planners, combat developers, combat support personnel, educators, and trainers to communicate mission requirements in the form of current and future joint capability requirements.

a. DoD components shall construct their JMETL using the approved, authoritative UJTL database. The UJTL supports joint warfighting by:

(1) Providing a library of mission tasks (UJTs), in a common language, for development of JMETL for subsequent readiness reporting and assessment of training.

(2) Enabling the definition of capability requirements for readiness reporting, systems acquisition, and contingency operations planning.

(3) Expressing military tasks to support readiness, lessons learned, joint experimentation, capabilities development, training, and joint military education programs.

(4) Providing a standardized tool to support the planning, execution, evaluation, and assessment of joint training.

b. The J-7 has responsibility for management of the UJTL, its supporting taxonomy, and administration of programs, and ensures successful development and implementation throughout the program life cycle.

c. The UJTL Task Development Tool (UTDT) is the real-time, dynamic, UJTL database. It is an application hosted on the SIPRNET JDEIS UJTL portal that supports the development, coordination, staffing, and publication of the UJTL and UJTL modifications in database format. The UTDT automates a significant portion of the business processes associated with the development and revision of UJTL tasks and enables the UJTL to be developed and staffed as a database for display on the Joint Doctrine, Education, and Training Electronic Information System (JDEIS).

d. Reference j establishes terms of reference for DoD military training and states that all personnel and components shall train on their METs to

established standards to provide the capabilities to support the CCDRs across all phases of joint campaigns and throughout the spectrum of Service, joint, interagency, intergovernmental, and multinational operations. While Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," establishes the common terms of reference for all joint activities and operations, within joint training, the UJTL framework provides the common terms of reference and is the foundation and language for all activities applicable under this instruction.

6. Joint Lessons Learned Program (JLLP) and Joint Lessons Learned Information System (JLLIS). The primary objective of the JLLP is to enhance the United States' joint force preparedness, performance, and capabilities by contributing to improvements in DOTMLPF and readiness/policy. By enabling learning and collaboration from joint activities including engagement, planning, training, exercises, operations, and real-world events, the JLLP enhances joint force capabilities and advances force readiness. The JLLP is managed IAW references t and u.

a. JLLIS is the DoD lessons learned system of record and enables the collection, management, resolution, and dissemination of lessons learned data. The capability exists for lessons to be forwarded from JTIMS to JLLIS IAW the deliberate exercise observation validation process specified in enclosure E of this instruction.

b. To achieve the desired readiness standards, commanders need to train and assess the preparedness of their forces. Critical analysis of relevant observations and subsequent decision making are the core value of the JLLP.

c. The JLLP, enabled by JLLIS, supports joint training program decision making throughout the application of the JTS cycle of processes. Command joint lessons learned programs and joint training programs are companion pieces in joint capability development and sustainment. Following a deliberate after-action review process, validated observations generated during joint training events (from training evaluations in JTS Phase III and assessments in JTS Phase IV) will be imported into JLLIS via JTIMS. Once identified and analyzed, relevant lessons should subsequently influence/inform decisions during the application of JTS Phases I, II, and III processes concerning the analysis, planning, development, resource allocation, generation, and execution of required training that changes behavior and improves performance.

7. The Joint Doctrine, Education, and Training Electronic Information System (JDEIS). JDEIS is the joint doctrine, education, and training community Web portal. It is the host for the UJTL and Service task list databases and serves as the authoritative source for access to that data in the UTDT. The JDEIS Portal is divided into several "portlets" featuring the following primary materials:

a. A searchable joint doctrine database encompassing all unlimited distribution joint publications, the DoD Dictionary, and links from doctrine to related UJTL tasks. The joint doctrine database features quick, detailed, and browse search modes and a DoD Dictionary search function.

b. A joint education section with links to joint and senior Service schools, library collections, and other information. Also provided is a JPME Prospective Research Topics Database, through which Services, agencies, and commands may nominate topics for research at joint and Service (intermediate and senior) colleges.

c. A joint training section with training policy information links to the JTIMS and JKO, Worldwide Joint Training and Scheduling Conference (WJTSC) information, and a searchable UJTL database that allows users to search the UJTL while providing links to related joint doctrine. It also contains links to the Combatant Command Headquarters Training Guide, the Joint Task Force Headquarters Training Guide, and the Common Joint Task Force Headquarters Standing Operating Procedure (CJTFHQSOP). Two interactive databases provide a descriptive, performance-oriented training guide in searchable and functional formats and are based on joint doctrine, the UJTL, and applicable policies. The CJTFHQSOP provides a generic template to organize a JTFHQ.

d. JDEIS links are at reference v.

8. Joint Knowledge Online. JKO supports the Joint Learning Continuum as the online portal gateway to joint individual and small group scenario training with linkage to JDEIS and Defense Knowledge Online and Army Knowledge Online portals. JKO supports both the planning and execution stages of the JELC. During the planning stage, JKO supports the pre-exercise and academic requirements of the JELC to assess audience skills prior to the academic portion and push exercise prerequisite online training to participants during the academic stage. During the Execution Phase, JKO supports JELC requirements to track and report distributed small group, battle staff training of complex decision-making/planning outcomes in the JKO learning management system (LMS).

9. Defense Readiness Reporting System (DRRS). DRRS establishes a mission-focused, capabilities-based, common framework that provides the CCDRs, Military Services, Joint Chiefs of Staff, National Guard Bureau (NGB), CSAs, and other key DoD users a data-driven collaborative environment in which to evaluate, in near real-time, the readiness and capability of U.S. Armed Forces to carry out assigned and potential tasks. This collaborative environment is known as the DRRS-Enterprise (DRRS-E). Combined with GSORTS resource-based assessments in the personnel, equipment, and training domain, provides

a comprehensive view of a unit's capability status. DRRS-Strategic (DRRS-S) is a Web-based integrated management tool suite resident on a classified system (reference w).

10. The Specialist Support Network. Supporting the Chairman's full implementation of the JTS and T2 imperatives is a globally managed network of joint training system specialists, joint lessons learned specialists, joint training facilitator specialists, joint interagency training specialists, and JNTC Support Element personnel. This network of specialists supports the identification and exchange of relevant information among Combatant Commands, CSAs, Services, the Department of Homeland Security, NGB, and the Joint Staff and provides direct support to their supported organization's training program.

ENCLOSURE C

CHAIRMAN'S JOINT TRAINING POLICY

1. Chairman's Joint Training Policy. The joint training policy for the U.S. Armed Forces provides direction and guidance for joint forces to prepare for military operations using joint training processes and programs that:

a. Are based on mission capability requirements and driven by objectives.

b. Provide adequate realism and fidelity and focus U.S., multinational, and international military and interagency efforts to the supported commander's mission.

c. Employ the JTS described in reference k.

d. Incorporate joint training as a pillar of the joint learning continuum.

2. Annual Chairman's Joint Training Guidance (CJTG). The Chairman will develop the annual CJTG not later than 31 August. The CJTG will address issues considered by the Chairman to be significant to the global joint community and requiring action by the Combatant Commands, NGB, CSAs, and the Services. Chairman's High Interest Training Issues (HITIs) will be updated and included in the CJTG. The J-7 is the advocate for joint training issues and responsible for tracking Chairman's HITIs (reference u).

3. Chairman's HITIs. Chairman's HITIs are special interest issues published in the annual CJTG to ensure appropriate visibility by the Combatant Commands and CSAs in developing their JTPs. HITIs are an un-prioritized list of training issues that normally address broad mission areas or operational capabilities that need focused attention to achieve desired effects in the joint operational environment. Some HITIs will have very specific supporting guidance on observed areas of concern or interest, while others will be less specific, but no less important to address.

a. Chairman's HITIs are developed by the J-7 from Combatant Commander, Service, NGB, CSA, and Joint Staff inputs (such as the Comprehensive Joint Assessment) and approved by the Chairman. They may be derived from lessons learned, readiness reports, and operational assessments. The J-7 will track published Chairman's HITIs. Current Chairman's HITIs are issued annually as part of the CJTG.

b. Commanders/directors should consider Chairman's HITIs for special emphasis in their JTPs. Each command should assess the prescribed

Chairman's HITIs in relation to theater conditions as key indicators for joint training requirements.

4. Annual Combatant Commander Training Guidance. Combatant Commanders will develop their commander's training guidance IAW the annual CJTG and assessment of their mission requirements. Commanders will provide their training guidance to staff, assigned forces, and force providers annually as Tab A in their JTP, which is published in JTIMS IAW the annual joint training milestones in paragraph 13 of this enclosure.

5. High Interest Training Requirements (HITRs). HITRs are Combatant Commander designated prioritized training requirements that require joint resources and training focus from joint force providers to achieve desired readiness to support Combatant Commander mission capability requirements. HITRs usually address tasks required of forces not assigned to the Combatant Command, but assigned upon plan execution. HITRs normally reference applicable joint or Service tasks which support the Combatant Commander's JMETL, and provide the detail necessary to develop actionable training plans and guidance. HITRs may also provide additional specificity to address the Chairman's designated HITIs. HITRs are developed and published annually in JTIMS as Tab H to the Combatant Command JTP IAW the annual joint training milestones in paragraph 13 of this enclosure. The JTIMS provides the capability to identify HITRs in Tab H of the JTP and to nominate them to the joint force providers for consideration in developing their JTPs. The CJCS JTP in JTIMS will commend HITRs in Tab H for the Services. The joint force providers (primarily U.S. Army, U.S. Air Force, U.S. Navy, U.S. Marine Corps, USSOCOM, and USTRANSCOM) and the joint functional manager (USSTRATCOM) should describe the HITRs as training priorities to their assigned Service Component forces to ensure their unit training programs satisfy supported Combatant Command mission capability requirements.

6. Categories of Training. There are two categories of training: Service and Joint. Interagency, intergovernmental, and multinational training may take place in both categories. There exists commonality across Service training that is leveraged through Interservice Training Review Organization (ITRO) agreements. This training occurs in functional areas common across the Services or joint tasks across several Combatant Commands.

a. Service Training. Service Active Component (AC) and RC training (including USSOCOM) is based on joint and Service policy and doctrine. Service training includes basic, technical, operational, and interoperability training to both individuals and units in response to operational requirements identified by the CCDRs to execute their assigned missions.

b. Joint Training. Training, including mission rehearsals, of individuals, staffs, and units, using joint doctrine and tactics, techniques, and procedures, to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the CCDRs to execute their assigned or anticipated missions.

