# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7
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CJCSI 3500.02A
17 May 2011

## UNIVERSAL JOINT TASK LIST (UJTL) POLICY AND GUIDANCE FOR THE ARMED FORCES OF THE UNITED STATES

References:     Enclosure E.

1. Purpose.  This instruction establishes the Chairman of the Joint Chiefs of Staff policy, guidance, and responsibilities for implementation of the UJTL program.

2. Cancellation.  CJCSI 3500.02, 1 February 2008, "Universal Joint Task List (UJTL) Policy and Guidance for the Armed Forces of the United States," is superseded by this publication.

3. Applicability.  The policy and procedures herein apply to the combatant commands, Services, Reserve Components (RC) (to include the National Guard), combat support agencies (CSAs), Joint Staff, and joint organizations.

4. Policy.  See Enclosure A.

5. Definitions.  See Glossary.

6. Responsibilities.  See Enclosure B.

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

    a.  Emphasize organizational point of contact (OPOC) task ownership and empowerment to provide organizational quality control.

    b.  Reemphasize use of the UJTL Task Development Tool (UTDT) as the primary mechanism to submit, staff, and coordinate proposed task additions, deletions, or changes.

c.  Delete task management process steps, which are found in reference d.

d.  Clarify the elements of a correctly written universal joint task (UJT).

e.  Clarify authoritative and non-authoritative task elements.

f.  Eliminate Subject Matter Lead, Subject Matter Organization, and Subject Matter Expert from UJT process and lexicon.

8.  <u>Releasability</u>.  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 the Internet from the CJCS Directives Home Page--http://www.dtic.mil/cjcs_directives.

9.  <u>Effective Date</u>.  This instruction is effective upon receipt.

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Director, Joint Staff

Enclosures:

A – Policy and Guidance
B – Responsibilities
C – Universal Joint Task Fundamentals
D – Integration with other Programs and Systems
E – References
GL – Glossary

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ENCLOSURE A

POLICY AND GUIDANCE

1. <u>Intent</u>.  This instruction provides CJCS policy and guidance governing the development and maintenance of UJTs and use of the UJTL.  This instruction directs that:

    a.  The Chairman's authoritative system of record for UJTs is the online version of the UTDT available via the Joint Doctrine, Education and Training Electronic Information System (JDEIS).  The UTDT facilitates submission, staffing, and coordination of proposed task additions, deletions, and changes.

    b.  The minimum required elements of a UJT are task number, task title, task description, measures, and joint doctrinal reference.  The authoritative elements of the UJT are task number, task title, and task description.  A task note/background, measures, and joint doctrinal references are non-authoritative.  Authoritative elements must be maintained current and require staffing and coordination with the UJTL Development Community (UDC) and approval by the Director, Joint Staff.  Non-authoritative elements are administrative in nature, are not regularly updated, and are not subject to staffing or non-concurs from the community.  They will be reviewed by the UJTL Program Manager (PM) and approved by the Joint Staff J-7 (Enclosure C, paragraphs 4a and b).

    c.  Additional task detail (ATD) for selected UJTs provide supplementary non-authoritative contextual information and may include critical elements, Service doctrinal references, supporting joint and Service task references, and operational viewpoints, systems/services viewpoints, and all viewpoints diagrams, if applicable.  ATDs are developed and maintained at the discretion of OPOCs either when they submit a new task or as recommended modifications.

    d.  The joint/agency mission-essential task list (J/AMETL) is the list of joint/agency mission-essential tasks (J/AMETs) selected by a commander/director to accomplish an assigned or anticipated mission.  Following mission analysis, commanders/directors select tasks from the approved UJTL database in the development of their respective J/AMETL, as specified in reference a.  The J/AMETL includes associated tasks, conditions, standards, and the identification of any required staff, subordinate unit, and/or command-linked tasks.  The J/AMETL is created in the Defense Readiness Reporting System (DRRS) (reference b) for readiness reporting.  The Joint Training Information Management System (JTIMS) imports the JMETL for use in the Joint Training System (JTS) Phase II for identifying joint training requirements and objectives

as well as planning and tracking joint training program activities (reference c). JTIMS provides a clearly definable thread linking mission capability requirements to the execution and evaluation of training audience performance, and provides the means to assess training and mission proficiencies against identified mission capability requirements.

2. <u>UJTL Description</u>

    a. The UJTL serves as a library of mission tasks in a common language and functions as a foundation for planning, readiness reporting, joint training, and joint military operations across the range of military operations. The UJTL enables the retrieval of information related to accomplishment of a specific task through its linkage to doctrine and other DOD systems, allowing users to review planning, training, readiness, and lessons learned.

    b. The UJTL supports the Department of Defense in joint capabilities-based planning, joint force development, exercise support, experimentation, joint lessons learned, and joint training and education. It is the basis for a common language for combatant commanders, agency directors, and others to describe, through the selection of tasks for their JMETL, "what" they must do to accomplish their missions, and defines these required capabilities with a list of essential tasks, relevant conditions under which the tasks must be performed, and standards for task performance.

    c. UJTs define current and potential joint capabilities of the DOD. Joint commanders/agency directors articulate applicable standards for task accomplishment within a stated set of conditions for their selected mission tasks. Conditions vary in relation to the prevailing military, civil, and physical environment impacting the execution of the task. UJTs are referenced to joint publications that provide specific information on the task and explain how the task is accomplished. References linked to a UJT provide details of how to perform the task. References that merely mention the task in relation to another subject shall not be included as an element of a task.

3. <u>Linkages</u>. The UJT approach and terminology help structure joint training, readiness reporting, joint capability development, operations, planning, learning continuum, lessons learned, and other programs. UJTs are linked functionally and at a level of war (LOW) within the UJTL structure. When assembled into mission-essential task lists (METL), tasks can be linked vertically and horizontally to reflect command relationships and dependencies. Moreover, to aid commanders in visualization, tasks can be sequenced or linked to construct an operating concept or activity model diagram.

