CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3500.01H
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JOINT TRAINING POLICY FOR
THE ARMED FORCES OF THE UNITED STATES

References: Enclosure E.

1. Purpose. To establish the Chairman of the Joint Chiefs of Staff (CJCS) policy for the use of the Joint Training System (JTS) in planning, executing, and assessing joint training. This instruction aligns with guidance in the "Strategic Plan for the Next Generation of Training for the Department of Defense" (reference a) and includes joint training and joint education (references b and c).

2. Cancellation/Superseded. CJCSI 3500.01G, 15 March 2012, "Joint Training Policy and Guidance for the Armed Forces of the United States," is superseded by this publication.

3. Applicability. This CJCSI applies to the Combatant Commands (CCMDs), Services, Reserve Components (RCs), the National Guard Bureau (NGB), combat support agencies (CSAs), Joint Staff, and other joint organizations that develop and coordinate joint training programs for their assigned staffs and organizations, component forces and staffs, and assigned forces.

4. Policy. Title 10, United States Code, section 153 prescribes, subject to the authority, direction, and control of the President and the Secretary of Defense, that the Chairman of the Joint Chiefs of Staff (hereafter referred to as the Chairman) will be responsible for "formulating policies and technical standards, and executing actions for the joint training of the Armed Forces." This instruction contains policy from the Chairman to the CCMDs, Services, RCs, NGB, CSAs, Joint Staff, and other joint organizations for planning, conducting, and assessing joint training.

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure D.

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

a. Document Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) program changes.

b. Incorporate new training guidance from Department of Defense (DoD).

c. Document a tiered concept for exercise planning and management.

d. Update and clarify the definition of Joint Exercise Program (JEP).

e. Incorporate cyberspace training and exercise policy.

f. Institute a joint training focus on leader development based on Chairman endorsed Desired Leader Attributes (DLAs).

g. Identify program, process and data integration between the JTS and the Joint Lessons Learned Program (JLLP).

h. Re-characterize the types of joint training as individual and collective. Staff training is included within collective training.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal Agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at http://www.dtic.mil/ cjcs_directives. Joint Staff activities may also obtain access via the SIPR directives Electronic Library Web sites. See reference d.

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

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Enclosures:
A – Joint Training
B – The Joint Training System
C – Chairman's Joint Training Policy
D – Joint Training Responsibilities
E – References
GL – Glossary

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ENCLOSURE A

JOINT TRAINING

"Keeping our military the best led, trained, and equipped in the world is a non-negotiable imperative. Doing so during a period of fiscal constraint will be hard. We will need to be selective in the joint capabilities we reconstitute after a decade of war. We will need to get smaller to stay strong. Importantly, we will need to be even more joint – advancing interdependence and integrating new capabilities."

General Martin E. Dempsey, 18th Chairman of the Joint Chiefs of Staff
Chairman's Strategic Direction to the Joint Force, 6 February 2012

1. Purpose. This instruction provides the Chairman's joint training policy to the CCMDs, Services, RCs, NGB, CSAs, Joint Staff, and joint organizations. It specifies that joint training is focused on the Joint Mission-Essential Tasks (JMETs) and Agency Mission-Essential Tasks (AMETs) derived by commanders and agency directors from mission analysis. It fully supports readiness and joint force development through the integration of lessons learned, mature joint concepts, and joint solutions into joint training. This instruction applies to individual and collective joint training programs. It affirms the role of the commander and directors in the training and readiness of their organizations and highlights the importance of the CSAs in supporting the missions and preparing U.S. Forces for joint and multinational operations.

2. Joint Training Imperative. U.S. Forces may be employed across the range of military operations, predominantly in an interagency and multinational partner environment. The Department of Defense must support national security requirements with joint military capabilities designed to adapt and succeed in any operational environment. The Department of Defense and its mission partners must prepare to operate in a joint, interagency, intergovernmental, and multinational environment. The joint training challenge is to be responsive to all emerging and extant mission requirements of the Combatant Commanders (CCDRs).

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

a. The GEF consolidates security cooperation, contingency planning, global defense posture, and global force management planning guidance. The GEF also directs geographic and selected functional CCDRs to develop campaign

plans designed to accomplish assigned global and theater strategic end states. These campaign plans will integrate steady-state theater security cooperation (TSC) activities, "Phase 0" activities, and ongoing operations. (Note: TSC efforts may occur throughout all phases, depending on scenario). The GEF also directs geographic and functional CCMDs, Military Departments, and selected components and CSAs to develop campaign support plans that support the full range of CCMD campaign plans. The JSCP implements global and theater campaigns, campaign support, contingency, and posture planning guidance reflected in the GEF.

b. Functional and theater campaign plans are the basis for developing a resource-informed globally oriented and/or theater joint training strategy. These plans "operationalize" CCMD global, theater or functional strategies by designing, organizing, integrating, and executing security cooperation activities, to include training events. These activities are designed to promote acceptable international behavior by potential adversaries, sustain peace and security under conditions that promote U.S. national interests, or set the conditions for military success if a contingency cannot be prevented. Consistent with joint training program development described in the Joint Training Manual (reference h), exercise planners and TSC planners must work closely together to maximize the value of JTS-derived events to achieve CCDR essential TSC objectives.

