

**Army Regulation 351-9
OPNAVINST 1500.27F
AFI 36-2230(I)
MCO 1580.7D**

Schools

Interservice Training

**Headquarters
Departments of the Army,
the Navy,
the Air Force, and
the Marine Corps
Washington, DC
29 August 2006**

UNCLASSIFIED

SUMMARY of CHANGE

AR 351-9/OPNAVINST 1500.27F/AFI 36-2230(I)/MCO 1580.7D
Interservice Training

This administrative revision, dated 29 August 2006-

- o Corrects the U.S. Navy authentication block (title page).
- o Makes administrative corrections (throughout).

This major revision, dated 28 March 2006--

- o Incorporates changes regarding the Interservice Training Review Organization's policies, responsibilities, and procedures (para 4).
- o Incorporates changes in the organization's resourcing and funding procedures (paras 5s and 6).
- o Incorporates organization and committee changes (paras 1 through 4 and figure 1).

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Effective 29 September 2006

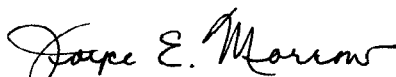
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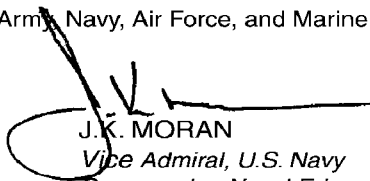
Interservice Training


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History. This publication is an administrative revision. The portions affected by this administrative revision are listed in the Summary of Change.

Summary. This regulation sets the policies, responsibilities, and procedures for the review of education and training activities in orders to improve their effectiveness and efficiency; the development and conduct of interservice training and non-resident courses; and the exchange and development of education and training resources, research data, and training technology.

Applicability. This regulation applies to the Active and Reserve Components of all the Services, to include the United States Coast Guard unless stated otherwise.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G-3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or a direct reporting unit or field

operating agency of the proponent agency in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

Army management control process. This regulation is subject to the requirements of AR 11-2. This regulation contains management control provisions, but it does not identify key management controls and must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command or local forms are prohibited without prior approval from the proponent. Address requests to HQDA (DAMO-TRI), 400 Army Pentagon, Washington, DC 20310-0400.

Suggested improvements. Users are invited to send comments and suggested

improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAMO-TRI), 400 Army Pentagon, Washington, DC 20310-0400; Navy users to Director of Naval Training, CNO-N7, Washington, DC 20350-2000; Air Force users to HQ AETC/DO, 1F St., Suite 2, Randolph AFT TX 78150-4325; and Marine Corps users to CS MCCDC, Code C474, 3300 Russell Rd., Quantico, VA 22134-5001.

Distribution. This publication is available in electronic media only and is intended for levels C, D, E for Active Army, the Army National Guard, and the U.S. Army Reserve.

Navy: Electronic media only via the Navy Directives Web site.

Air Force: F.

USMC: PCN 10202060100.

*This regulation supersedes AR 351-9/OPNAVINST 1500.27D/AFI 36-2230(I)/MCO 1580.7C, dated 28 March 2006.

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Glossary

1. Purpose

This regulation sets policies and procedures for interservice training of military and civilian personnel of the Department of Defense (DOD) and the United States Coast Guard. Training, as defined in this publication, includes some aspects of professional military education.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