4. Universal Joint Task Management

   a. Tasks are developed and then used to support both readiness reporting and joint training as depicted in Figure A-1. OPOCs submit candidate tasks or modifications to existing tasks on behalf of their respective organization using the UTDT. Typically, the OPOC works with organizational functional experts to develop candidate tasks or modifications to existing tasks. Candidate tasks are adjudicated, through staffing within the UDC, and when approved, posted in the UJTL which is available through the JDEIS database for use by combatant commanders, agency directors, and others to develop their J/AMETL and report their readiness status through the DRRS enterprise.
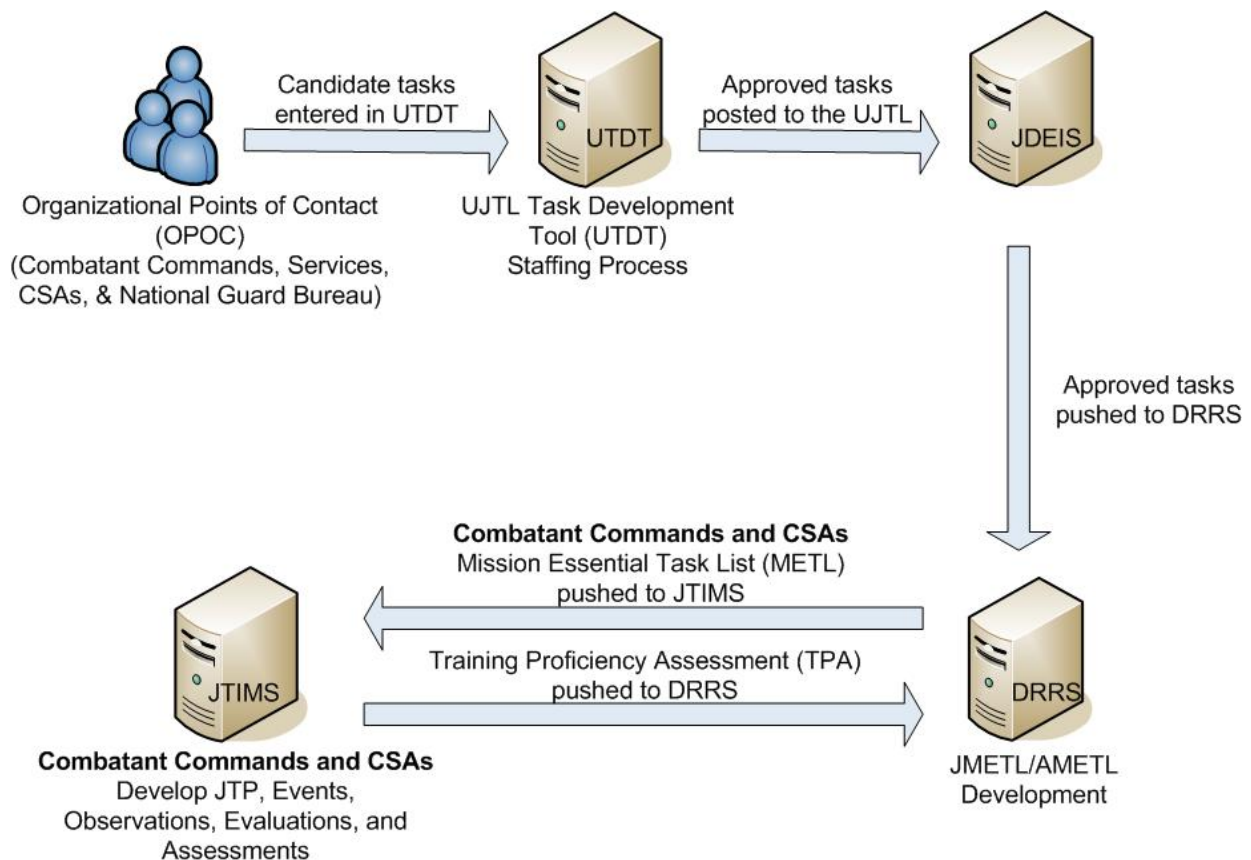


Figure A-1. Life of a Universal Joint Task

   b. The command OPOC is the key organizational position for management and maintenance of tasks within the UJTL. The OPOC is the focal point for task development within their organization, and is responsible for compliance with this document. Enclosure B and reference d provide guidance on OPOC roles and responsibilities.

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ENCLOSURE B

RESPONSIBILITIES

1.  <u>The UJTL Development Community</u>.  The UDC consists of the Chairman of the Joint Chiefs of Staff, the combatant commands, Services, Reserve Components, CSAs, and Joint Staff (Figure B-1).  The responsibilities of the various members are outlined below:

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**UJTL Development Community (UDC)**

**Chairman of the Joint Chiefs of Staff**

**Combatant Commands**
 U.S. Africa Command
 U.S. Central Command
 U.S. European Command
 U.S. Northern Command/NORAD
 U.S. Pacific Command
 U.S. Southern Command
 U.S. Special Operations Command
 U.S. Strategic Command
 U.S. Transportation Command

**Services**
 United States Army
 United States Navy
 United States Air Force
 United States Marine Corps
 United States Coast Guard

**National Guard Bureau**

**Joint Staff Directorates**
 J-1, J-2, J-3, J-4
 J-5, J-6, J-7*, J-8

**Combat Support Agencies**
 Defense Contract Management Agency
 Defense Information Systems Agency
 Defense Intelligence Agency
 Defense Logistics Agency
 Defense Threat Reduction Agency
 National Geospatial-Intelligence Agency
 National Security Agency

**Note**: * Manages UJTL program for CJCS

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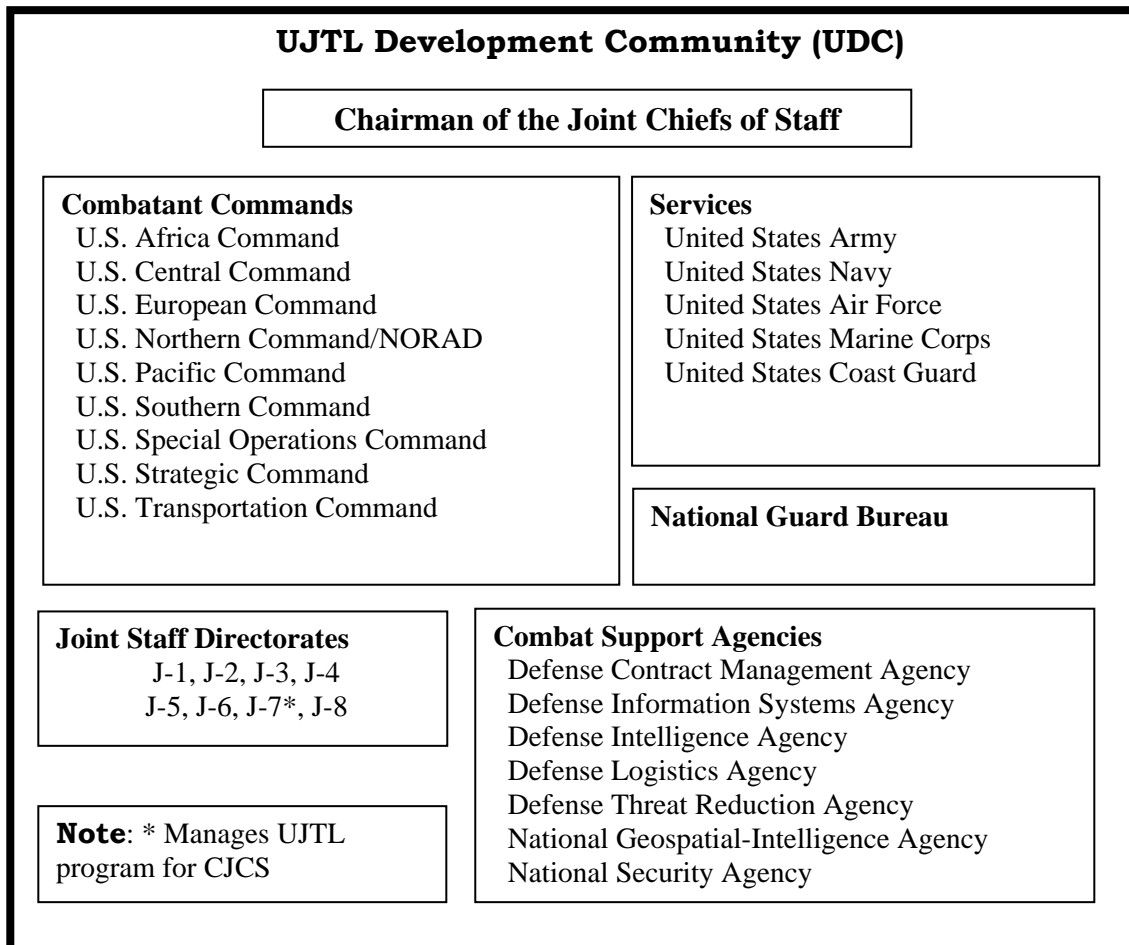Figure B-1. UJTL Development Community