7. Types of Joint Training. Joint training must be accomplished by effectively matching the training requirements and training audiences with appropriate training methods and modes within available resources. Types of joint training include:

a. Individual Joint Training. Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems. Individual joint training ensures that individuals know, are proficient in, and have the joint competencies and skills to apply joint doctrine and procedures necessary to function as joint staff members. Individual joint training can be conducted by the Office of the Secretary of Defense, the Joint Staff, Combatant Commands, and activities and agencies responsive to the Chairman, Services, Reserve components (to include the National Guard), or CSAs.

b. Staff Joint Training. Training that prepares joint staffs or joint staff elements to respond to strategic and operational taskings deemed necessary by CCDRs and subordinate joint force commanders to execute assigned missions.

c. Collective Joint Training. Instruction and applied exercises that prepare joint organizational teams to integrate and synchronize owned and provided capabilities to execute assigned missions.

8. Joint Training Methods, Modes, and Media. The selection of the most appropriate training method is important to the entire capabilities-based JTS. The JTS promotes two primary training methods, academic and exercise, that can be used as appropriate to train individual, staff or collective audiences. Additional details on the selection of the appropriate joint training methods, modes, or media are found in reference k.

9. Tenets of Joint Training. Joint force commanders must integrate and synchronize the actions of their assigned forces to achieve strategic and operational objectives. Success depends on well-integrated command headquarters, supporting organizations, and forces that operate as a team. The following tenets of joint training are intended to guide commanders and agency directors in developing their JTPs:

a. Use Joint Doctrine. Effective joint training must be based on approved joint doctrine. Joint doctrine establishes the fundamentals of joint operations

and provides guidance on how best to employ national military power to achieve strategic ends. Joint doctrinal publications describe standard procedures and establish uniform operational methods based on a common terminology. This baseline assists commanders and their staffs in developing standards for joint training, exercises, and operations (reference y). When necessary to introduce concepts and experimentation events into joint training events, Combatant Commands will use care to ensure that exercise participants understand that doctrinal deviations are for experimentation purposes and may not change doctrine and procedures for the future.

TENETS OF JOINT TRAINING

1. Use Joint Doctrine
2. Commanders/Agency Directors are the primary trainers
3. Mission focus
4. Train the way you intend to operate
5. Centralize planning, decentralize execution
6. Link training and readiness assessments

b. Commanders and Directors are the Primary Trainers in Their Organizations. Commanders and directors at all echelons are responsible for preparing their command to accomplish assigned missions. Commanders validate mission capability requirements and determine joint training requirements. Commanders implement the processes of the JTS, supported by JTIMS, to plan, develop, execute effective joint training events, and evaluate joint training audience performance.

c. Mission Focus. Commanders and CSA directors will ensure their joint training programs are focused on supported Combatant Command missions and their training requirements are derived from their assessment of current capability against the mission capability requirements established in each organization's J/AMETL. The UJTL provides the library of mission tasks for Combatant Commands, Services, RCs, NGB, CSAs, and the Joint Staff to select METs and communicate capability requirements. A successful training program can be achieved when commanders and directors at every level consciously focus their training efforts on a prioritized set of training requirements derived from their mission requirements and focused on the supported Combatant Commander mission. All personnel and components shall train on their METs to established conditions and standards to provide the required capabilities that enable the CCDRs to effectively execute their mission responsibilities across all phases of joint campaigns and the full range of operations.

d. Train the Way You Operate. Joint training must be based on relevant conditions and realistic standards. Conditions are those variables in an operational environment or situation in which a unit, system, or individual is expected to operate which may affect task performance. Conditions are organized into three broad categories—physical, military, and civil—and are

derived from the joint force commander's assessment of mission-related political, military, economic, social, informational, and infrastructure factors. Standards are established as the minimum acceptable level of performance required in the execution of a particular task under a specified set of conditions. For joint forces' METs, each standard is defined by the joint force commander and consists of a measure and criterion. The measure provides the basis for describing varying levels of task performance. The criterion describes the minimum acceptable level of performance associated with a particular measure. The criteria are often expressed as hours, days, percentages, occurrences, minutes, miles, or some other unit of measurement.

e. Centralize Planning and Decentralize Execution. In military operations, centralized planning and decentralized execution provides organizational flexibility. Decisions are made where and when necessary by subordinates, consistent with available resources and the senior commander's intentions, priorities, and mission objectives. Training methods and modes must mirror operational techniques. The intent is to apply available resources with enough flexibility to optimize training efficiency. This process requires an analysis of who needs training and the current level of training proficiency, the task(s) to be performed and the relevant conditions under which the task(s) are expected to be performed, then selecting the most effective method to accomplish the objective(s). Decentralization promotes bottom-up communications, especially concerning mission-related strengths and weaknesses.

f. Link Training Assessment to Readiness Assessment. Ultimately, the purpose of joint training is improved joint readiness to perform operational missions. Commanders and their staffs use joint training assessment data in the form of TPAs and MTAs to support readiness assessments in DRRS. Once TPAs are approved in JTIMS, TPAs migrate to DRRS and are made available in the DRRS mission assessment function, so TPAs are synchronized and linked to readiness assessments.

10. JTIMS. JTIMS is the Chairman's authoritative system of record to support implementation and execution of the JTS and shall be made available for use by DoD components to support joint training. JTIMS is the designated means to request, assign and track forces (personnel and equipment) in support of joint training and exercise events.

11. UJTL Utilization. Commanders and directors will use the tasks from the UJTL authoritative database in JDEIS to develop their J/AMETLs. Commanders' and agency directors' J/AMETLs are documented in DRRS and linked to JTIMS and other joint systems to assist the joint force providers.

12. JTS Data Exchange with the DRRS Program. JTIMS and DRRS are designed to support a seamless, automated exchange of data. Organizational

J/AMETL are pushed from DRRS to JTIMS, and TPAs and MTAs, developed in JTIMS, are pushed to DRRS (although only TPAs are displayed), significantly aiding in identifying shortfalls from a training perspective and determining the organization's mission readiness.

13. Joint Training Programmatic and Capability Requirements. Joint Staff/J-7 has oversight and management responsibility for several funds that support the Chairman's joint training and exercise programs.

a. The J-7 collects, coordinates, and integrates joint training capability requirements across the joint training community to facilitate the identification, refinement, validation, prioritization, and resourcing of these training requirements. Funds from the CE2 account and the T2 account may be allocated to mitigate existing training capability gaps and shortfalls or satisfy new mission area joint training capability requirements. A joint training capability requirement is a requirement that addresses a joint training gap or shortfall that if left unresolved will impact a joint mission capability requirement. A joint training capability is divided into two categories:

(1) Joint Training Requirement: training content that addresses joint functional skills (Crisis Action Team operations, counterinsurgency, consequence management, etc.) that are required to satisfy job performance requirements.

(2) Joint Training Support Requirement: training infrastructure that facilitates the delivery/execution of joint training content (classrooms, instructors, advanced distributed learning systems, learning management systems, simulation tools, etc.).

b. The CE2 account is the increment of the Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Defense-wide account that directly addresses Combatant Command joint training requirements. The joint training community stakeholders participate in collaborative forums to develop and validate the CE2 program execution plans. The primary deliberative body is the CE2 Stakeholder Leadership Team, which consists of Senior Executive Service/O-6 representatives from the Combatant Commands, Services, Deputy Under Secretary of Defense for Readiness, and J-7. CE2 program priorities and project-level development and execution details are published annually in the CE2 Program Goals and Objectives document and the Program Execution Plan.

c. Other non-CE2 training and exercise funding includes Exercise-Related Construction for unspecified minor construction outside the United States in support of in-progress or planned exercises and is centrally managed by the Joint Staff/J-4. Joint Staff/J-7 also provides oversight and monitors execution

of the Developing Country Combined Exercise Program (DCCEP) and the Bilateral Cooperation Program for Developing Countries (Personal Expenses). A detailed explanation of training and exercise programmatics is found in reference k.

14. Out-of-Cycle Support Requests. The DJ-7 is the approval authority for out-of-cycle support requests. CCMD requests and endorsements of Service Component requests should be submitted as a memorandum from the CCMD Deputy Commander to the DJ-7. The memorandum will provide a detailed justification of the need focused on how the requested support affects CCMD joint readiness. Detailed cost estimates and support requirements will be specified. Supportability of the out-of-cycle request will be assessed based on resource availability compared with the established enterprise program of work. As appropriate, trade-offs with programmed requirements may be considered in determining supportability. Detailed guidance and memorandum format can be found in reference k.

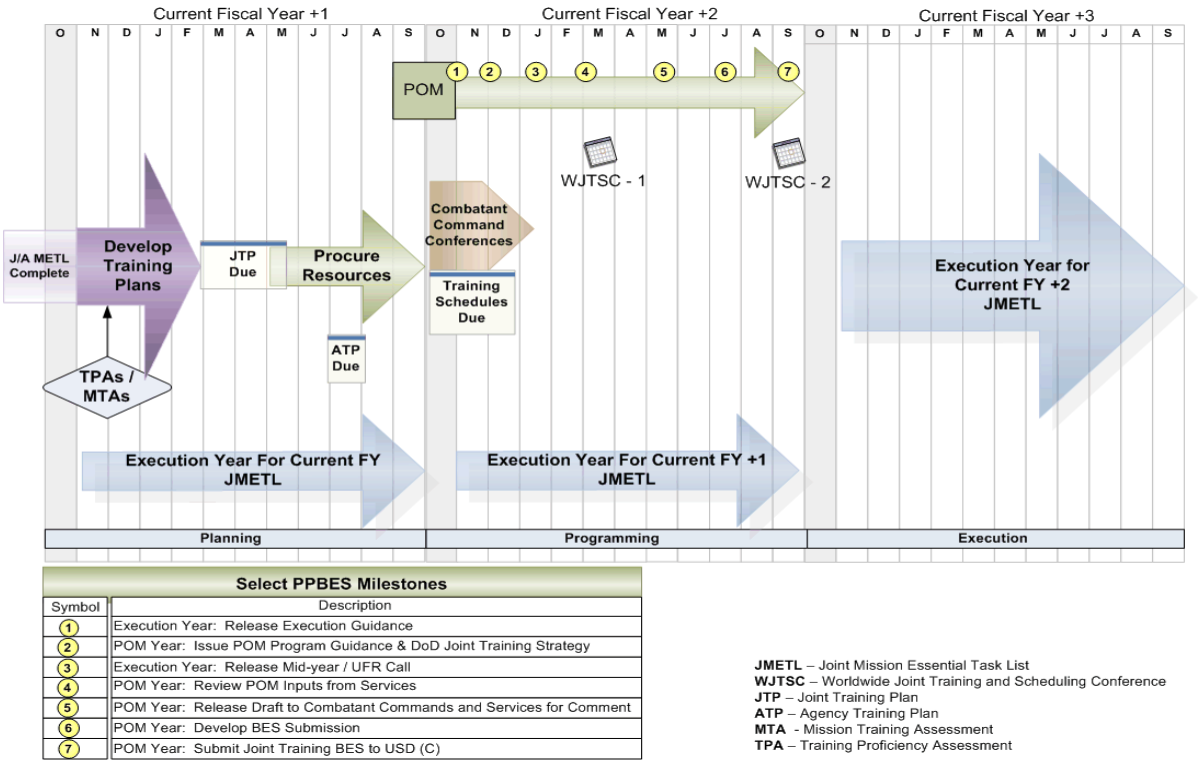
15. Integrating Experimentation and Test (E&T) Activities into Joint Training and Exercises. It is DoD policy to have commands affected by E&T to closely coordinate with leadership of agencies and entities involved in the development of new or improved warfighting initiatives. These include Joint Tests and Evaluation, Advanced Concept Technology Demonstrations, Joint Capability Technology Demonstrations, joint and Service experimentation and prototyping, and review lessons learned. Consistent with reference z, training event executing commands will facilitate the integration of new concepts, prototypes, and technologies from these sources into joint training events for evaluation and testing.