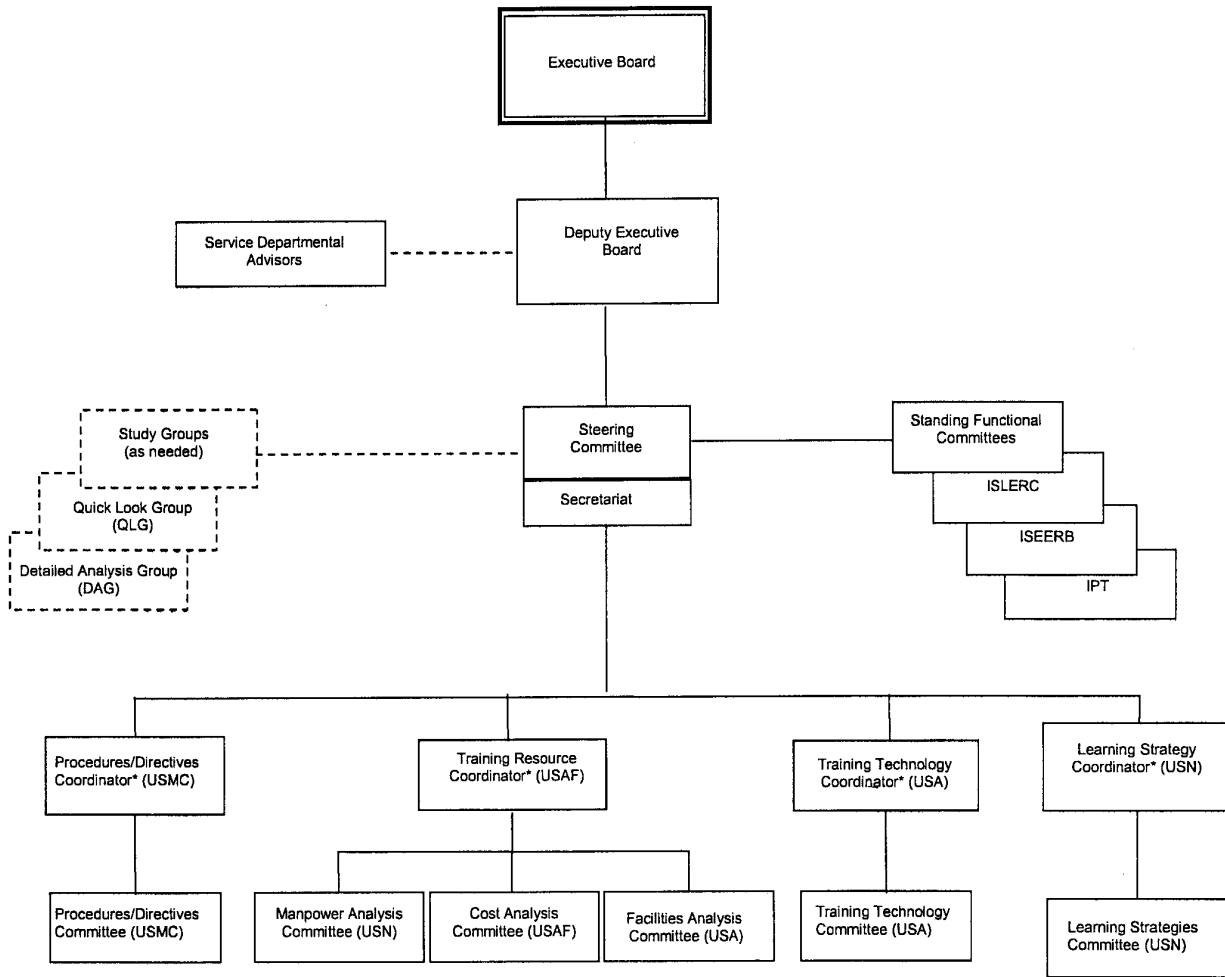
3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are listed in the glossary.

4. Responsibilities of the Interservice Training Review Organization

a. Interservice Training Review Organization functions. The Interservice Training Review Organization (ITRO) is an organization of the military Services, established to improve the effectiveness and efficiency of Service training consistent with individual Service requirements (see fig 1). The ITRO will—

- (1) Provide policy and guidance for interservice training.
- (2) Review training and related activities to increase effectiveness and efficiency through:
 - (a) Course or curriculum realignments (consolidations/collocations).
 - (b) Area realignments.
 - (c) Standardization.
 - (d) Administrative or management improvement.
 - (e) Evaluation.
- (3) Assist the military departments by performing special studies as directed.
- (4) Serve as a point of contact (POC) and provide a forum for the free interchange of ideas, information, and technology related to interservice training.