2.  <u>The Chairman of the Joint Chiefs of Staff</u>.  Per 10 USC 153(a) (5), the Chairman of the Joint Chiefs of Staff has overall responsibility for "formulating policies for the joint training of the armed forces."  The Chairman will, in coordination with the other members of the Joint Chiefs of Staff and combatant commanders, approve UJTL policy changes.

a. <u>Director, Joint Staff</u>. The DJS is the designated approval authority for UJTL actions as specified in Enclosure C, paragraph 4.a. on behalf of the Chairman of the Joint Chiefs of Staff.

b. <u>Joint Staff Directorates</u>. Directors will:

(1) Designate a primary and alternate OPOC for all UJTL matters.

(2) Assume responsibility as OPR for all UJTs which fall within their functional area of expertise, as designated by the DJS.

c. <u>Joint Staff J-7, Director for Operational Plans and Joint Force Development</u>. The DJ-7 is responsible to the Chairman of the Joint Chiefs of Staff for managing the UJTL development process as specified in Enclosure C, paragraph 4.b. The DJ-7 is responsible for:

(1) Advising the Chairman on all policy and guidance concerning the UJTL development process.

(2) Articulating strategic program or executive requirements.

(3) Chartering and chairing the UJTL User Advisory Group (UUAG) sessions at the Worldwide Joint Training and Scheduling Conferences (WJTSC).

(4) Approving policy and milestones for development, integration, and implementation of the UTDT automated application in support of the UJTL program.

(5) Approving overall integration of UJTL with training and information policy, plans, procedures, resources, hardware, and connectivity. Additionally, the DJ-7 approves policy for UJTL integration with other automated information systems within the Department of Defense.

(6) Approving and providing funding to the UJTL program.

(7) Approving strategic plan and resource requirements for the program.

(8) Enhancing the awareness of the UJTL by educating the military community and emphasizing UJTL features using various forms of media.

(9) Performing UJTL and UTDT program management by assigning a UJTL PM and designating UJTL Program Integrators.

d. <u>Joint Staff J-7 UJTL PM</u>.  The UJTL PM has overall responsibility for the UJTL program and plan, provides guidance for the various components, and ensures successful development and implementation throughout the program life cycle.  The PM is responsible for:

(1)  Establishing the appropriate processes and systems to ensure compliance with established policy and procedures.

(2)  Planning, requesting, coordinating, and managing UJTL resources.

(3)  Establishing and monitoring the progress of the UJTL development system and providing assistance, as required, to ensure complete coordination and timely completion of all UJT change requests.

(4)  Publishing and electronically distributing approved UJTL changes.

(5)  Managing the development and deployment of the UJTL on JDEIS.

(6)  Developing policy for UJTL integration with other information systems within the Department of Defense that establishes overall integration of UJTL with training and information policy, plans, procedures, resources, hardware, and connectivity.

(7)  Providing strategic input and recommendations for the UUAG when prioritizing change requests.

(8)  Developing policy and milestones for development, integration, and implementation of the UTDT application in support of the UJTL program.

(9)  Conducting initial/final staffing of UJTL change requests IAW established Joint Staff UJTL coordination process and procedures:

(a)  After completion of initial review/vote:

<u>1</u>.  Determining whether a submission requires full staffing action.

<u>2</u>.  Determining whether a task meets formatting requirements set forth in reference d and, if not, putting the task in OPOC rework status.

(b)  After completion of final review/vote, processing submissions for final approval IAW the procedures herein and in reference e.

(10)  Performing life cycle management for the UJTL to include resource requirements identification and allocation and management processes

necessary to achieve satisfactory support across development, procurement, integration, training, and maintenance.

(11) Providing appropriate integration, functional, and technical expertise to support the UJTL program and development process.

(12) Conducting periodic review of the UJTL to determine if tasks should be deleted from the UJTL.

e. Joint Staff J-7 UJTL Program Integrator(s). UJTL Program Integrators support UJTL design, development, management, integration, execution, and maintenance. The program integrators provide day-to-day management support to the UJTL PM by providing analysis and recommendations to the development team and user community. The program integrators are responsible for:

(1) Defining and articulating strategic integration requirements for the UJTL with other automated information systems.

(2) Overseeing the collection of functional automation requirements needed for the integration of UJTL data with other information management systems and automated support tools.

(3) Facilitating an integrated process team (IPT) to integrate all essential activities to optimize design, maintenance, and supportability processes.

(4) Providing appropriate Joint Staff coordination between UJTL and the other information systems interfacing with it (i.e., JOPES, JTIMS, Joint Lessons Learned Information System (JLLIS), DRRS, etc.).

f. Joint Staff/J-7 UJTL Coordinator. The UJTL coordinator is the Joint Staff/J-7 designated representative(s) charged with administrative support of the UJTL development process. The UJTL coordinator is responsible for:

(1) Coordinating with the UDC on developing and submitting recommended changes to the UJTL and providing assistance in the use of the UTDT.

(2) Conducting an FEA of all UJTL submissions and providing an appropriate recommendation for disposition.

(3) Assigning UJT hierarchy placement.

(4) Receiving routine submissions from the OPOC. Coordinate the staffing of submissions as directed by the UJTL PM. Providing feedback to the

OPOC as required and returning submissions requiring additional clarification to the OPOC for re-analysis.

(5) Performing administrative functions within the UTDT system.

3. <u>Combatant Commands, CSAs, Services, and National Guard Bureau (NGB)</u>. Combatant commands, CSAs, Services, and NGB are responsible for:

a. Ensuring their respective commands are in compliance with this instruction and have appointed an OPOC(s) to fulfill roles and responsibilities laid out in this instruction.

b. Appointing a primary and alternate OPOC for all UJTL matters. Provide contact information, including name, phone number(s), and e-mail addresses (SIPRNET and NIPRNET) to Joint Staff/J-7 via memorandum. OPOCs must follow guidelines set forth in this document and reference d.

c. Providing organizational OPOC and/or planner-level representatives in a position of authority and grade to the UUAG to support and vote on their command, agency, or Service positions.

d. Participating in WJTSC and UUAG actions.