16. Joint Training Milestones (See Figure C-1 and Table C-2)

a. Semiannual WJTSCs normally occur in March and September, and address Combatant Command, CSA, and Service joint training issues, as well as provide a forum for coordination with interagency partners.

b. NLT 30 September, CCDRs will review, refine as necessary, and approve their JMETL in the DRRS program. Supporting commands and CSAs may take until December to complete their J/AMETL review due to the need to consider the supported command's final JMETL. This review initiates the JTP development process.

c. The Chairman's HITIs are published in August/September to ensure availability to the Combatant Commands and CSAs for consideration in developing their JTPs for the following fiscal year.



Select PPBES Milestones	
Symbol	Description
1	Execution Year: Release Execution Guidance
2	POM Year: Issue POM Program Guidance & DoD Joint Training Strategy
3	Execution Year: Release Mid-year / UFR Call
4	POM Year: Review POM Inputs from Services
5	POM Year: Release Draft to Combatant Commands and Services for Comment
6	POM Year: Develop BES Submission
7	POM Year: Submit Joint Training BES to USD (C)

JMETL – Joint Mission Essential Task List
WJTSC – Worldwide Joint Training and Scheduling Conference
JTP – Joint Training Plan
ATP – Agency Training Plan
MTA - Mission Training Assessment
TPA – Training Proficiency Assessment

Figure C-1. Joint Training, Planning, and Programming Cycle

d. The Spring WJTSC-1 updates exercises for the next fiscal year and addresses resource requirements for the upcoming POM.

e. No later than 15 March, geographic CCDRs will publish JTPs via the JTIMS for functional Combatant Commander, Service Component command, CSA, and other joint organization review.

f. No later than 31 March, NGB will publish its JTP in JTIMS.

g. No later than 15 May, USSOCOM, USSTRATCOM, and USTRANSCOM will publish JTPs via the JTIMS for geographic Combatant Commander, Service Component command, CSA, and other joint organization review.

h. No later than 15 July, CSAs will coordinate and publish JTPs, including METs, via the JTIMS for geographic and functional Combatant Commander, Service Component command, and other joint organization review.

i. Monthly Joint Training Assessments. All joint organizations with a JMETL will review, update (as required) and approve TPAs and MTAs in JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.

j. Annual Joint Training Assessment. Joint Staff/J-7 will develop an annual assessment of joint training and brief community-wide issues, requirements, observations, and best practices at the WJTSC-2.

Date	Office	Subject
August - October	Joint Staff	Conduct WJTSC-2; brief Annual Joint Training Trends
August - September	Joint Staff	Chairman issue joint training guidance with updated High Interest Training Issues
September	Joint Staff, Combatant Commands, CSAs, Services	Conduct UJTL User Advisory Group and the JTIMS User Advisory Group
September	Joint Staff, Combatant Commands, Services	Quarterly CE2 Stakeholder Leadership Team Meeting (Year-End Review)
NLT 30 September	Combatant Commands	Review and approve JMETL
1 October	Joint Staff, Combatant Commands, Services	Publish CE2 Program Execution Plan (PEP)
October	Joint Staff, Combatant Commands, Services	CE2 Fiscal Year (FY) Certification (Prior FY) and Annual Report
October - December	Combatant Commands	Conduct Combatant Commander exercise and training scheduling conferences
November	Joint Staff, Combatant Commands, Services	CE2 Program Requirements Documents (PRD) for Subsequent FY
December	CSAs	Review and publish AMETL
December	Joint Staff, Combatant Commands, Services	Quarterly CE2 Stakeholder Leadership Team Meeting (Draft Program Goals and Objectives)
31 December	Combatant Commands	Publish event summaries in the JTIMS for the upcoming execution year, budget year, and following 4 years, incorporating changes from the WJTSC and the Combatant Commanders' exercise and training scheduling conferences
31 December	Combatant Commands	Submit summary report of annual DCCEP per CJCSM 3500.03 series
January - February	Joint Staff, Combatant Commands, Services	CEP/JEP Annual Exercise Coordination Conference
February - March	Joint Staff	Conduct WJTSC-1
February - March	Joint Staff, Combatant Commands, CSAs, Services	Conduct UJTL User Advisory Group and the JTIMS User Advisory Group
February	Joint Staff, Combatant Commands	Submit issues for Joint Doctrine Planning Conference
March	Joint Staff, Combatant Commands, Services	Quarterly CE2 Stakeholder Leadership Team Meeting (POM input and preliminary mid-year review)
15 March	Geographic Combatant Commands	Publish JTPs in the JTIMS

Date	Office	Subject
31 March	National Guard Bureau	Publish JTP in the JTIMS
31 March	Combatant Commands	Submit DCCEP Plans for next 2 fiscal years to the J-7; the first year for approval, the second year for planning
March - April	Combatant Commands	Update event summaries in the JTIMS, incorporating changes from WJTSC-1
April	Joint Staff, Combatant Commands, Services	CE2 Program Goals and Objectives (PG&O) published; submit Program Budget Requests (PBR); Mid-year Review
May	Joint Staff, Combatant Commands, Services	CE2 Program Plan Increment or POM input to OSD
15 May	Functional Combatant Commands	Publish JTPs in the JTIMS
June	Joint Staff, Combatant Commands, Services	Quarterly CE2 Stakeholder Leadership Team Meeting (Draft Program Execution Plan)
June	Joint Staff	Review of joint exercise program
30 June	Combatant Commands, CSAs	Submit joint training trends to J-7
July	Joint Staff, Combatant Commands	Submit issues for Joint Doctrine Planning Conference
15 July	CSAs	Publish JTPs in the JTIMS
August	Joint Staff, Combatant Commands, Services	CE2 Budget Estimate Submission (BES) to OSD

Table C-2. Key Suspense List

ENCLOSURE D

JOINT TRAINING GUIDANCE

1. Purpose. This section provides guidance for planning and conducting joint training from the Chairman to the Combatant Commands, Services, CSAs, and NGB.

2. Background

a. Joint training must support a broad range of roles and responsibilities in military, interagency, multinational, and intergovernmental contexts and must be flexible and operationally effective. The efforts that have been expended to develop individuals well versed in joint operational art, and joint training and education are being recast as components of a lifelong learning continuum and are being made available to the total force—AC, RC, DoD civilians, and DoD contractors.

b. Integrated operations training will include the synchronization, coordination, and/or integration of DoD and other U.S. Government agencies' training and preparation activities, in coordination with partner nations, and non-Governmental entities across the full range of military operations, in order to achieve a comprehensive approach that advances U.S. Government goals and objectives. Joint Force Commanders (JFCs) must integrate and synchronize the actions of military forces and capabilities under unified command to achieve strategic and operational objectives through joint campaigns and operations. JFCs must also ensure that their joint operations are integrated and synchronized in time, space, and purpose, as much as possible, with the actions of appropriate other government agencies, allied/Coalition forces, intergovernmental organizations, nongovernmental organizations, and private sector entities if necessary. Activities and operations with such nonmilitary entities can be complex and may require considerable coordination by JFCs, their staffs, and subordinate commanders. Combatant Commander training programs must synchronize all instruments of national power and leverage the capabilities of all participants to achieve national strategic objectives.

c. Integrating Theater Security Cooperation Activities into Joint Training and Exercises. It is efficient and prudent for commands creating and executing joint training events to maximize the effects of the events. Many JTS-derived events provide exceptionally valuable opportunities to achieve CCDR essential TSC objectives. JEP planners and TSC planners must work closely together to ensure opportunities to synergize events are not lost. Consistent with joint training design in references k and q, joint training event executing commands will facilitate the integration of TSC objectives into joint training events.

d. Assessments. Evaluations of training proficiency during joint training events will feed overall assessments of JMETs and mission capabilities, which in turn feed the plans phase of the JTS to focus joint training events in the next training cycle to cover identified capability gaps. Likewise, the mission training assessments will feed the commander's or director's broader readiness assessment to determine gaps and deficiencies in performing the command or agency J/AMETL to standard. To emphasize this necessary focus on operational readiness and the alignment of JTIMS with DRRS monthly reporting, each organization will review, update (as required), and approve monthly their TPAs and MTAs in JTIMS. Once approved in JTIMS, the TPAs and MTAs are then pushed to DRRS and the TPAs are made available in the Mission Assessment Module to support overall readiness assessment. Through analysis of individual, staff, and collective performance of assigned or apportioned forces, the Combatant Commander will be better able to make recommendations for change across the DOTMLPF joint resources construct (reference z).

3. Guidance

a. Combatant Commands

(1) Collaborate with the Combatant Command staff, subordinate commands, supporting commands, and CSAs for JMETL preparation. Combatant Commands/CSAs shall base their development of JMETs on analysis of Presidential and/or SecDef directives, GEF and JSCP tasking and subsequent selection of METs from the UJTL.

(2) Integrate Service Component, CSA, joint force provider, and other supporting organization supporting tasks with the joint force commanders' JMETs. Service Component METLs developed using the UJTL or Service task lists will support the JMETs developed by the appropriate joint higher headquarters assigned.

(3) Integrate Service Component and CSA training programs with respective Combatant Command joint training programs. Service Component training plans will support the joint training program developed by the appropriate joint higher headquarters assigned. Additionally, Service Component training programs will address the interoperability requirements and joint tasks deemed necessary to execute Combatant Command assigned missions.

(4) Schedule joint training events in JTIMS that involve the participation of Service Component staffs, subordinate Joint Task Forces (JTF)s, functional component staffs or supporting joint/Service elements.

Balance joint training and engagement requirements with operations and personnel tempo of assigned forces; coordinate joint training support through JTIMS, and synchronize integration of experimentation with training events via JTIMS to minimize adverse impact on training programs.