*Steering Committee members will serve as Coordinators for their Service's committee(s)

- ISLERC - Interservice Legal Education Review Committee
- ISEERB - Interservice Environmental Education Review Board
- IPT - Interservice Partnering Team

Figure 1. Interservice Training Review Organization

b. Executive Board. The Executive Board (EB) governs the ITRO and meets periodically as required. The board consists of the incumbents of the positions shown below:

- (1) Army-Commanding General, U.S. Army Training and Doctrine Command (TRADOC).
- (2) Navy-Commander, Naval Education and Training Command (NETC).
- (3) Air Force-Commander, Air Education and Training Command (AETC).
- (4) Marine Corps-Commanding General, Training and Education Command (TECOM).
- (5) Coast Guard-Director, Reserve and Training, U.S. Coast Guard.
- (6) ITRO advisor for health care.

c. Deputy Executive Board. The Deputy Executive Board (DEB) usually consists of a principal training deputy (general/flag or civilian equivalent) to the primary EB member. The DEB reviews and approves all actions forwarded to the EB for decision and approves/disapproves Steering Committee recommendations. The DEB acts on behalf of the EB as the primary decision authority within ITRO and will recommend convening the EB as required.

d. Steering Committee. The Steering Committee (SC) coordinates the day-to-day activities of the ITRO for the DEB. SC members will normally be colonels/captains (0–6 level), or the civilian equivalent.

e. Secretariat. The Secretariat serves as the central POC for all ITRO matters. Secretariat responsibilities are rotated yearly on a calendar year basis in the following order among the Army, Marine Corps, Navy, and Air Force. The current members of the Secretariat Service chair the SC, the DEB, and the EB. The Health Care Interservice Training Office acts as a permanent Secretariat for health care training. The ITRO Secretariat or Health Care Interservice Training Office (for health care training) will document EB/DEB/Force Health Protection Council (FHPC)/Interservice Training Advisory Board (ITAB) decisions in an Interservice Executive Order (IEO).

f. Committees. ITRO functions through a series of major committees and subcommittees (as needed). SC members manage and direct the committees and subcommittees. Each committee and subcommittee will include representation from each Service to include the U.S. Coast Guard and Health Care, as required. The SC will recommend establishment of new committees, subcommittees, and study groups as needed. Establishment is subject to approval by the DEB/EB.

g. Councils. The Force Health Protection Council (FHPC) provides oversight for health care interservice training efforts, but it delegates decision authority to the ITAB except for interservice training withdrawals and conflicts not resolvable by the ITAB. Membership includes the ITRO advisor for health care and appointed service education and training representatives as ad hoc members.

5. Policy

a. The interservice training review process must be responsive to a dynamic environment. This process must encompass the following tenets:

(1) The Services will review training courses and training resources to eliminate duplication, reduce or avoid costs, standardize instruction, and increase efficiency. Course information will be provided to other Services upon request.

(2) A systems approach will be used. Reviews may focus on major functional training areas or on individual courses or groups of courses. Each Service's curriculum requirements for a particular training area will be reviewed for the purpose of creating an interservice curriculum either by consolidating existing programs or re-engineering training to meet mutual interservice needs. The review will consider, but is not limited to, factors such as costs, manpower, and infrastructure. The installation, Service-wide impacts, and quality-of-life needs must also be addressed.

(3) A long-term, total force perspective is essential to ensure a posture for the optimum outyear training capability. Short-term efficiencies or lack thereof should not detract from this perspective.

(4) Review recommendations will be consistent with the readiness, responsibilities, and requirements of the Services.

b. A military Service requiring training where none exists within that Service will document evaluation of existing schools and courses within the other Services before setting up a new school or course.

c. Training resources available to one military Service will be used as much as possible to meet the training needs of the other Services in developing, revising, or conducting all training. Interservice support agreements (ISA) and memoranda of agreement (MOA) identify support requirements and responsibilities. These will be used to effect use of other Services' resources as approved by the ITRO DEB/EB/FHPC or ITAB.

d. The ITRO methodology used in training cost studies to determine mission and base support costs is an accepted method among the Services for determining ITRO-related costs and reimbursements within the DOD and USCG. The Services will charge the USCG and each DOD component the same rate for training. All other agreements follow traditional interservice support guidelines contained in DODI 4000.19.

e. The Services will exchange training vision, information, advice, and ideas. They will facilitate coordination of training and related areas of mutual interest.