4. <u>UJTL User Advisory Group</u>. The UUAG is the planner-level body representing the membership of the UDC, chaired by the Joint Staff/J-7 Chief, Joint Exercise Division or his designated representative, which provides recommendations on UJTL policy and procedures that are approved by the Joint Staff/J-7, for the Chairman of the Joint Chiefs of Staff. In addition, the UUAG will provide a forum to discuss the future direction of the UJTL program, to include updates to this policy instruction.

a. The UUAG is responsible for the assessment of the UJTL program objectives and requirements.

b. The UUAG has the responsibility and authority to make decisions on the interrelated functional and organizational characteristics of the UJTL and UTDT.

c. The UUAG provides the formal mechanism for approving UJTL program requirements.

d. UUAG members may designate additional organizational representatives to act on their behalf, but in all cases, the decisions approved by majority vote of the UUAG members are the planner-level coordination of their organization.

e.  Members of the UDC may recommend changes to the UJTL development process, the UTDT, and other UJTL-related areas to the UUAG.

5.  <u>Organizational Point of Contact</u>.  OPOCs are responsible for compliance with this instruction and the process described in reference d and will:

a.  Serve as the Service, combatant command, NGB, or CSA point of contact for all UJTL matters to help ensure continuity.  Provide development assistance and UJTL process expertise when required.

b.  Solicit and initially vet UJTL submissions within their organization.

c.  Conduct initial organizational FEA of UJT submission to ensure compliance with process guidelines in reference d.

d.  Submit UJT candidates and change requests to the UJTL coordinator through UTDT following OPOC initial organizational FEA.

e.  Collect and adjudicate command action officer positions and comments/ recommendations during initial review/vote and command planner positions (including General Officer/Flag Officer statement of nonconcurrence if appropriate) during final review/vote.

ENCLOSURE C

UNIVERSAL JOINT TASK FUNDAMENTALS

1.  UJTL Construct.  The UJTL consists of several "libraries." The task library contains the UJTs.  Each UJT provides a menu of potential measures to assist commanders, planners, and trainers in defining mission capability requirements.  Additionally, a conditions library includes environmental descriptions – physical, military, and civil – that may impact mission performance.  Conditions are selected and applied following selection of a task for an organizational METL.  These libraries of UJTs, potential measures, and conditions are available via the JDEIS.

2.  Universal Joint Tasks.  A UJT identifies "what" is to be performed in terms common to the combatant commands, Services, RC, CSAs, Joint Staff, and joint organizations.  UJTs do not address a particular materiel, weapon, or information system to be used.  The task description does not address "how" or "why" a task is performed (found in joint doctrine or other governing criteria), or "who" performs the task (found in the commander's concept of operations and joint doctrine).  The UJT does not contain names of specific individual units or organizations.  Thus, a UJT is a "universal" task – adaptable and adjustable to describe the mission requirements of **any** appropriate organization through the application of tailored conditions and standards.

    a.  A UJT is always a single task and only includes a single "what" of the task.  That is, the object of the action verb can be a singular or plural form of a noun (eat cake or eat cakes) but not more than one noun (eat cake and apples).  UJTs may not be operations since multiple actions (tasks) are performed in an operation.

    b.  A task consists of a single action verb.  Use of multiple verbs denotes multiple tasks.  The use of words such as "by," "through," or "during" usually leads to describing the "how" of the task; i.e., "how" a task is to be performed as opposed to "what" is to be performed.  "How" a task is to be performed resides in doctrine, concepts of operations, standard operating procedures, etc., and can also be described using the conditions and measures portion of a mission-essential, command-linked, supporting, or mission task.

    c.  Tasks shall not be duplicative of other existing UJTs.  This includes identical tasks at different LOW and/or object (the "what") described in another task.  Tasks at different LOW should be significantly different actions (i.e. "Provide" vs. "Conduct").  New UJT submissions that merely specify a particular type of task or a particular entity performing the task are not

appropriate (e.g. irregular warfare, special operations planning, etc.), vs. operations planning).

    d.  The LOW provide a framework to organize, characterize, and discuss tasks.  The UJTL is organized into four LOW: Strategic level - National military tasks (SN), Strategic level - Theater tasks (ST), Operational-level tasks (OP) and Tactical-level tasks (TA).  Commanders/directors are not limited to selecting tasks within the level of war in which they operate (e.g., a Joint Task Force commander may select an SN level task within his/her JMETL if the action is consistent with the mission).  They may select tasks at any LOW, if the action in the task, tailored with conditions and standards for their organization, meets their requirements.

3.  <u>Joint Tasks</u>.  Only joint tasks shall be included in the UJTL.  Joint tasks are actions or processes accomplished by a joint organization under joint command and control using joint doctrine.  They are assigned by joint force commanders to be performed by subordinate joint forces.

    a.  Joint tasks provide the means to clearly define and generate military capabilities required by authoritative national-level guidance, directives, policy, and doctrine.  A joint task shall have a basis in and be referenced to joint doctrine that is contained in a joint publication or an approved joint concept. Acceptable references to establish UJTL tasks include joint doctrinal publications; approved joint concepts; Chairman's instructions and manuals; other Joint Staff guides, instructions, manuals, and notices; and DOD directives, manuals, and instructions.  Joint doctrine or approved joint concepts identify "how" a UJT is performed and should provide enough definition of the activity to contribute to the development of a task description. Multi-Service doctrine and Air Land Sea Application Center developed multi-Service tactics, techniques, and procedures may be referenced only for tactical LOW tasks.  Examples of references that are not appropriate include federal law, rescinded or superseded publications, the Unified Command Plan, concepts of operation, memoranda of agreement, Federal Acquisition Regulations, etc.  In exceptional cases, the Joint Staff J-7 will determine applicability of the references.

    b.  Service tasks are, by their nature, not joint and are documented in appropriate supporting Service task lists.  Service tasks, however, may be identified as linked to UJTs to show that they support joint tasks.  Services have the responsibility to link their tasks to tactical level UJTs to demonstrate their capability to support joint tasks.  Service tasks are available via JDEIS.

4. <u>Authority to Approve Changes to the UJTL</u>

a. The DJS will approve all new UJTs. Additionally, the DJS will approve modifications to existing UJTs that modify any of the authoritative task elements: task number, task title, and task description.

b. The DJ-7 will approve both new, and modifications to existing, non-authoritative task elements as well as any modifications to existing task notes, measures, joint doctrinal references, and the non-authoritative ATD. The DJ-7 will approve changes to the list of conditions. Requests for changes to conditions must be submitted via memorandum to DJ-7. The DJ-7 will also approve administrative deletion of unused or outdated tasks.

c. Due to the fluid nature of the UJTL and joint publication hierarchies, references to appropriate joint and Service doctrinal publications in each UJTL task will be maintained dynamically by subject matter experts. Updating these references requires no formal approval; however, these changes must be submitted through UTDT by the OPOC following UC review.