(5) Collect, consolidate, and integrate component command, subordinate command, and JTF assessment inputs into an overall Combatant Command training assessment, as outlined in reference k. The CCDRs will publish the training proficiency assessments (TPAs) of JMETs as Tab D to their respective JTPs and use this assessment to formulate the commander's guidance.

(6) Annually nominate Combatant Command HITRs to the force providers using the JTIMS JTP Tab H.

(7) In coordination with J-7, synchronizes via JTIMS the integration of joint development products and experimentation into training events to maximize Joint Force Development initiatives during training events.

b. USSOCOM. In coordination with assigned Service Components, develops joint training programs that prepare joint capable Special Operations Forces (SOF) and staffs to meet Combatant Command identified key capability requirements.

c. Services. The Services will maintain and publish task lists to complement and link to the UJTL. Services will update their task list in DRRS as required. The approved task list will then get published in JDEIS and UTDT. The Services will provide comprehensive guidance for Service Components, including Reserve elements, on the use of task lists to develop METLs. Service task lists should provide a library of mission tasks for cross-referencing Service tasks to joint tasks. Tools supporting these lists should be compatible with the UTDT so common Service task elements can be linked to appropriate joint tasks in the UTDT. The Service tasks will be pushed to JDEIS and other databases referencing the UJTL and used in the DRRS-E and JTIMS.

d. Combat Support Agencies

(1) Collaborate with the supported Combatant Commands for AMETL preparation.

(2) Conduct mission analysis of theater operational plans, security cooperation plans (SCPs), Unified Command Plan, and Presidential and SecDef directives to identify mission tasks and METs. Link development of AMETs and

supporting tasks to supported command operational and supporting mission plans, SCPs, and Presidential and/or SecDef directives.

(3) Integrate CSA training events and programs with respective Combatant Command joint training programs to the maximum extent possible, to focus agency preparation and support for Combatant Command missions.

(4) Develop training plans that prepare agency personnel to support Combatant Command missions and improve readiness.

(5) Assess CSA training events that support Combatant Command missions.

e. National Guard Bureau

(1) The Chief, National Guard Bureau (CNGB) serves as the principal advisor to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff on matters involving non-federalized National Guard forces and other matters as determined by the Secretary of Defense.

(2) CNGB is the principal advisor to the Secretary of the Army, the Chief of Staff of the Army, the Secretary of the Air Force, and the Chief of Staff of the Air Force on matters relating to the Army and Air National Guard.

(3) CNGB serves as the channel of communications on all matters pertaining to the National Guard (Army and Air National Guard) between the Secretaries and Chiefs of Staff of the Army and the Air Force and the 50 States, Puerto Rico, the U.S. Virgin Islands, Guam, and the District of Columbia.

(4) When requested, and consistent with reference aa, CNGB provides input to the Chairman, USNORTHCOM, USPACOM, and USSOUTHCOM on all matters pertaining to National Guard forces and National Guard Joint Force Headquarters (NG JFHQ)-State in the area of joint training.

(5) Collaborate with the supported Combatant Commands for NGB Staff mission-essential task list (METL) preparation and NGB Staff Command Supporting Tasks for Combatant Commands. METLs and JMETLs should be compatible with, and based on, tasks from designated authoritative data sources; the Universal Joint Task List (UJTL) and Service approved task lists as used in the DRRS-E and JTIMS.

(6) Conduct mission analysis of NG Defense Support of Civil Authorities (DSCA) operational plans, and Presidential and SecDef directives to identify NGB staff mission tasks and METs.

(7) Link development of NGB staff METs and supporting tasks to supported command operational and supporting mission plans and Presidential and/or SecDef directives.

(8) Facilitate the preparation of training plans for NG personnel and units to support both individual State and Combatant Command missions.

(9) Monitor the funding and resources committed to support joint training and recommending changes to these levels when necessary to support CCDRs' requirements.

(10) Periodically assess and report in DRRS-E the effectiveness of NG staff training on its JMETL and the effectiveness of training conducted by NG JFHQ-States for defense support to civilian authorities.

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ENCLOSURE E

JOINT TRAINING RESPONSIBILITIES

1. Office of the Secretary of Defense. The Under Secretary of Defense for Personnel and Readiness is responsible for:

a. Development and oversight of policies and programs to ensure the readiness of U.S. forces for peacetime contingencies, crises, and warfighting.

b. Development and oversight of DoD training policies and programs, including the cost-effective application of training systems and technologies.

c. Development and oversight of training policies and programs to ensure that training programs and resources are sufficient to produce ready forces.

d. Oversight of CE2T2, to include approval of Program Execution Plans and Program Plans.

2. Chairman of the Joint Chiefs of Staff. The Chairman of the Joint Chiefs of Staff is responsible for:

a. Ensuring the necessary joint training of the U.S. Armed Forces to accomplish strategic and contingency planning and preparedness to conform to policy guidance from the President and the Secretary of Defense (10 U.S.C. 153).

b. Advising the Secretary of Defense on the joint training priorities identified by the CCDRs (10 U.S.C. 153(a)(4)(A)).

c. Formulating policies for joint training of the U.S. Armed Forces (10 U.S.C. 153(a)(5)(B)).

d. Formulating policies for coordinating the military education and training of members of the U.S. Armed Forces (10 U.S.C. 153(a)(5)(C)).

e. Designating J-7 as the Joint Staff focal point to monitor and coordinate joint training policy, issues, and concerns of OSD, Combatant Commands, CSAs, Services, and the NGB. Other joint staff directorates, in collaboration with J-7 and in coordination with the Combatant Commands and CSAs, retain responsibility for assessing and recommending improvements to joint training and readiness assessment activities conducted within their functional areas (reference m).

f. Providing for the participation of CSAs in joint training events and exercises, assessing their performance to established standards to determine readiness, and identifying resource shortfalls across the DOTMLPF construct (10 U.S.C. 193(b)).

g. After consultation with the Combatant Commands, establishing and maintaining a uniform system to assess the preparedness of the Combatant Commands to accomplish their assigned missions (10 U.S.C. 153(a)(3)(D)).

h. Validating joint training capability requirements (reference j).

i. Providing for the participation of the Combatant Commands and CSAs in joint training events and exercises; reviewing their joint training plans in conjunction with CCDRs and agency directors; and making recommendations to improve training.

j. Establishing policy guidance for the JTS and the JTIMS and making the JTIMS available for use by DoD components supporting Combatant Command missions.

k. Developing specific procedures for the initiation, development, approval, and maintenance of UJTL tasks IAW references ab and ac.

l. Ensuring the integration of experimentation prototypes and lessons learned into joint training events.

m. Directing joint education and annual training, exercises, concept development, and experimentation to ensure the U.S. Armed Forces are prepared to plan, conduct, and sustain campaigns involving Irregular Warfare (IW)-related activities and operations. Maintain universal joint tasks for mission-essential tasks that support IW-related activities and operations IAW reference ad.

n. Serving as the lead DoD POC to the NEP and coordinating NEP exercise participation IAW reference ae.

o. Addressing joint training program and support deficiencies and trends (reference j).

p. Serving as the DoD Training Coordinator for the conduct of integrated operations training (reference j).

q. Managing the CE2 program (reference j).

3. Joint Staff. Assisting the Chairman, the Joint Staff is responsible for:

a. Formulating policies for the joint training of U.S. Armed Forces (J-7).

b. Formulating policies for coordinating the military education and training of members of the U.S. Armed Forces (J-7).

c. Annually reviewing and endorsing to the Services for action CCDRs' HITRs nominated in JTIMS to support the development of actionable training plans by Service Components that support key Combatant Command mission capability requirements (J-7).

d. Formulating CJTG and Chairman's HITIs (J-7).

e. Monitoring the funding and resources committed to support joint training and recommending changes to these levels when necessary to support CCDRs' requirements (J-7).

f. Serving as the CE2 account manager on behalf of the Combatant Commands and Services (for SIF only) (J-7).

g. Managing the Joint Exercise Transportation Program (J-7).

h. Advocating joint training programs, identifying issues and trends, and addressing joint training support capabilities and deficiencies. The Joint Staff will coordinate, validate, and track the joint training support requirements of the CCDRs IAW references j and z (J-8, J-7).

i. Supporting the Combatant Commands, Service Components, Reserve forces, and CSAs training on the JTS and the JTIMS (J-7).

j. Supporting the CCDRs, Services, CSAs, and NGB in their implementation of the Chairman's joint training policy and guidance and the execution of their joint training programs (J-7).

k. Providing JTS individual, staff, and collective training expertise (J-7).

l. Synchronizing and coordinating NEP participation through the CEP and JEP, and serving as the CJCS representative in NEP planning forums (J-7).

m. Coordinating the participation of forces in worldwide joint training events in support of CCDR requirements (J-3).

n. Conducting and supporting joint training of forces that may operate as part of joint or combined task forces in support of CJCS or CCDR requirements (J-7).

o. Serving as a joint training representative on the Combat Support Agency Review Team to assess the construct of the AMETL as it reflects the CSA's assigned combat support mission, proper articulation of the conditions and standards of those missions, and proper integration with the JMETLs of the Combatant Commands (J-7).

p. Annually assessing the effectiveness of joint training, to include describing training trends in the joint community and briefing community-wide issues, requirements, observations, and best practices at WJTSC-2 (J-7).

q. Coordinating joint training issues related to readiness (J-3, J-7).

r. Reviewing, analyzing, and making recommendations on DOTMLPF-P change recommendations related to training and education (J-7).

s. Integrating lessons learned into the planning and update of OPLANS, CONPLANS, future exercises, etc. (J-5, J-7).

t. Providing oversight and management of the JTS Specialist and JNTC Support Element programs (J-7).

u. Coordinating development and delivery of the JTIMS and JLLIS programs and software (J-7).

v. Coordinating and conducting semiannual JTIMS User Advisory Group (J-7).

w. Managing UJTL task development and maintenance and coordinating the overall process IAW references ab and ac (J-7).

x. Coordinating and conducting semiannual UJTL User Advisory Group (J-7).

y. Providing management oversight of the Defense Manpower Data Center's database of Service personnel with joint duty assignments and experience (J-1).

z. Coordinating the development of joint and multinational logistic-related training requirements within joint training activities (J-4).

aa. Coordinating and overseeing communications system education and training and related advanced distributed learning initiatives at joint schools (J-8, J-7).

ab. Ensuring intelligence operations are fully integrated into NEP and CEP training events as well as joint policy, doctrine, and procedures (J-2). DoD intelligence community support to select JEP training events is coordinated by the J-2.

ac. Coordinating joint training issues related to force protection (J-3).

ad. Establishing, coordinating, and publishing procedures for interagency coordination of training and exercises involving DoD and non-DoD agencies and departments (J-7).