f. This regulation does not supersede existing interservice agreements. Services conducting consolidated/collocated training courses will continue to do so until mutually agreed otherwise. Withdrawal from a consolidated/collocated course is discouraged and is usually prevented by program adjustments. A Service desiring to withdraw from a consolidated/collocated course will withdraw only after providing a letter of intent to all participating Services. The letter of intent must be provided at least one year in advance of the withdrawal to provide for appropriate budget resourcing adjustments. A withdrawal may also occur with mutual consent of participating Services. The DEB or FHPC will be briefed on all withdrawal actions to ensure alternative actions have been reviewed.

g. Each Service will approve other Service requests for their eligible members' enrollments in quota courses, consistent with existing training capacity. Requests for quotas will be submitted during the annual requirements identification process for each Service for the appropriate programming cycle of the planning, programming, budgeting execution (PPBE). Quotas previously identified and approved through these annual requirements meetings will be adjusted only as mutually agreed by both the host and participating Service(s) recommendations.

h. When the demand for quota course enrollment consistently presents an undue burden on classroom or housing facilities, training equipment, or instructor billets, a fair-share instructor computation will be completed. If this does not fully satisfy resource shortages, the Services should consider an ITRO consolidation study. A request for such a study may be initiated by either the host or participating Service.

i. Permanent staff, instructors, and students attached and/or attending an interservice school or course will not normally be required to perform guard, housekeeping, or other similar duties. When justified by one of the circumstances listed below, duties will be assigned on an equitable basis and commensurate with individual pay grades consistent with duty assignments typical of the individual's respective Service:

- (1) When a requirement exists to clean and maintain their own unit areas, including living area and classroom areas.
- (2) When dropped from school and awaiting orders in a disciplinary or casual status.
- (3) During cleanup or recovery operation after an emergency.
- (4) When these duties are essential to learning objectives within the course of instruction.

6. Services' responsibilities and funding requirements

a. Services. Each Service's training commander and/or his/her designated training representative will—

(1) Evaluate the training programs and capabilities of the other Services before developing training programs of their own. This evaluation should be documented and should, at a minimum, include the potential for consolidating or collocating schools or courses.

(2) Provide other Services with written notification prior to revision or termination of any training program used by the other Services (except for quota courses).

(3) Exchange catalogs of resident training courses and training materials to decide the appropriateness of existing courses or materials and to facilitate their use.

(4) Provide Service representation to the ITRO to coordinate actions with military department and Service secretariat staffs as required.

(5) Transfer serviceable training materials and equipment to the conducting Service on a non-reimbursable basis when the responsibility for conducting training is moved from one participating Service to a new host. This transfer is done only if required for the interservice training and a higher priority requirement does not exist in the participating Service. The participating Service will finance packing, handling, crating, and transportation charges associated with the transfer. Providing technical manuals and other data for proper operation, maintenance, and logistic support of transferred training aids, devices or equipment is the responsibility of the Service furnishing the training material/equipment. The host Service will maintain the training aids and devices, including acquisition of spare parts, unless otherwise specified by applicable ISA/MOA.

(6) Evaluate the performance of assigned instructors and/or support personnel as agreed to and documented in the MOA.

b. Host Service. Each Service accepting a consolidated/collocated school or course as a mission responsibility will—

(1) Budget program resources to meet the requirements of the other Service requesting the training in accordance with paragraph 6*d.*

(2) Make changes to course curriculum and training resources to meet the consolidated curriculum and trained personnel requirements after participating Services agree. Changes to consolidated curriculum may not occur without approval of the participating Services.

(3) Issue training policies, directives, and materials required for efficient operation and management of quota and consolidated courses only. This includes instructor evaluations, student counseling, and training resources. Policies, directives, and materials required for operation and management of Service-unique tracks and for collocated training remain a participating Service responsibility.

(4) Be primarily responsible for consolidated course revisions and evaluations. A participating Service may visit its students and their respective courses at the host Service training site to gain information on the experience or success of these students. If the visit reveals a training problem or a change appears to be required, the participating Service will notify the host Service, in writing, outlining the problems and proposed changes. Every effort will be made to accommodate changes requested by the participating Service.