5. <u>Mission Essential Task Standards and Conditions</u>. Following mission analysis, commanders or agency directors select the "best fit" task from the UJTL for their J/AMETL, and then further define and customize the task for the respective mission and capabilities by applying standards and relevant conditions. Conditions are selected from the UJTL conditions library list. A MET standard consists of a measure and its criterion. The UJTL provides sample measures for each task, but organizations may also develop their own. After a measure is selected, the organization must determine the criterion (see definitions below) for their standard (i.e. what is good enough, fair, poor, etc.).

a. <u>Conditions</u>. Conditions describe the operational environment for the task. Conditions are defined as "those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance." Only relevant conditions should be selected for METs. Conditions frequently express a level of difficulty. The joint commander or agency director responsible for specific mission tasks will articulate the applicable standards for task accomplishment within a stated set of conditions. Conditions are variable in relation to the prevailing military, civil, and physical environment impacting the execution of the task.

(1) Conditions are selected from the menu in the UJTL. An example of a condition related to task SN 1.2.6, (Figure C-1) would be C 2.5.1.1 TPFDD Availability (Partial).

(2) A MET condition should specify the descriptor associated with the condition's title which reflects the expected level of difficulty for task performance.

b.  Each J/AMETL task is assigned an OPR which is responsible for managing a JMET for the commander or a staff task for the JMET OPR.  These responsibilities include developing and coordinating multiple tasks which include: conditions, standards, staff tasks, subordinate unit tasks and command-linked tasks, as well as ensuring training and readiness assessments are conducted monthly.  The OPR may be from one of several organizations responsible for performing the task.  An example task for illustrative purposes is "SN 1.2.6 – Conduct Redeployment," (Figure C-1).

c.  Standard.  A standard is the quantitative or qualitative level of performance necessary for task and mission success.  Mission-essential task standards for joint forces are defined by the joint force commander and consist of a measure and criterion with operator (<= or >=) represented on an established scale.

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## Tasks, Conditions, Standards (Measures & Criterion)
### SN 1.2.6  Conduct Redeployment

**Task** {

**Task Description:** Conduct redeployment of US and other designated personnel and equipment from theater of operations/joint operations areas, often using  the retrograde capacity of mobility assets during strategic deployment operations.

**Conditions** {

**Condition:  C 2.0 Military Environment**
**C 2.5.1.1 TPFDD Availability**
Availability of time-phased force and deployment data needed to execute a deployment.  **Descriptor:** Partial
 **C 2.5.1.2 Deployment Lead Time**
The amount of time to travel from home station to arrival where the unit will be deployed.  **Descriptor:** Moderate
**Condition:  C 3.0 Civil Environment**
**C 3.2.1 Language**
The spoken and written means of communication. **Descriptor:** Other

**Standards** {

| Number | Criterion | Scale | Measure Description |
|---|---|---|---|
| M5 | >90 | Percent | Of cargo aircraft leave theater below capacity (with items awaiting transport). |
| M9 | >95 | Percent | Of sealift leave theater below capacity (with items awaiting transport). |
| M3 | <12 | Hours | Measure Description: (Unclassified) Delay for personnel awaiting movement. |

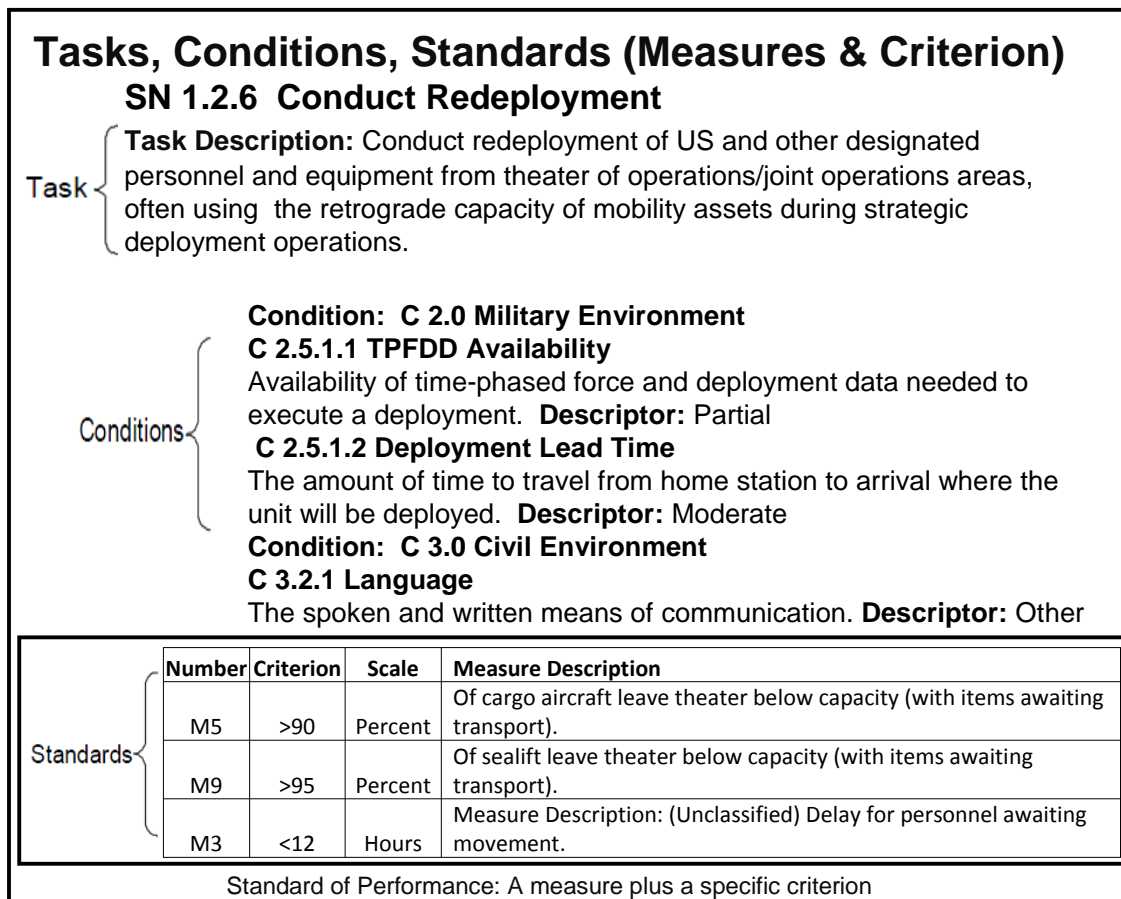Standard of Performance: A measure plus a specific criterion

Figure C-1: Task, Conditions, and Standards Example

(1)  Measure:  A parameter that provides the basis for describing varying levels of task performance.  The measure consists of a scale and a description/

nomenclature. Scales are often expressed as generic quantifiers/qualifiers such as hours, days, percent, occurrences, minutes, miles, or other command stated measure. There will be no more than five to ten measures per task. A representative measure in the UJTL for SN 1.2.6 is "Percent of cargo aircraft leave theater below capacity (with items awaiting transport)" (Figure C-1).