ae. Supporting whole-of-government preparations for domestic and foreign integrated operations by acting as the DoD Interagency Training Coordinator to include the coordination of integrated operations training in support of both DoD and non-DoD stakeholder requirements (J-7).

af. Collating, internally prioritizing, and adjudicating interagency training, experimentation, and exercise support requests across the Department (J-7).

ag. Serving as the focal point for U.S. Government agency requests for interagency training, experimentation, and exercise support from DoD (J-7).

ah. Informing, negotiating, and adjudicating overall DoD training, exercises, and experimentation requirements with agency training coordinators (J-7).

ai. Collaboratively developing agency-appropriate internal and external processes for coordinating whole-of-government interagency training efforts (J-7).

aj. Chairing a DoD-wide Interagency Working Group coordinating multi-agency participation in training, education, exercises, and experiments (J-7).

ak. Leading the collection and prioritization of CCDR, Service, CSA, and combined/multinational identified gaps in joint training capabilities for individual and collective training (J-7).

al. Leading the development, integration, certification, operation, and sustainment of designated joint training systems, architectures, technical standards, and joint courses directly supporting CCDRs, Services, and defense agencies (J-7).

am. Coordinating simulation policy for joint training and exercises (J-7).

an. Providing expertise, advisory support, and strategic planning support within the joint training community on joint training-related modeling and simulation issues (J-7).

ao. Managing JNTC accreditation process for Combatant Command, Service, and Service Component training organizations/programs and certification process for Combatant Command, Service, and Service Component training sites and/or systems to support those organizations and/or programs (J-7).

ap. Developing and distributing joint knowledge and information via existing and emerging networks that provide joint training and education resources (J-7).

aq. Developing and maintaining a distributed network to support training and testing of information operations capabilities (J-7).

4. Combatant Commands. Unless otherwise directed by the President or Secretary of Defense, the CCDRs conduct the joint training of assigned forces and are responsible for:

a. Reviewing, updating (as required), and approving TPAs and MTAs in the JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.

b. Giving authoritative direction to the subordinate commands and forces necessary to carry out missions assigned to the command, including over all aspects of joint training and logistics.

c. Coordinating and approving aspects of administration and support (including control of resources and equipment, internal organization, and training) and discipline necessary to carry out Combatant Command-assigned missions. Subject to the authority and direction of the Secretary of Defense, Services are responsible for the administration and support of forces assigned to a Combatant Command.

d. Coordinating and approving, as appropriate and available, forces for training in support of other CCDRs' requirements.

e. Ensuring that, whenever undertaking exercises or other activities with the military forces of nations in another CCDR's AOR, those exercises and activities and their attendant command relationships and funding will be mutually agreed upon between the commanders. When this situation occurs in a politically sensitive area (PSA), it must be documented in the significant military exercise brief in JTIMS, to include points of contact within the

appropriate Combatant Command with whom it has been coordinated. In non-PSA exercises or other activities, official correspondence will be used to confirm coordination.

f. Designating an OPR for joint training.

g. Appointing primary and alternate UJTL organizational points of contact to fulfill the roles and responsibilities specified in reference ab.

h. Documenting Combatant Command joint training requirements derived from the development of a command JMETL and the assessment of current mission capability against the mission capability requirements established by the Commander in the JMETL.

i. Annually developing, updating, publishing, and executing command JTPs and joint training schedules.

j. Annually reviewing JMETL in DRRS by 30 September.

k. Annually publishing JTPs (Tabs A-H) in the JTIMS by 15 March (geographic Combatant Commands only).

l. Annually publishing JTPs (Tabs A-H) in the JTIMS by 15 May (functional Combatant Commands only).

m. Evaluating the performance of training audiences in specific training events conducted under their training plans in JTIMS.

n. Reporting program and resource shortfalls in a DOTMLPF-P construct and the impact these shortfalls have on the command's ability to accomplish its joint training requirements.

o. Developing operational and concept plans using UJTL tasks to provide direct connectivity to JMETL development and mission training requirements.

p. Integrating lessons learned into the planning and update of OPLANS, CONPLANS, and future exercises, etc.

q. Establishing and conducting a deliberate exercise observation validation process to capture key overarching and cross-cutting observations and lessons no later than event ENDEX plus 45 days; marking validated observations in JTIMS for export into JLLIS.

r. Ensuring the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff IAW reference g.

s. Reporting joint training, exercises, JTF HQ organization, joint doctrine, joint contingency planning, and joint force commander's assessment IAW the Joint Combat Capabilities Assessment process described in reference af. This includes input to the quarterly Joint Force Readiness Review.

t. Providing TRO of assigned RC forces.

(1) TRO is the authority CCDRs may exercise over assigned RC forces when not on active duty or when on active duty for training. TRO includes the authority to:

(a) Coordinate and approve participation of RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training.

(b) Obtain and review readiness and inspection reports on assigned RC forces.

(c) Coordinate and review mobilization plans developed for assigned RC forces.

(d) Exercise tactical control of RC forces (less strategic mobility forces assigned to USTRANSCOM) on active duty for training or performing inactive-duty training within their geographic AOR (except in CONUS, Hawaii, Alaska, Puerto Rico, and the U.S. territories) or participating anywhere in military operations or joint training under their jurisdiction.

(2) TRO provides CCDRs the authority to provide guidance to Service Components on operational requirements and priorities to be addressed in Military Department training and readiness programs. TRO is an enabling tool for the Combatant Commander to enhance RC readiness, with the objective of timely, seamless integration of RC forces into joint organizations and RC augmentees onto Combatant Command battle staffs and JTF staffs.

(a) TRO is intended to support the individual Services in fulfilling their Title 10 responsibility for RC forces.

(b) Combatant Commanders normally exercise their TRO authority through their Service Component commanders.

u. Providing, as directed, trained and ready forces to another Combatant Command.

v. Serving as primary members of the CE2 Stakeholder Leadership Team.

w. Nominating training programs and supporting sites/systems with associated joint tasks to J-7 for JNTC accreditation and certification.

x. Nominating to the appropriate joint force providers HITRs that are linked to key capability requirements for Joint Task Force Headquarters, functional components and assigned or apportioned forces.

y. Providing joint training programs for their staffs and the forces assigned to their command.

z. Periodically conducting selected exercises that emphasize and evaluate cross-AOR (intertheater) coordination, especially at the seams.

aa. Reviewing and assessing Commander's Summary Reports and other similar after-action reports to determine gaps and deficiencies to focus the planning of events in the next Combatant Command JTP.

ab. Assessing joint training programs against Chairman's HITIs and, where shortfalls are identified, include mitigating activities in the command joint training plan.

ac. Requesting the exercise participation of forces or SMEs (individuals) when unable to source from internally assigned forces or individuals IAW references l and s.

(1) Standard exercise force requests should be submitted for Global Force Management Board (GFMB) planning years (current FY+2 and current FY+3) to allow Service components opportunity to reconcile requests for support with other training and fiscal requirements. Submission of standard force requests will be done via JTIMS Forces/Participants tab(s).

(2) Any exercise force requests submitted during the GFMB schedule year (current FY+1) or later must be submitted in JTIMS in conjunction with a Feasibility of Support message to the appropriate force provider.

ad. Ensuring that when E&T nominations are received, they are evaluated for possible incorporation into joint training events. Commanders sponsoring joint training events will ensure that exercise participants understand doctrinal deviations are for experimentation purposes and future doctrine and procedures may or may not be impacted, and facilitate the integration of approved E&T nominees into their events.

ae. Incorporating IW-related concepts into military training, exercises, and planning, and maintaining mission-essential tasks that support IW-related activities and operations.

af. Participating in NEP events as assigned by ASD(HD&ASA) or the CJCS.

ag. Establishing and conducting integrated operations training (reference j).

ah. Incorporating functional training requirements (Information Operations, Cyber, etc.) into individual, staff, and collective training as necessary to meet mission readiness requirements.

ai. Managing respective Combatant Command portions of the NEP, CEP, and JEP.

aj. Submitting out-of-cycle support requests for J-7-provided training and exercise support that is necessary to meet emerging readiness requirements IAW the process described in reference k.

ak. Supporting the assessment of approved joint publications, taking advantage of training and exercises, real-world operations, and, where appropriate, experiments to gather input and report gaps or inadequacies in joint doctrine to J-7.

5. Service Component Commands (Includes Theater Special Operations Commands). Service Component commanders' responsibilities are derived from their roles in fulfilling the Services' support function. Service Component commanders are responsible to their assigned CCDRs for:

a. Developing Service component mission-essential task lists supporting their CCDRs' JMETLs.

b. Supporting joint training events when tasked by the sponsoring joint force commander.

c. Coordinating training programs with other Service Components to meet joint mission requirements deemed necessary by the Combatant Commander.

d. Training, as directed for components of other Services, in joint operations for which the Service Component commander has or may be assigned primary responsibility, or for which the Service Component's facilities and capabilities are suitable.

e. Coordinating and developing budget requests to Service and joint higher headquarters to support joint training event costs for supported Combatant Command missions.

f. Coordinating, developing, and publishing in JTIMS a training plan that supports the joint training requirements of the Combatant Command JTP.

g. Serving as the primary interface between the Service and the supported Combatant Command for all matters pertaining to joint training, to include the sourcing of assigned personnel to meet Combatant Command requirements.

6. USSOCOM. In addition to the responsibilities listed in paragraph 4, USSOCOM has Service-like training responsibilities under 10 U.S.C. section 167.

a. USSOCOM training responsibilities in support of the National Military Strategy include:

(1) Training assigned forces.

(2) Conducting specialized courses of instruction for commissioned and noncommissioned officers.

(3) Validating training requirements.

(4) Ensuring combat readiness of assigned forces.

(5) Ensuring interoperability of equipment and forces.

(6) Monitoring the preparedness of SOF assigned to other Combatant Commands to conduct their assigned mission.

(7) Leading the development of joint security force assistance training and education for individuals and units.

b. USSOCOM responsibilities for joint force integration (JFI) include:

(1) Developing common special operations joint tasks, conditions, and standards.

(2) Training commanders, staffs, and individuals to those common tasks, under common conditions, and to specific coordinated standards.

7. Joint Force Providers. CCDRs serving as joint force providers are responsible to extract exercise/training force (to include SME (individual))

requirements/requests from the JTIMS, determine sourcing viability, and provide a response back to requesting organizations, using the JTIMS, when the event is scheduled to take place 1 to 3 years in advance of the date the request is submitted. In addition to listing in JTIMS, official correspondence will be used to respond to force requests for events scheduled to take place within 365 days of the date the request is submitted. The force request requirements in JTIMS are captured by the Joint Capabilities Requirements Manager (JCRM) tool to account for exercise force or capability requirements as part of the total force request demand on the available force pool.