(5) Provide all necessary base operating support functions and ensure required DD Form 1144 (Support Agreement) is prepared according to the procedures in DODI 4000.19. MOAs/ISAs document the arrangements made and the responsibilities assumed by the parties concerned.

(6) In interservice training consolidations, obtain mutual agreement from the Services as to instructors, staff, and other overhead manpower requirements.

(7) Provide data to the participating Service in the format requested regarding entries, graduates, eliminations, recycling (setback/washback), and evaluation of their students.

(a) The host Service, during its annual requirements identification process, will request trained personnel requirements for a given fiscal year from participating Services.

(b) Projected fair-share instructor personnel requirements not previously identified will be given to the participating Service in sufficient time to meet class start dates.

(c) When by-name student confirmations are required, they will be in accordance with host Service requirements.

(8) Provide the fair share of instructor and school support personnel to support consolidated training.

(9) Approve leave requests for instructor, support, and student personnel. Either the host Service or the parent

Service, depending upon the existence of a support organization, may initially approve these requests. In either case, coordinate the leave request with the other Service if not otherwise specified. Apply regulations of the parent Service to areas such as conduct (to include military jurisdiction), appearance requirements, and wearing of the uniforms. Students attending other Service courses will abide by the host Service requirements for physical training as contained in the program of instruction (POI). Unless otherwise specified in the MOA, Services may conduct their own physical training outside curriculum scheduled times when the POI does not satisfy that Service's requirements.

(10) Arrange for staff visits to the interservice training site. Participating Services should coordinate with the host Service before the visit.

(11) Provide other Service instructors with equal access and participation in instructor recognition programs offered by the host.

c. Participating Services. When acting as a participating Service, each Service's training commander and/or his/her designated representative will—

(1) Furnish the estimated trained personnel requirements projected by fiscal year (FY) to the host Service in enough time to be included in the appropriate PPBE programming cycle. Programming cycles may vary among Services.

(2) Establish a POC to process trained personnel requirements and receive quotas for each Service.

(3) Provide the fair share of instructor and school support personnel to support consolidated training. Quota course instructor requirements will be identified by the host Service and provided to each participating Service for staffing at the conclusion of the host's annual planning cycle.

(4) Coordinate assignments of instructor and school support personnel with the host Service school and/or personnel activities. Military personnel remain administratively assigned to their parent Service, but consolidated assets are under the control of the host Service during academic hours as designated members of the school staff and will not be removed or used for other functions or details unless coordinated and agreed to by their parent Service. Likewise, participating Services may not utilize consolidated instructor/support personnel for details or functions during normal duty hours without the prior approval of the host. They are assigned to the host Service for the purpose of executing their training duties and responsibilities as designated members of the school staff.

(5) Coordinate inspector general visits with the host Service and course personnel in advance. Coordination will include the following:

(a) Scope of assessment and/or inspection.

(b) Number of personnel visiting.

(c) Length of stay.

(6) Participate in host Service evaluation data collection efforts.

(7) Coordinate with host Service when arranging for staff visits to the interservice training site.

d. Funding.

(1) For existing consolidated/collocated training including those where budget based transfers (BBT) have occurred, the host Service will budget and program resources to meet the requirements of the other Services, to include barracks and galleys, except for the following:

(a) Service-unique equipment and/or equipment maintenance. Service-unique consumable materials and or one-time costs not to include barracks/galleys associated with Service-unique facilities requirements of the participating Service.

(b) Personnel costs (pay and allowances such as clothing, subsistence, travel, per diem) and manpower for the administrative, instructor, and student personnel provided by the participating Service.

(2) In the event the U.S. Coast Guard needs to provide funding, it will be accomplished on a reimbursable basis via a Military Interdepartmental Purchase Request (MIPR) in place of a BBT to a DOD agency.

(3) If a participating Service desires immediate changes in mission/training requirement before the host can program for the change, the participating Service will provide the host with interim funding through a MIPRs/funding authorization document (FAD).

(4) Resource transfers between Services to implement an option will be handled as follows:

(a) Operations and maintenance (O&M) one-time costs identified for non-service unique requirements will be fairly shared.