     (2) <u>Criterion</u>: The value for the acceptable level of performance associated with a particular measure, either selected from the UJT sample measures or developed by the commander. A commander/director should base a criterion (e.g. 2 hours, 4 occurrences, 30 minutes, etc.) on the generic scale stated in the measure (e.g. # of hours, # of occurrences, # of minutes, etc.) achievable in the environment defined by the conditions descriptors. In this case, the criterion is based on the scale of "percent," given adequate systems reliability, proficient people, and continuous communication connectivity. The commander/director will assign a value to the criterion, based on mission requirements. In the standard above, the criterion is "greater than 90 percent," (Figure C-1). Once a criterion is assigned to a measure, the combined measure and criterion become the "standard" of performance in the specified conditions.

6. <u>UJTL Applicability</u>. If an existing approved UJT does not fully describe the action or function required by a commander, the first method of remediation is to use conditions and standards to set the parameters of the task more accurately. When specific conditions and standards cannot adequately meet the commander's task description requirements, the task submission process detailed in reference d must be followed to recommend a new UJT.

7. <u>UJTL Authoritative Database</u>. The UJTL is maintained as an enduring, yet dynamic Web-based menu of tasks, conditions, and measures requiring sustainment through continual updating and modification. The online UTDT UJTL database is the authoritative source for the UJTL and supersedes all printed or electronic versions of the UJTL. The UJTL authoritative database resides on JDEIS (reference f). Legacy tools that provide search, browse, alternate database, and spreadsheet access (Horse Blanket) are updated periodically.

8. <u>UJTL Task Development Tool (UTDT)</u>. The UTDT will be used by the UDC to staff proposed additions, deletions, or changes to UJTs and measures. This tool will facilitate front end analysis (FEA) and coordination of tasks pending approval. The UTDT facilitates the submission, authoring, distribution, staffing for comment entry and collection, and comment adjudication functions. The UTDT enables the UJTL submission process to be streamlined and facilitates the up-front analysis and coordination required for a task to be approved for the UJTL. Instructions on the use and operations of the UTDT can be found on the UTDT SIPRNET portal on JDEIS. UTDT is currently the only method to access the JDEIS UJTL database in real time. Once changes

are approved in the UTDT; DRRS, JTIMS, and JDEIS (both NIPRNet and SIPRNet) are updated. Legacy tools are updated quarterly.

9. <u>UJTL Submission Process</u>. The UJT development and change request process includes procedures for approving a new task, revising an existing task, or deleting a task. This UJTL submission process is accomplished using the UTDT. The UTDT is the required tool for proposing, analyzing, and approving change requests. OPOCs manage the UTDT for their respective organizations. The Joint Staff Action Processing – Modernization (JSAP-M) system will only be used to obtain official task approval by the Director, Joint Staff of task submissions that have been coordinated using the UTDT. The UJTL submission process is described in detail in reference d. Tasks that are submitted that are not deemed consistent with this policy and the guidelines contained in reference d are placed in OPOC Rework within UTDT by the UJTL Coordinator following Front End Analysis. Notification that a submitted candidate or change request was placed in OPOC Rework will be received by the submitting OPOC. The UC will specify the rationale for the task inconsistency or unacceptability within the task details and history in the UTDT. If the task is not resubmitted or dropped by the OPOC within two weeks, the task will move to the "OPOC Dropped" archive within the tool.

10. <u>Future of UJTL</u>. As joint operations mature, the need to expand the UJTL to encompass more organizations and their associated tasks may occur. The UJTL will evolve along with joint operational concepts and application. It could become a larger task library, or a collection of interlinked task libraries.

11. <u>Joint Capability Area (JCA) Linkage</u>. The Joint Capability Area Management System (JCAMS) contains the latest mapping of UJTs to JCAs (reference g). Expanded use of JCAs for capability portfolio management (CPM) by the Department of Defense will make DOD UTL linkage a necessity to ensure that operations, planning, training, force development, readiness reporting, and resourcing are synchronized on a foundation of a common joint language.

ENCLOSURE D

INTEGRATION WITH OTHER PROGRAMS AND SYSTEMS


1. <u>UJTL Integration</u>.  The UJTL, when augmented with Service task lists, is a library of mission tasks supporting all levels of the Department of Defense in executing the National Defense Strategy and the National Military Strategy. The UJTL provides a common language and reference system for joint force commanders, strategic and operational planners, combat developers, combat support personnel, educators, and trainers to communicate mission requirements.

    a.  The UJTL supports joint warfighting by:

        (1)  Providing a common language of joint doctrine based defined tasks for development of J/AMETL to support joint mission analysis, readiness reporting, and the development, management, and execution of other joint training system processes and products.

        (2)  Linking capability requirements for readiness reporting and structure for systems acquisition and future constructs for contingency operations planning to the JTS.

        (3)  Providing a standardized set of UJTs to plan, conduct, evaluate, and assess joint training.

    b.  The UJTL provides a common reference system to provide linkage and integration across joint capabilities-based planning, joint force development, exercise support, experimentation, joint lessons learned, readiness reporting, and joint training and education.

2. <u>Defense Readiness Reporting System</u>.  DRRS provides the means to manage and report the readiness of military forces and supporting infrastructure to meet missions and goals assigned by the Secretary of Defense (reference a). Within the DRRS, the Chairman's Readiness System is a process used to assess and report joint readiness on the combatant command's abilities to provide, integrate, and synchronize forces to execute assigned missions.  DRRS requires combatant commands, Military Departments, and other DOD components to report based on their respective mission-essential tasks using the DRRS Enterprise.  Combatant commands, Services, and CSAs update

readiness information in the DRRS Enterprise on a monthly basis. Combatant commands, Services, and CSAs provide quarterly assessments to execute the National Military Strategy through the Joint Force Readiness Reviews (JFRR) as part of the CRS. This information is also resident within the DRRS enterprise. The JFRR, coupled with the Joint Combat Capabilities Assessment process serve to inform the Chairman's Risk Assessment, along with other key assessments in the Joint Strategic Planning System. Tasks from the UJTL serve as a common language that organizations use to report and measure readiness.