8. Services. Subject to the authority, direction, and control of the Secretary of Defense and to the provisions of 10, U.S.C., chapter 6, the Secretaries of the Military Departments are responsible for:

a. Recruiting, training, organizing, and equipping interoperable forces for assignment to Combatant Commands.

b. Before deploying forces, ensuring they are trained and ready for employment as joint capable forces; and prepared to meet the theater entry and operational requirements of the supported joint force commander.

c. Focusing joint training and preparing conventional forces for joint employment using HITRs commended by the J-7 in Tab H of the JS JTP in JTIMS.

d. Designating an OPR for joint training.

e. Nominating, in coordination with Service Component commands and Combatant Command joint training priorities, training programs and supporting sites and/or systems with associated joint tasks to J-7 for JNTC accreditation and certification.

f. Identifying and justifying Service funding requirements in support of the joint exercise program (incremental funding) in a separate funding line to support disbursement from the OSD CE2T2 account. Managing the distribution and execution of allocated funding.

g. Integrating Guard and Reserve force capability requirements into CCDR, Service, and CSA joint training plans.

h. Maintaining and publishing, via Web services, Service task lists that link to the online version of the UTDT available via JDEIS.

i. Participating in NEP exercises as assigned by ASD(HD&ASA) or the Chairman.

j. Supporting joint and integrated operations training to the maximum extent possible (reference j).

k. Serving as primary members of the CE2 Stakeholder Leadership Team.

9. Combat Support Agencies. The CSAs are responsible for:

a. Designating an OPR for joint training. The OPR serves as the CSA representative to the joint training enterprise and the WJTSC.

b. Fully implementing the four phases of the JTS.

c. Developing a customer-based comprehensive plan detailing their training objectives to meet assigned missions and specific Combatant Command JMETL requirements. This is normally done through development of a UJTL-based AMETL and a JTP (reference k). CSA-developed AMETL should be closely linked to the Combatant Commands' JMETL. Accordingly, joint training event participation by CSAs should be scheduled and published within the respective supported command's JTP, the respective CSA's JTP, and the JTIMS.

d. Annually reviewing and publishing AMETL by 30 December.

e. Annually publishing JTPs in the JTIMS by 15 July.

f. Nominating appropriate sites and systems to J-7 for JNTC certification.

g. Reviewing supported Combatant Command JTP Tab B for identified CSA tasks deemed necessary by the CCDRs to complete assigned missions.

h. Assessing Chairman's HITIs for applicability and, where shortfalls are identified, including mitigating activities in the agency joint training plan. Chairman's HITIs will be closed by the Chairman when, in the assessment of the agency director, the issue has been adequately addressed.

i. Ensuring that when E&T nominations are received, they are evaluated for possible incorporation into joint training events. Organizations sponsoring joint training events will facilitate the integration of approved E&T nominees.

j. Participating in NEP exercises as assigned by ASD(HD&ASA) or the CJCS.

k. Participating in joint and integrated training events to the maximum extent possible.

10. National Guard Bureau. As a joint activity of the Department of Defense, the NGB is responsible for:

a. Serving as the channel of communications on all joint training, joint education, and joint readiness matters pertaining to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States between (1) the Departments of the Army and the Air Force; and (2) the 50 States, Puerto Rico, the U.S. Virgin Islands, Guam, and the District of Columbia.

b. Ensuring the Army and Air National Guard units and personnel are trained by the states IAW this instruction to provide forces, units, and personnel trained to support joint operations.

c. Monitoring and assisting the states in the organization, maintenance, training, and operation of National Guard units and personnel (Army and Air National Guard).

d. Facilitating and supporting the joint education and training of members of the National Guard to meet the operational requirements of the CCDRs.

e. Supervising and administering the Active Guard and Reserve program as it pertains to assigning officers and noncommissioned officers to the Joint Staff, Combatant Commands, and standing JTFs.

f. Annually publishing NGB Joint Staff JTP in JTIMS by 31 March.

g. Nominating, through Military Departments, training programs and supporting sites and/or systems with associated joint tasks to J-7 for JNTC accreditation and certification.

h. Nominating applicable training courses for inclusion in the joint knowledge services database (JKSD). Assisting J-7 in joint course development for courses in which the NGB has subject matter expertise.

i. Reviewing TPAs and MTAs of units with joint Unit Identification Codes in the JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.

j. Participating in NEP exercises coordinated with ASD(HD&ASA) or the Chairman.

k. Participating in joint and integrated training events to the maximum extent possible.

l. Providing policy guidance for the use of the JTS and the JTIMS to NG users.

m. Making JTIMS available for use by NG JFHQ-States to support Homeland Defense exercise requirements.

n. Supporting NGB and NG JFHQ-State training on the JTS and JTIMS.

o. Establishing policies for the joint training of the NG staff.

p. Promulgate NG procedures for interagency coordination during DSCA training and exercises involving DoD and non-DoD agencies and departments.

q. Reviewing, analyzing, and making recommendations on DOTMLPF-P change recommendations related to joint training and joint education of NG individuals or forces.

r. Coordinating and tracking the joint training capability requirements of the NG JFHQ-States and subordinate joint force entities with Joint Identification Codes, IAW references o and aa.

s. Supporting whole-of-government preparations for domestic integrated operations by acting as the NGB Interagency Training Coordinator to include the coordination of integrated operations training in support of domestic requirements and the requirements of local, nongovernmental and non-DoD stakeholders.

t. Providing recommendations to the Chairman and advocating for NG unique homeland defense (HD) and DSCA training to ensure that NG forces can support capabilities required by the DoD Strategy for HD and Civil Support (CS) and HD/CS Joint Operational Capability.

11. Joint Systems Acquisition Program Managers. IAW reference ag, the program manager for a joint system acquisition program is responsible, as part of an integrated human system planning approach, for developing a training plan for the system that addresses the manpower, personnel, and training (MPT) concepts. This may take the form of a joint training system plan or Service- or CSA-specific training plans, although consideration should be given to the development of common training materials and delivery for joint systems. The training system plan shall include, at a minimum, the MPT requirements for system operators, maintainers, users, and administrators, including the required number of officer and enlisted from what communities and how, when, and where individuals and teams will be trained. Where appropriate, training systems should be designed to be interoperable and

compliant with Joint Training architectures and standards as directed and described in OSD and Joint Staff policy and guidance.

ENCLOSURE F

INDIVIDUAL JOINT TRAINING

1. Individual Joint Training Perspective

a. Individual joint training prepares individuals to perform duties in joint organizations (e.g., specific staff functions) or to operate uniquely joint systems. Training ensures that individuals know, are proficient in, and have the joint competencies and skills to apply joint doctrine and are necessary to function as staff members.

b. Training can be conducted by the Office of the Secretary of Defense, the Joint Staff, Combatant Commands, and activities and agencies responsive to the Chairman, Services (Active/Reserve), National Guard, or CSAs.

c. Individual joint training is provided to those who:

(1) Employ joint forces (CCDRs, subordinate unified commanders, or Joint Task Force (JTF) commanders).

(2) Support or are supported by joint forces (Combatant Commands, subunified commands, JTFs, the Services, and CSAs).

(3) Prepare forces for employment by CCDRs, subordinate unified commanders, and JTF commanders.

(4) Train and educate those who will conduct joint operations.

d. Individual joint training is one of four pillars of the CJCS vision for joint officer development across a Joint Learning Continuum. Individual joint training is delivered, depending on the requirements of the learning organization, via Web-based portals such as JKO or through military schoolhouses and commonly referred to either as institutional learning (IL), distributed learning (DL), or blended learning (BL), which is a combination of IL and DL.

2. Joint Officer Management (JOM) Program and the Joint Qualification System (JQS)

a. The 2007 National Defense Authorization Act, section 516, establishes the requirement for different levels of joint qualification and criteria for qualification at every level. Based on these requirements, reference ah established the procedures and identified responsibilities for implementing the DoD JOM Program and JQS.

b. The four-level JQS described in reference ai provides a path for attaining joint qualification through either a traditional joint duty assignment or by accumulating an equivalent level of joint experience, education, and training over the course of a career.

c. Eligible officers may receive training points by completing Joint Staff-designated joint training to include resident and DL joint courses, joint exercises, or joint education. Joint training is assigned joint qualification points based on course content and duration.

3. Responsibilities

a. Joint Staff:

(1) Providing guidance, standardization, and certification of joint courses that contribute to an officer's expertise in joint matters IAW references ah and aj.

(2) Assembling a quarterly Joint Individual Training panel (board) to review and approve updates to the Joint individual training inventory, Joint Staff-developed cumulative list of joint exercises, and other matters of interest to the joint training community.

(3) Maintaining the joint inventory of certified courses that reside on the Joint Course Database (JCD).

b. DoD Components:

(1) Nominating applicable training courses for inclusion in JKSD.

(2) Assisting J-7 in joint course development for courses in which the component has subject matter expertise.

4. Joint Course Certification. JQS points may be accrued by completing joint certified individual training courses. Individual courses that are not accredited as JPME by the Process for Accreditation of Joint Education (PAJE)-accredited program per reference b may be eligible for joint certification and joint qualified officer points. The joint course certification criteria are listed below.

a. Content must meet a joint training requirement that supports a joint operational need as identified in a Combatant Commander's joint training plan, or any other authoritative joint document.

b. Content must be IAW current joint doctrine.

c. Learning objectives must link to current UJTs.

d. Course must have an assessment that tests and documents a learner's achievement of the training objectives. The course must have an evaluation standard, such as pass/fail or minimum score.

e. Course must have a lifecycle maintenance plan. Courses that have been certified as joint must be reviewed, updated, and recertified regularly to reflect revisions in joint doctrine, time-sensitive information, and content modifications to ensure currency and accuracy.

f. Course should support the interest of two or more Military Departments and be accessible to all Service personnel who meet course requirements. Ideally, the intent is for all Services to be able to accept the program of instruction as meeting appropriate course content.

g. Joint course instructors must possess relevant experience and knowledge of joint operations and/or activities related to the course.

h. Course should not duplicate existing material.

5. Joint Functional Training. Functional area training requirements and training support are handled by the Joint Staff OPR or designated lead organization.

a. The J-7 joint course certification process will be the primary method to certify joint functional training products. Functional OPRs are authorized to certify their own joint functional training products if they adhere to the certification criterion specified in this policy (paragraph 4).

b. Functional OPRs who desire to manage joint functional training product certification will coordinate with J-7/SP/JETD to establish a functional certification process.