(b) Services will submit to DOD the required resource transfers between Services/appropriations to support implementation of an approved option as part of the normal Office of the Secretary of Defense/Office of Management and Budget (OSD/OMB) budget submission. Proposed transfers must be supported by an approved MOA. Both mission and base support requirements, as appropriate, are reimbursable from the participating Service(s) until the resource transfers are included in the host Service's budget.

(c) O&M funds to be transferred will be amounts approved by the ITRO DEB/EB/FHPC or ITAB. O&M funding requirements will include mission and base support for all consolidated training; base support only will be included for collocated training and for Service-unique tracks of consolidated courses. Funding will be provided to the host Service by using MIPRs/FADs until budget based transfers (BBTs) realign interdepartmental funding. USCG will provide funding on a reimbursable basis via MIPR vice BBT to DOD agency. If mission/training requirements change prior to a BBT, MIPRs/FADs will be adjusted to reflect increases/decreases in requirements. Host service, in coordination with

each participating service, will initiate BBTs through the Office of the Secretary of Defense comptroller or Tricare management activity for health care transfers.

(d) Following the BBT, the host and participating Service(s) will prepare an interservice support agreement (ISA) to cover recurring reimbursable costs not included in the BBT. The ISA will be reviewed annually and updated as required.

(e) Funding for training that is no longer consolidated and for quota course conversions will be handled in accordance with ITRO resourcing rules of engagement (ROE) contained in the ITRO procedures manual.

7. Procedures

a. *Quota courses.* The criteria outlined below, in addition to factors peculiar to a specialty, will be considered in using quota courses to satisfy trained personnel requirements:

- (1) The adequacy of the training available to meet the job description or mission involved.
- (2) The capability of the Service conducting the training to meet the total training requirement of the other Services involved.
- (3) Whether some quota courses may require instructor resource commitments to meet desired training loads.
- (4) Whether participating Services use the quota courses exactly as presented to host Service members.
- (5) Whether minimum prerequisites established by the host Service will apply to the participating Services except when modified by agreement.

b. *Consolidated/collocated courses.* The following criteria will be used to evaluate and analyze cost-effectiveness of consolidation/collocation of Service training:

(1) All efforts should be made to use existing DOD facilities and equipment. Facilities modification or construction may be considered when offsetting or compensating savings or when improved training effectiveness/efficiency justifies such construction costs. If a major capital investment is required, the savings generated should amortize the investment within 10 years.

(2) Training programs will be analyzed for the possibility of consolidation or, if not feasible, collocation.

(3) Consolidated training should create savings or increased training effectiveness/efficiency through the development of common core curriculum and use of common equipment/facilities.

(4) Detailed budget quality costs will be approved by the DEB/EB/FHPC or ITAB.

(5) Services will consider reserve and surge training requirements in all interservice consolidations or collocations. Study groups will review mobilization POIs and either agree to use a common mobilization POI or to address potential adverse impacts in detail.

(6) Interservice course or system consolidation or collocation approvals will be evaluated on the basis of DOD cost/savings, improved training effectiveness/efficiency, and overall resource savings. A long-term, cost-effective action is the objective; however, improvement in training efficiency may offset increased costs.

(7) Personnel (instructor, staff, or student) increases associated with consolidations are normally programmed through the DOD PPBE process. Thus, consolidations requiring additional personnel, even if cost-effective, may have to be deferred until the affected Services can obtain the required manpower.

(8) Normally, consolidated/collocated training will be established at locations that can provide Government-furnished base facilities (housing, messing, and transportation) for students attending training courses. The host will provide facilities that meet or exceed minimum DOD standards for all consolidated/collocated courses and will attempt to provide the same standard for quota courses. Exceptions will be documented.

c. *Interim action.* During the interim period from the time an MOA is effective until the program and budget of the host Service conducting the training reflects the trained personnel requirements of the participating Services, the procedures below will apply.

(1) The host Service will give school or course quotas to participating Services within the maximum capability of the host Service's training resources.