3. <u>Joint Training System</u>. The JTS provides the commander with an integrated, capabilities-based methodology that aligns joint training strategy with assigned missions in a common joint language. The translation of mission-essential tasks into a common joint language is critical to the effective coordination across these integrated processes. Thus, the UJTL serves as a key component of the JTS (figure D-1).
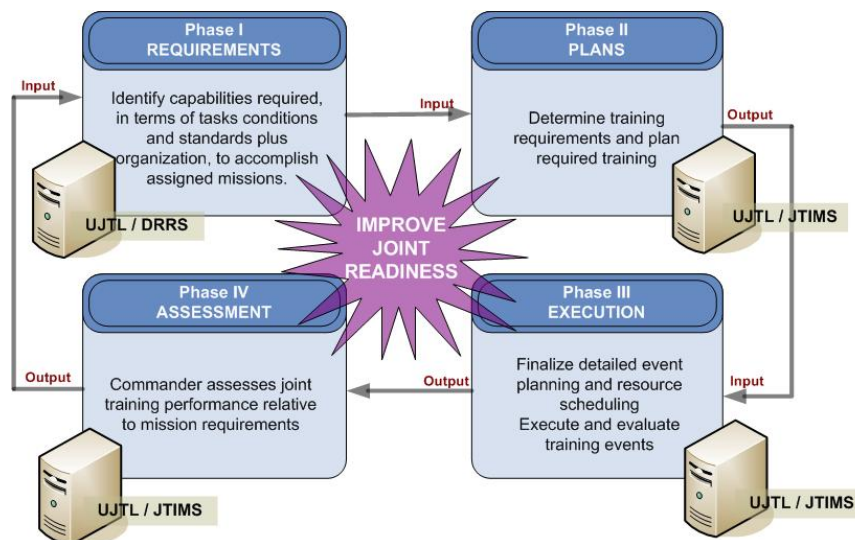


Figure D-1. Joint Training System

   a. The requirements phase of the JTS answers the question "what must the command be able to do?" This phase translates strategy to missions to UJTs through mission analysis. All users conduct mission analysis during the requirements phase, identify specified and implied tasks, and use the UJTL to describe the mission-derived tasks (including supporting and command-linked tasks), apply guidance to determine essential tasks, select relevant conditions that impact the performance of the tasks, and select measures and criteria that form the basis for task performance standards. They document these essential tasks, conditions, and standards combined with the organizational element responsible for accomplishing each task as their warfighting mission capability requirements in a J/AMETL. Following identification of the command's

mission-essential tasks, supporting UJTs and command-linked tasks are determined.

    b.  If no existing UJT exists to address a specific mission task, a new UJT(s) may be developed and proposed during this phase IAW reference d.

    c.  JTIMS provides automated support for selected elements of each phase of the JTS as described in CJCS policies and guidance.  JTIMS provides a clearly definable thread, linking mission requirements to the execution and evaluation of unit training and provides the means to assess training and mission proficiencies against identified requirements.  It is an enabling software tool supporting the collaborative and integrated JTS process, by which combatant commanders train the entire force under their combatant authority.

    d.  The JTIMS pulls the organization's METL from DRRS to support the development of joint training plans, training events, task performance observations, training proficiency evaluations, event training assessments, training proficiency assessments (TPAs) and mission training assessments (MTAs) (Figure D-2).  Once the TPAs for each task are completed, JTIMS



Figure D-2.  Joint Training Information Management System

exports approved TPAs, with associated issues and resolutions, to the DRRS Assessment for each JMET and staff task in support of overall readiness assessment. The TPAs and J/AMETs associated with specific missions are then analyzed to produce MTAs in JTIMS.

4. <u>Joint Learning Continuum</u>. UJTs are also the bedrock of the joint learning continuum, serving as the unifying construct for joint education; individual, staff, and collective joint training; self-development; and experience to support the development and sustainment of joint mission ready individuals, staffs, and organizations.

   a. <u>Joint Professional Military Education (JPME)</u>. JPME is a CJCS-approved body of objectives, outcomes, policies, procedures, and standards supporting the educational requirements for joint officer management. JPME instills joint core competencies and should position an officer to recognize and operate at tactical, operational, and strategic levels related to national security.

   b. <u>Joint Training</u>. Individual, staff, and collective training objectives can be derived from the UJTL. By choosing UJTs which are associated with the performance requirements of a particular position on a joint staff, one can pinpoint the individual learning objectives required to become qualified to perform at that position. In the same manner, staff and collective training objectives can be traced to UJTs.

   c. <u>Self Development</u>. Learning is not confined to formal venues. Individual learning outside of formal military training can also be attained through on-line courses available through the Joint Knowledge Online learning portal. UJTL tasks are associated with on-line courseware to assist individuals in selecting the appropriate courses for their professional development.

5. <u>Joint Lessons Learned Program (JLLP)</u>. The JLLP is a knowledge management activity focused on improving joint preparedness and performance. It contributes to joint capabilities integration and development, other DOD issue resolution, and transformation processes. Its primary objective is to enhance the United States' joint warfighting capabilities by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. It enhances joint force capabilities by enabling learning and collaboration from joint activities, including engagement, planning, training, exercises, and operations. Current stakeholders are the Joint Staff, Services, RC, combatant commands, CSAs, and other organizations participating in joint activities. To operate efficiently, the JLLP depends on collecting, processing, analyzing, and disseminating very large volumes of information over extended periods of time. While some functions are best performed by JLLP personnel, technical solutions are required for the JLLP to meet its full potential as a joint force enabler. The JLLIS is the JLLP's knowledge management and information technology

support program of record. The JLLIS is a comprehensive information system based on the latest net-centric, nonproprietary, open architecture technologies that enable a wide range of users to contribute, validate, identify, share, and access valuable information about lessons learned, best practices, and related activities.  The UJTL provides the common framework to identify the lessons learned from joint military operations, including training, exercises, experiments, and other activities.  These lessons learned contribute to improving operations conducted by the combatant commands and organizations in support of the combatant commands.

6.  Joint Capabilities Integration and Development System (JCIDS).  The JCIDS is the formal DOD process which defines acquisition requirements and evaluation criteria for future defense programs.  JCIDS was created to replace the previous Service-specific requirements generation system, eliminating redundancies in capabilities to better meet the combined needs of the Military Departments.  The UJTL will enable a unifying methodology for comparing capabilities based on the UJTs that combine to describe those capabilities.  The developing capabilities can be compared to existing capabilities based on tasks and training – readiness and lessons learned can be referenced to facilitate better capability development.

7.  Joint Doctrine.  Joint doctrine establishes the fundamentals of joint operations and provides the guidance on how best to employ national military power to achieve strategic ends.  Since it is axiomatic that we "train as we fight," it follows that joint doctrine logically provides the foundation for joint training.  UJTs are chosen from joint doctrine references.  UJTL language and terminology will be consistent with existing joint doctrine language and terminology in accordance with reference h.

8.  Joint Capability Areas.  JCAs provide a common language to discuss and describe capabilities across like DOD activities functionally grouped to support capability analysis, strategy development, investment decision making, CPM, readiness reporting, and capabilities-based force development and operational planning.  JCAs are logically decomposed from higher-level capability categories (e.g. command and control) to more detailed sub-sets (e.g. plan, decide, direct, monitor) to further scope, bound, and clarify capabilities by providing greater granularity to facilitate detailed analysis or allow better mapping of resources to capabilities.  The number of tiers/levels required to decompose a JCA down to its component capabilities is not a constant across the JCAs.  This decomposition enhances JCA usefulness in linking to UJTs.

a.  While initially developed to primarily support joint training, the UJTL has emerged as essential to integrating and synchronizing the full range of joint functions and is a critical component in the implementation of capabilities-based planning.  JCAs identify the major functional areas of near- and far-term challenges.  The JCA taxonomy establishes a Tier 1 (top level)

joint capability area, Tier 2 and below (subordinate), and Task (UJT) levels describing the enabling joint training elements of a joint capability area.

   b.  The integration (linkage) of the JCA lexicon with the UJTL provides the capability to relate the enterprise-level capability framework used in DOD processes to the tasks that organizations and individuals perform to enable actualization of a capability.  UJTs specifically define "what" must be done to enable, employ, or execute the joint capability.  UJTL linkage to the capability development processes enhances the identification of joint capability requirements, shortfalls, and deficiencies.