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ENCLOSURE G

KEY JOINT TRAINING PUBLICATIONS

1. CJCSI 3500.01 Series, “Joint Training Policy, and Guidance for the Armed Forces of the United States”

2. CJCSI 3500.02 Series, “Universal Joint Task List Policy and Guidance for the Armed Forces of the United States”

3. CJCSM 3500.03 Series, “Joint Training Manual for the Armed Forces of United States” -- provides specific procedures to the CCDRs when implementing CJCS policy for developing J/AMETL, planning, and conducting joint training, and assessing command readiness with regard to joint training.

4. CJCSM 3500.04 Series (with classified online supplement), “Universal Joint Task Manual” -- establishes the terminology for expressing critical tasks across the range of military operations required of joint forces.

5. CJCSN 3500.01, “Chairman’s Joint Training Guidance”

6. CJCS Guide 3501, “The Joint Training System, A Primer for Senior Leaders”

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ENCLOSURE H

REFERENCES

a. Strategic Plan for the Next Generation of Training for the Department of Defense, 23 September 2010

b. CJCSI 1800.01 Series, "Officer Professional Military Education Policy"

c. CJCSI 1805.01 Series, "Enlisted Professional Military Education Policy"

d. Joint Doctrine, Education and Training Electronic Information System, NIPRNET- <https://jdeis.js.mil/jdeis/index.jsp> or SIPRNET- <http://utdt.js.smil.mil/> (Accessed: July 15, 2011)

e. Office of the Secretary of Defense, 9 April 2011, "Guidance for Employment of the Force (GEF) for 2010-2012"

f. Joint Strategic Capabilities Plan

g. "Unified Command Plan," 6 April 2011, with Change 1, 12 September 2011

h. Title 10 United States Code

i. CJCS Vision for Joint Officer Development, November 2005

j. DoDD 1322.18, 13 January 2009, "Military Training"

k. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of United States"

l. Office of the Secretary of Defense, "FY 2010 - 2011 Global Force Management Implementation Guidance (GFMIG)"

m. DoDD 5100.1, 1 August 2002, "Functions of the Department of Defense and Its Major Components"

n. JP 1, 14 May 2007 with Change 1, 20 March 2009, "Doctrine for the Armed Forces of the United States"

o. DoDI 7730.66, 8 July 2011, "Guidance for the Defense Readiness Reporting System (DRRS)"

p. CJCSI 3401.02 Series, 31 May 2011, "Force Readiness Reporting"

q. CJCSI 3511.01 Series, "Joint Exercise Transportation Program," Limited

r. CJCS Guide 3501, 31 July 2008, "The Joint Training System, A Primer for Senior Leaders"

s. Joint Training Information Management System links at http://jtims.js.smil.mil/jtims (SIPRNET) or https://jtims.js.mil/jtims (NIPRNET).

t. CJCSI 3150.25 Series, "Joint Lessons Learned Program"

u. CJCSM 3150.25 Series, "Joint Lessons Learned Program"

v. Joint Doctrine, Education and Training Electronic Information System at http://jdeis.js.smil.mil/jdeis (SIPRNET) or https://jdeis.js.mil/jdeis/generic.jsp (NIPRNET).

w. Defense Readiness Reporting System at SIPRNET at https://drrs.ffc.navy.smil.mil/DrrsEnhancedPortalWeb.

x. CJCSN 3500.01 Series, "Chairman's Joint Training Guidance"

y. CJCSI 5120.02 Series, "Joint Doctrine Development System"

z. CJCSI 3170.01 Series, "Joint Capabilities Integration and Development System"

aa. DoDD 5105.77, 21 May 2008, "National Guard Bureau"

ab. CJCSI 3500.02 Series, "The Universal Joint Task List (UJTL) Policy and Guidance for the Armed Forces of the United States"

ac. CJCSM 3500.04 Series, "Universal Joint Task Manual"

ad. DoDD 3000.07, 1 December 2008, "Irregular Warfare (IW)"

ae. DoDI 3020.47, 29 January 2009, "DoD Participation in the National Exercise Program (NEP)"

af. CJCSI 3401.01 Series, "Joint Combat Capability Assessment"

ag. DoDI 5000.02, 8 December 2008, "Operation of the Defense Acquisition System"

ah. CJCSI 1330.05 Series, "Joint Officer Management Program Procedures"

ai. DoD Joint Officer Management Joint Qualification System Implementation Plan, 30 March 2007

aj. DoDI 1300.19, 31 October 2007 incorporating through change 1 dated 31 August 2008, "DoD Joint Officer Management Program"

ak. DoDD 3000.06, Change 1, 15 April 2010, "Combat Support Agencies"

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GLOSSARY

ABBREVIATIONS AND ACRONYMS

AC	Active Components
AMET	agency mission-essential task
AMETL	agency mission-essential task list
AOR	area of responsibility
BES	budget estimate submission
CCDR	Combatant Commander
CE2	Combatant Commander Exercise and Engagement
CE2T2	Combatant Commander Exercise and Engagement and Training Transformation
CEP	Chairman's Exercise Program
CJTG	Chairman's Joint Training Guidance
CNGB	Chief, National Guard Bureau
CSA	Combat Support Agency
CSART	Combat Support Agency Review Team
DAWG	Deputy's Advisory Working Group
DCCEP	Developing Country Combined Exercise Program
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
DRRS	Defense Readiness Reporting System
DRRS-E	Defense Readiness Reporting System - Enterprise
DSCA	defense support of civil authorities
E&T	experimentation & test
FPWG	Force Preparation Working Group
FSFCB	Force Support Functional Capabilities Board
GEF	Guidance for Employment of the Force
GIG	Global Information Grid
HD	homeland defense
HITI	high interest training issues
HITR	high interest training requirements
IAW	in accordance with
ITRO	Interservice Training Review Organization
IW	irregular warfare

JAEC	Joint Assessment and Enabling Capability
JCA	Joint Capability Area
JCAMS	Joint Capability Area Management System
JCRM	Joint Capabilities Requirements Manager
JDEIS	Joint Doctrine Education and Training Electronic Information System
JELC	Joint Event Life Cycle
JEP	Joint Exercise Program
JETP	Joint Exercise Transportation Program
JFC	joint force commander
JFHQ	joint force headquarters
JFI	joint force integration
JIATS	joint interagency training specialist
JKO	joint knowledge online
JKSD	Joint Knowledge Services Database
JLLIS	Joint Lessons Learned Information System
JLLP	joint lessons learned program
JLVC-TE	Joint Live, Virtual, and Constructive Training Environment
JMET	joint mission-essential task
JMETL	joint mission-essential task list
JNTC	Joint National Training Capability
JPME	joint professional military education
JSCP	Joint Strategic Capabilities Plan
JTEN	Joint Training Enterprise Network
JTF	joint task force
JTIMS	Joint Training Information Management System
JTP	joint training plan
JTS	joint training system
KSAA	knowledge, skills, abilities, and attitudes
MET	mission-essential task
METL	mission-essential task list
M&S	modeling and simulation
MPT	manpower, personnel, and training
MTA	mission training assessment
NEP	National Exercise Program
NG	National Guard
NGB	National Guard Bureau
NG JFHQ	National Guard Joint Force Headquarters
NMS	National Military Strategy
OPR	office of primary responsibility

PAJE	Process for Accreditation of Joint Education
PBR	program budget request
POM	program objective memorandum
PSA	politically sensitive area
QDR	Quadrennial Defense Review
RCs	Reserve Components
RTPP	Readiness and Training Policy and Programs
SCP	security cooperation plan
SIF	service incremental funding
SME	subject matter expert
T2	training transformation
TPA	training proficiency assessment
TPE	training proficiency evaluation
TPO	task performance observation
TRO	training and readiness oversight
TTP	tactics, techniques, and procedures
UCP	Unified Command Plan
UJT	universal joint task
UJTL	Universal Joint Task List
USC	United States Code
UTDT	Universal Joint Task List Task Development Tool
WJTSC	Worldwide Joint Training and Scheduling Conference
WMD	weapons of mass destruction

TERMS AND DEFINITIONS

Unless otherwise stated, the terms and definitions contained in this glossary are for the purposes of this instruction only.

after-action review -- 1. A process designed by a commander or director to provide commanders direct feedback on the accomplishment of selected joint mission-essential tasks, conditions, and standards stated in terms of training objectives for the commander to evaluate training proficiency. 2. An analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

capability -- The ability to achieve a desired effect under specified standards and conditions through a combination of means and ways across doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy to perform a set of tasks to execute a specified course of action. (DoDD 7045.20)

collective joint training -- Instruction and applied exercises that prepare organizational teams within joint forces to integrate and synchronize owned and provided capabilities to execute assigned missions.

Combatant Command joint training schedule -- A resource-constrained program developed and updated annually that integrates joint training plans and the schedule of exercises and normally includes exercise summaries for the program year as well as proposed summaries for the following four years.

command-linked tasks -- Discrete activities or actions designated by a joint force commander or identified by the lead federal agency that must be performed by commands and combat support agencies outside the command or directive authority of the joint force.

common training -- training that is not unique to a particular DoD component; training that has no special distinction or quality to an individual DoD component and is widely required.

condition -- 1. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate and may affect performance. 2. A physical or behavioral state of a system that is required for the achievement of an objective. See also joint mission-essential tasks. (JP 3-0)

criterion -- The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command-stated measure.

effect -- 1. The physical or behavioral state of a system that results from an action, a set of actions, or another effect. 2. The result, outcome, or consequence of an action. 3. A change to a condition, behavior, or degree of freedom. (JP 3-0)

end state -- The set of required conditions that defines achievement of the commander's objectives. (JP 3-0)

essential task -- A specified or implied task that an organization must perform to accomplish the mission that is typically included in the mission statement. See also implied task; specified task. (JP 5-0)

evaluation -- An internal command responsibility tied to a specific training event and intended to determine whether specific training objectives were met.

exercise -- A military maneuver or simulated wartime operation involving planning, preparation, and execution that is carried out for the purpose of training and evaluation. (JP 3-34)

exercise objective -- Specific statement of purpose, guidance, or direction for an exercise.

high interest training issue -- An un-prioritized list of special interest broad mission areas or operational capabilities selected and published annually by the Chairman of the Joint Chiefs of Staff to ensure visibility by the Combatant Commands and combat support agencies in developing joint training plans. Also called HITIs.

high interest training requirement -- Prioritized Combatant Commander designated training requirements that require joint resources and training focus from joint force providers to achieve desired readiness to support Combatant Commander mission capability requirements. Also called HITR.

implied task -- In the context of joint operation planning, a task derived during mission analysis that an organization must perform or prepare to perform to accomplish a specified task or the mission, but which is not stated in the higher headquarters order. See also essential task; specified task. (JP 5-0)

individual joint training -- Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems. Individual staff training ensures that individuals

know, are proficient in, and have the joint competencies and skills to apply joint doctrine and procedures necessary to function as staff members.

integrated operations -- The synchronization, coordination, or integration of DoD and other U.S. Government agencies' activities, in coordination with partner nations, and non-governmental entities across the full range of military operations, which achieves a comprehensive approach that advances U.S. Government goals and objectives. (DoDD 1322.18).

interagency -- Of or pertaining to U.S. Government agencies and departments, including DoD. See also interagency coordination. (JP 3-08)

interagency coordination -- Within the context of DoD involvement, the coordination that occurs between elements of DoD and engaged U.S. Government agencies to achieve an objective. (JP 3-0)

interagency training -- Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of interagency operations.

interoperability -- The ability to operate in synergy in the execution of assigned tasks. (JP 1-02)

irregular warfare -- A violent struggle between state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, to erode an adversary's power, influence, and will. Also called IW. (JP 1)

issue -- An observed, analyzed, interpreted, and evaluated shortcoming, deficiency, or problem that precludes performance to standard and requires resolution. Issues are also deficiencies or shortfalls identified during joint activity that preclude training or operating to joint mission-essential tasks standards and require focused problem solving. (CJCSI 3150.25)

Joint Capability Areas -- Collections of like DoD capabilities functionally grouped to support capability analysis, strategy development, investment decision making, capability portfolio management, and capabilities-based force development and operational planning.