(2) Both the host and each participating Service will furnish a fair share of support and instructor personnel in grades, specialties, and numbers as requested and agreed, based on proportionate share of student enrollment and as agreed to in the study costing documentation or MOA.

d. *After consolidation.* Changes in course curriculum will be made by the host Service to satisfy the requirements of the participating Service(s), provided these changes would not:

- (1) Adversely impact the course purpose, prerequisites, and duration.
- (2) Adversely affect the standards of achievement of the host and participating Services.
- (3) Increase manpower, facility, or equipment requirements unless programmed for and allocated by the applicable Service.

(4) Adversely affect the host Service resources committed in the MOA/ISA.

e. *Minimum requirements.* Minimum prerequisites established by the host Service will apply to the participating service except when modified by agreement.

f. Certificates or letters of completion. The host Service will provide certificates or letters of completion for multiservice training courses. The parent Service will provide certificates or letters for collocated courses.

(1) The host Service will provide participating Services with information on college-level credit recommendation for completed training.

(2) When seeking course review by the American Council on Education (ACE), the host Service will provide course numbers for each participating Service to ensure that ACE recommendations apply to each Service.

g. Distributed training/learning.

(1) The originating Service is primarily responsible for distributed training/learning courses and programs, except for those consolidated by interservice action.

(2) Each Service will accept a properly approved enrollment application as evidence of qualification for enrollment. The application, with approval, will be sent directly to the Service providing the distributed training/learning courses and programs.

(3) Each Service will correspond directly with enrolled students from other Services on course/program material, academic standards, and other administrative matters when the primary interest is between the student and the course/program administrator.

(4) Each Service will furnish completion certificates or letters of completion for courses and/or programs successfully completed by members of other Services.

(5) Services will carry on a free exchange of information related to distributed training/learning courses and programs. Services will—

(a) Submit progressive ideas and information about giving and using these courses and programs to the SC.

(b) Furnish information copies of new or revised publications, courses, and programs as requested by other Services.

(c) Develop interoperable courses and programs containing sharable material, making instructional content having general application to all military Services available for adoption by and integration into the programs of the Services upon request.

8. Additional guidance

Further amplification of this regulation is contained in the ITRO Procedures Manual.

Appendix A References

Section I Required Publications

This section contains no entries.

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication.

DODI 4000.19

Interservice and Intragovernmental Support (Available at <http://www.dtic.mil/whs/directives/>.)

The Interservice Training Review Organization Procedures Manual

The Interservice Training Review Organization Procedures Manual. (The ITRO Procedures Manual may be obtained through the following addressee: Director, Training and Education Division, ATTN: C474, 3300 Russell Rd., Quantico, VA 22134-5001.)

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

DD Forms are available from the OSD Web site, www.dior.whs.mil.

DD Form 1144

Support Agreement

Glossary

Section I Abbreviations

AETC

Air Education and Training Command

BASOPS/BOS

base operations support

BBT

budget based transfer

CNO

Chief of Naval Operations

COCOM

Combatant Commander

DA

Department of the Army

DCS

Deputy Chief of Staff

DEB

Deputy Executive Board

DOD

Department of Defense

DODI

Department of Defense Instruction

EB

Executive Board

FAD

funding authorization document

FY

fiscal year

HQDA

Headquarters, Department of the Army

HQMC

Headquarters, Marine Corps

HQ USAF

Headquarters, United States Air Force

HQ USCG

Headquarters, United States Coast Guard

ISA

Interservice Support Agreement

ITRO

Interservice Training Review Organization

MIPR

military interdepartmental purchase request

MOA

memorandum of agreement

NETC

Naval Education and Training Command

O&M

operation and maintenance

OMB

Office of Management and Budget

OSD

Office of the Secretary of Defense

POC

point of contact

POI

program of instruction

PPBE

planning, programming, budgeting execution

TECOM

Training and Education Command

TRADOC

Army Training and Doctrine Command

Section II**Terms****Budget based transfer (BBT)**

Adjustments to the Future Years Defense Plan (FYDP) to include either the budget estimate submission (BES) or the program budget decision (PBD) cycle.

Collocated school or course

A school or course used by one or more Services on another Service's installation in which classroom facilities and equipment may be shared. Training policies, curriculum, and instructor requirements are determined by the Service(s) conducting the training. The Service conducting the training is responsible for all mission costs associated.

Common core

The portion of a course consolidated between two or more Services.