ENCLOSURE E

REFERENCES

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b.  OSD, OUSD (P&R) (RPA), <http://drrs.sdban.navy.smil.mil/DrrsEnhanced PortalWeb/Login/Login.aspx> (SIPRnet -- accessed:  March 10, 2011).

c.  Joint Staff J-7 JETD, <http://jtims.js.smil.mil/jtims/welcome.do> (SIPRnet -- accessed:  March 10, 2011).

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

e.  CJCSI 5711.01 Series, "Policy on Action Processing"

f.  Joint Doctrine, Education and Training Electronic Information System, NIPRNET- <https://jdeis.js.mil/jdeis/index.jsp> or SIPRNET- <http://jdeis.js.smil.mil/jdeis> (Accessed:  March 10, 2011).

g.  Joint Capability Area Management System, NIPRNET- <http://jcams/penbaymedia.com> (Accessed: December 14, 2010).

h.  Joint Publication 1-02, 17 October 2007 (amended 30 September 2010), "Department of Defense Dictionary of Military and Associated Terms"

i.  CJCSI 5705.01 Series, "Standardization of Military and Associated Terminology"

j.  DOD Instruction 5025.12, 14 August 2009,  "Standardization of Military and Associated Terminology"

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GLOSSARY

ABBREVIATIONS AND ACRONYMS


ATD     Additional Task Detail

CJCS     Chairman of the Joint Chiefs of Staff
CJCSI     CJCS instruction
CJCSM    CJCS manual
CSA     combat support agency

DJS     Director Joint Staff
DOD     Department of Defense
DODD     DOD Directive
DRRS     Defense Readiness Reporting System

FEA     front end analysis

J/AMETL   joint/agency mission-essential task list
J/AMET    joint/agency mission-essential task
JCA     joint capability area
JCAMS    Joint Capability Area Management System
JCIDS     Joint Capabilities Integration and Development System
JDEIS     Joint Doctrine, Education, and Training Electronic Information
       System
JLLIS     Joint Lessons Learned Information System
JLLP     Joint Lessons Learned Program
JMET     joint mission-essential task
JMETL    joint mission-essential task list
JOPES    Joint Operation Planning And Execution System
JPME     Joint Professional Military Education
JSAP     Joint Staff Action Process
JTIMS     Joint Training Information Management System
JTS     Joint Training System

LOW     level of war

MET     mission-essential task
METL     mission-essential task list
MTAs     mission training assessments

NGB     National Guard Bureau
NIPRNET   Non-secure Internet Protocol Router Network

| | |
|---|---|
| OP | operational level of war UJT |
| OPOC | organizational point of contact |
| OPR | office of primary responsibility |
| | |
| POC | point of contact |
| PM | program manager |
| | |
| RC | Reserve Component |
| | |
| SIPRNET | SECRET Internet Protocol Router Network |
| SN | strategic national level of war UJT |
| ST | strategic theater level of war UJT |
| | |
| TA | tactical level of war UJT |
| TPA | training proficiency assessment |
| | |
| UC | UJTL coordinator(s) |
| UJT | universal joint task |
| UJTL | Universal Joint Task List |
| USC | United States Code |
| UTL | Universal Task List |
| UTDT | Universal Joint Task List Task Development Tool |
| UUAG | Universal Joint Task List Users Advisory Group |
| | |
| WJTSC | World-Wide Joint Training and Scheduling Conference |

TERMS AND DEFINITIONS

The following terminology is limited to the scope or activity of this publication unless otherwise noted.  A definitional entry in the glossary is not approved for general, DOD-wide use and inclusion in the Department of Defense Dictionary of Military and Associated Terms (JP 1-02) unless followed by an explanatory, parenthetic caption, e.g., "(JP 1-02.  Source:  N/A)."

administrative comment – A comment on a UJT that identifies grammar, punctuation, style, etc.  Text that is added or removed to provide emphasis or clarity and/or avoid confusion is normally administrative in nature.

authoritative – For UJTL purposes, authoritative task elements must be maintained current and require staffing and coordination with the UDC and approval by the DJS.  Non-authoritative elements are administrative in nature, are not regularly updated, will be reviewed by the UJTL Program Manager (PM) and approved by the Joint Staff J-7.

capability – The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.  (CJCSI 3500.01)

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, if the joint force is to successfully perform its missions.  Command-linked tasks are selected by the supported command or lead federal agency and are normally scheduled for training, evaluated, and assessed by the organization providing the support.  Command-linking is intended for information exchange and for assessment feedback, and can be used both by the supporting command to link to the supported command or by the supported command to link to the supporting command. (CJCSI 3500.01)

condition – Variable of the operational environment, including scenario that affects task performance.  (CJCSI 3500.01)

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

critical comment – A comment on a UJT that identifies a contentious issue that will cause nonconcurrence with publication. Critical comments require a general/flag officer or equivalent chop.

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 1-02. Source: JP 3-0)

essential task – In the context of joint operation planning, a specified or implied task that an organization must perform to accomplish the mission. An essential task is typically included in the mission statement. See also implied task; specified task. (JP 1-02)

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. Also called a JCA. (DODD 7045.20)

joint doctrine – Fundamental principles that guide the employment of U.S. military forces in coordinated action toward a common objective. Joint doctrine contained in joint publications also includes terms, tactics, techniques, and procedures. It is authoritative but requires judgment in application. (CJCSI 5120.02)

joint tasks – Tasks that describe, in broad terms, the current and potential capabilities of the Armed Forces of the United States. Joint tasks are actions or processes accomplished by a joint organization under joint command and control using joint doctrine. They are assigned to joint force commanders to be performed by joint forces, staffs, and integrated Service components.

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.

major comment – A comment on a UJT that identifies incorrect material that may cause non-concurrence with publication.

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

non-authoritative – non-authoritative task elements are administrative in nature, are not required to be regularly updated or kept current, will be reviewed by the UJTL Program Manager (PM) and approved by the Joint Staff J-7.

standard – Quantitative or qualitative measures and criteria for specifying the required levels of performance of a task.  (CJCSI 3500.01)

substantive comment – A comment on a UJT that identifies factually incorrect material.

supporting task – Specific activities that contribute to the accomplishment of a joint mission-essential task.  Supporting tasks associated with a command or agency's mission-essential task list are accomplished by the joint staff or subordinate commands or agencies.  (CJCSM 3500.04)

task – A clearly defined and measurable action, activity, or event (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability.

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