Joint Event Life Cycle -- Describes the design, planning, preparation, execution, and evaluation and reporting stages required to successfully execute a discrete training event. Also called JELC.

joint exercise -- A joint military maneuver, simulated wartime operation, or other Chairman of the Joint Chiefs of Staff- or Combatant Commander-designated event involving joint planning, preparation, execution, and evaluation.

joint force -- A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander. (JP 3-0)

joint force headquarters -- A staff organization operating under a flag officer with a joint command and control element to conduct military operations or support to a specific situation. Also called JFHQ. (Derived from JP 3-33)

joint learning continuum -- A coordinated progression of integrated and disciplined processes and events that qualifies DoD personnel to defined performance standards through education, training, self-development, and experience to inculcate habits of mind, skills, abilities, and values.

joint mission-essential task -- A mission task selected by a joint force commander deemed essential to mission accomplishment and defined using the common language of the universal joint task list in terms of task, condition, and standard. Also called JMET. (JP 1-02)

joint mission-essential task list -- A list of joint mission-essential tasks selected by a commander to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks. Also called JMETL.

joint professional military education -- A Chairman of the Joint Chiefs of Staff-approved body of objectives, outcomes, policies, procedures, and standards supporting educational requirements of joint officer management. Also called JPME. (CJCSI 1800.01)

joint publication -- A publication containing joint doctrine that is prepared under the direction and authority of the Chairman of the Joint Chiefs of Staff and applies to all U.S. Armed Forces. Also called JP. (CJCSI 5120.02)

joint qualified officer -- An officer designated by the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, who is educated and trained in joint matters and has completed the Level III requirements for JQO designation. An officer must be in the grade of O-4 or above to be designated a JQO. (CJCSI 1800.01)

joint readiness -- The Combatant Commands' and combat support agencies' ability to integrate and synchronize Joint Forces to execute National Military

Strategy missions, as derived from the Guidance for the Employment of the Force and the Joint Strategic Capabilities Plan. (CJCSI 3401.01)

joint task force -- A joint force that is constituted and so designated by the Secretary of Defense, a Combatant Commander, a subunified commander, or an existing joint task force commander. Also called JTF. (JP 1)

Joint Task Force Capable Headquarters -- A Designated Service Headquarters that has achieved and can sustain a level of readiness to stand up as a Joint Task Force Headquarters, which is acceptable to the supported/assigned Combatant Commander. (Derived from JP 3-33)

Joint Task Force Headquarters -- Any headquarters for a joint task force that is constituted and so designated by the Secretary of Defense, Combatant Commander, a subunified commander, or an existing joint task force commander to conduct military operations or provide support to a specific situation. Also called JTF HQ. (Derived from JP 1-02)

joint training -- Training, including mission rehearsals, of individuals, units, and staffs, using joint doctrine and tactics, techniques, and procedures, to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the Combatant Commanders to execute their assigned or anticipated missions.

joint training audience -- An individual, staff element, staff or joint command that performs a particular joint task or set of joint tasks.

joint training capability requirement -- a requirement that addresses a joint training gap or shortfall that if left unresolved will impact a joint mission capability requirement. See also joint training requirements and joint training support requirements.

joint training objective -- A statement that describes the desired outcome of a joint training activity in terms of performance, training situation, and level of performance. Training objectives are derived from joint mission-essential tasks, conditions, and standards and based on joint doctrine, commander's guidance, and organizational standing operating procedures.

joint training plan -- A plan developed and updated annually by each joint commander that documents the execution level implementation of the joint training strategy for training assigned forces (training audience) in joint doctrine to accomplish the mission requirements over the selected training period. Also called JTP.

joint training requirement -- training content that addresses joint functional skills (Crisis Action Team operations, counterinsurgency, consequence management, etc.) that are required to satisfy job performance requirements, train an audience (individual, staff, organization) to perform designated tasks, under specified conditions, to required standards.

joint training strategy -- a command-specific, resource-unconstrained description and *intent* for a command's joint training program and joint training environment. It is a statement of *how* a command intends to generate and sustain required capabilities through training.

joint training support requirements -- training infrastructure that facilitates the delivery/execution of joint training (i.e., classrooms, instructors, advanced distributed learning systems, learning management systems, simulation tools).

lesson learned -- Results from an evaluation or observation of an implemented corrective action that contributed to improved performance or increased capability. A lesson learned also results from an evaluation or observation of a positive finding that did not necessarily require corrective action other than sustainment. An insight gained that improves military operations or activities at the strategic, operational, or tactical level and results in long-term internalized change to an individual or an organization. (CJCSI 3150.25)

measure -- A parameter that provides the basis for describing varying levels of task performance.

military training -- 1. The instruction of personnel to enhance their capacity to perform specific military functions and tasks. 2. The exercise of one or more military units conducted to enhance their combat readiness. (JP 1-02)

mission -- 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. (JP 3-0)

mission training assessment -- A commander's subjective assessment of the command's ability to perform assigned missions. Also called MTA.

model -- A physical, mathematical, or otherwise logical representation of a system, entity, phenomenon, or process. (CJCSI 8510.01)

modeling -- Application of a standard, rigorous, structured methodology to create and validate a physical, mathematical, or otherwise logical representation of a system, entity, phenomenon, or process.

modeling and simulation -- The use of models, including emulators, prototypes, simulators, and stimulators, either statically or over time, to develop data as a basis for making managerial or technical decisions. The terms “modeling” and “simulation” are often used interchangeably. (CJCSI 8510.01)

multinational exercise -- An exercise containing one or more non-U.S. participating force(s). See also exercise. (JP 1-02)

multinational operations -- A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 3-16)

multinational training -- Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of multinational operations, including Coalition operations.

operation -- 1. A series of tactical actions with a common purpose or unifying theme. (JP 1) 2. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. (JP 3-0).

procedures -- Standard, detailed steps that prescribe how to perform specific tasks. (JP 1-02)

professional military education -- Conveys the broad body of knowledge and develops the habit of mind essential to the military professional’s expertise in the art and science of war. Also called PME. (CJCSI 1800.01)

program of instruction -- A series of related lessons designed to satisfy a specific joint training requirement (e.g., Joint Task Force Headquarters).

Service training -- Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, and operational training in response to operational requirements deemed necessary by the Combatant Commands to execute assigned missions.

simulation -- 1. A method for implementing a model over time. 2. A technique for testing, analysis, or training in which real-world systems are used or where real-world and conceptual systems are reproduced by a model.

specified task -- In the context of joint operation planning, a task that is specifically assigned to an organization by its higher headquarters. See also essential task; implied task. (JP 5-0)

staff joint training -- Joint training that prepares joint staffs or joint staff elements to respond to strategic and operational tasking deemed necessary by Combatant Commanders and subordinate joint force commanders to execute their assigned missions.

staff task -- Task performed by an organization's internal staff elements that describes a mission-essential activity.

standard -- Quantitative or qualitative measures and criteria for specifying the levels of performance of a task.

standard operating procedure -- A set of instructions covering those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise. Also called SOP. (JP 3-31)

standing joint force headquarters -- A staff organization operating under a flag or general officer providing a Combatant Commander with a full-time, trained joint command and control element integrated into the Combatant Commander's staff whose focus is on contingency and crisis action planning. Also called SJFHQ. (JP 3-0)

subordinate unit task -- Task performed by an organization in the mission essential task list owner's chain of command

supporting task -- Specific activities that contribute to accomplishment of a joint mission-essential task. See also staff tasks, subordinate unit tasks, command-linked tasks.

tactics -- The employment and ordered arrangement of forces in relation to each other. (JP 1-02)

task -- An action or activity (derived from mission analysis and concept of operations) assigned to an individual or organization to provide a capability.

task performance observations -- A listing of a training audience, training objectives, observer reports, and an executive summary for the commander to review and make a training proficiency evaluation. Also called TPO.

techniques -- Non-prescriptive ways or methods used to perform missions, functions, or tasks. (JP 1-02)

training assessment -- An analytical process used by commanders to determine an organization's current levels of training proficiency on mission-essential tasks that also supports cumulative assessments of overall joint readiness.

training evaluation -- The process used to measure the demonstrated ability of the training audience to accomplish specified training objectives.

training proficiency assessment -- Derived from the primary trainer's subjective assessment of an organization by comparing collective training proficiency evaluations, event training assessments, and other training inputs over time against joint mission-essential tasks, conditions, and standards. Also called TPA.

training proficiency evaluation -- An objective evaluation of an organization's performance with respect to training objectives produced during the execution phase of the joint training system. Also called TPE.

training and readiness oversight -- The authority that Combatant Commanders may exercise over assigned reserve component forces when not on active duty or when on active duty for training. As a matter of DoD policy, this authority includes: a. Providing guidance to Service Component commanders on operational requirements and priorities to be addressed in Military Department training and readiness programs; b. Commenting on Service Component program recommendations and budget requests; c. Coordinating and approving participation by assigned reserve component forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training; d. Obtaining and reviewing readiness and inspection reports on assigned reserve component forces; and e. Coordinating and reviewing mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned reserve component forces. Also called TRO. (JP 1)

unified action -- The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

universal joint task -- action or process accomplished by a joint organization under joint command and control using joint doctrine. (CJCSI 3500.02)

war game -- A simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real-world situation.

whole-of-government approach -- An approach that integrates the collaborative efforts of the departments and agencies of the U.S. Government to achieve unity of effort toward a shared goal. (Derived from JP 3-24)