Consolidated school or course

A school or course consisting of a curriculum developed by two or more Services. The school or course faculty includes fair-share instructor representation from all participating Services and the host Service. The curriculum may be common throughout or consist of a common core plus Service-unique tracks. Training policies, directives, materials, and personnel requirements are determined by mutual agreement between the Services involved.

Cost-effectiveness

The analysis and determination of the most efficient and effective way to consolidate or collocate training using standard costing methodologies, measurable efficiencies, quality of life, and training.

Defense school or course

A school or course provided to two or more military Services by a designated Service or agency under the authority of the Office of the Secretary of Defense.

Distributed training/learning

Any training conducted without requiring the physical presence of an instructor in residence. These courses are developed and approved by a military service to meet a specific training requirement of that Service for career development, skill acquisition or progression, or self-improvement.

Evaluation

A series of milestones and measures inserted throughout the ITRO process, to include students in the field after course completion, for the purpose of achieving continuous product improvement.

Executive agency

A formal assignment to a Service, by the Office of the Secretary of Defense, of responsibility for specific subject training.

Fair share

Instructor, support personnel, and other resources, determined through initial ITRO studies and or adjusted through on-going reviews, based on the proportionate share of the student population.

Host Service

Normally, the Service on whose installation the training is conducted.

Interservice Executive Order (IEO)

The IEO is a document used by the Secretariat to document key ITRO decisions related to approval of consolidations, collocations, deconsolidations, withdrawals, policies, procedures, and resources.

Interservice training

Two or more Services training together, including consolidated, collocated, quota or DOD Executive Agent courses. It does not address Joint doctrine, tactics, techniques, and procedures.

Joint course

A complete unit of instruction, based on Joint doctrine, consisting of a single lesson to a series of lessons, on a given subject to support Joint training of individuals to perform duties as a Joint force commander, a Joint staff member, or Joint force component staff member.

Joint training

Military training based on Joint doctrine and tactics, techniques, and procedures to prepare Joint forces and/or Joint staffs to respond to operational requirements deemed necessary by the combatant commanders to execute their assigned missions. Note: Deviations from these criteria may be made at the discretion of the respective combatant commander. For instance, regional exercises focused on such Combatant Commander (COCOM) priorities as coalition building, overseas presence and access, demonstrating national resolve, and visible support for allies/coalition partners could be included in the COCOM Joint Training Plan.

Lead Service

Service assigned or responsible for school/course administration, curriculum management, and seat assignment or quota management. In most cases, host Service is the lead Service.

On-site training

A form of training conducted at a specified location, such as that given by a mobile training team, a new equipment training team, a field training detachment, a video teletraining agency, or a factory (contractor) representative.

Parent Service

The Service to which personnel are permanently assigned.

Participating Service

The Service that receives training from or conducts training at another Service's training location/base.

Program of instruction (POI)

A requirements document that provides a general description of course content, duration of instruction, and types of

instruction and lists training resources (see list of possible training resources below) required to conduct peacetime and mobilization training in an institutional setting.

Quota course

An Interservice course managed, controlled, and conducted by one Service or agency that may be used by another Service to satisfy a training requirement when training capacity is available. The Service desiring training must request and obtain quotas from the Service or agency conducting the course. Requests for quotas must be made during the providing Service's annual quota planning cycle. Instructor requirements incurred through this process will be identified by the host Service and provided to each participating Service, for staffing, at the conclusion of the annual quota planning cycle. Participating Services may recommend changes/modifications to curriculum, but decision authority remains with the host Service. Participating Services use the course exactly as presented to host Service members.

Resident training

Training conducted at a school or activity operated by a military Service to meet a specified training requirement.

Training requirements

The number of personnel required to be entered into a specific course to meet commitments of the military Services concerned.

Training resources

All types of materials, equipment, personnel, facilities, and activities (Government and contract) used to support training. Training resources include, but are not limited to, training publications, training literature, technical manuals, correspondence or extension programs, training aids, training equipment, training support services (to include housing), training research and development materials, training ranges and facilities, automated data processing/automated data processing equipment, and instructor and support personnel.

Section III

Special Abbreviations and Terms

This section contains no entries.

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