4. Joint Learning Continuum. The concept of a Joint Learning Continuum enables joint force development and employment. The Joint Learning Continuum focuses on creating and sustaining joint qualified personnel and joint leaders capable of effectively integrating and synchronizing national capabilities to successfully implement national security and military strategies.

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

a. The Joint Learning Continuum concept is built on the experience that the core competencies and capabilities of the collective Services have been and will continue to be the critical foundation of our military's ability to achieve national aims. Joint capability, therefore, is based on effective integration and synchronization of Service-provided capabilities and forces under unified command. A core element to both Service and joint capability is the individual military member. Officers are joint qualified based on their achievement and/or completion of education, training, and experience that develop and use knowledge, skills, and abilities relevant to the definition of joint matters as

described in the CJCS Vision for Joint Officer Development (reference i). The application of the Joint Learning Continuum will effect the career-long achievement, documentation, and tracking of joint experience, joint training, and joint education for all DoD members (officers, enlisted, government civilians, and contractors). The Joint Learning Continuum supports fulfilling the personnel performance and provision requirements established by CCDRs and subordinate joint force commanders (JFCs).

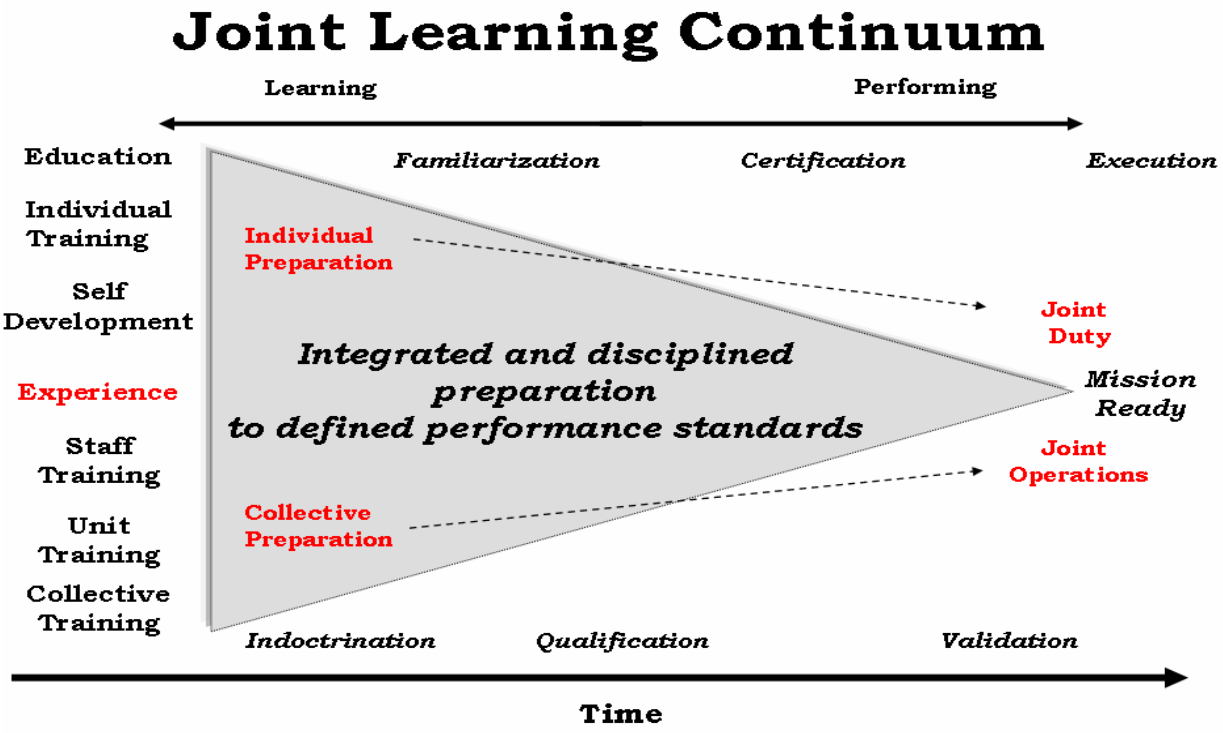

Figure 1. Joint Learning Continuum

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

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

d. Reinforcing leader development at all levels of JPME and through joint training is an essential tenet of the Chairman's plan to develop Joint Force 2020 (reference j). Accordingly, six officer DLAs are established for adoption across education and training venues and institutions:

(1) Understand the environment and the effect of all instruments of national power.

(2) Anticipate and adapt to surprise and uncertainty.

(3) Recognize change and lead transitions.

(4) Operate on intent through trust, empowerment, and understanding (mission command).

(5) Make ethical decisions based on the shared values of the Profession of Arms.

(6) Think critically and strategically in applying joint warfighting principles and concepts to joint operations.

e. Attainment will require an integrated effort across education and training to deconstruct and align these DLAs with competencies and outcomes that can be taught, exercised and measured. A similar but separately focused list of DLAs for the enlisted component of the joint force has been endorsed by the Chairman (reference k). The six enlisted DLAs are the abilities to:

(1) Operate on commander's intent and enable mission command at all levels.

(2) Make sound ethical decisions based on the values and standards of the Profession of Arms.

(3) Utilize available resources to enhance the discipline, readiness, resiliency, and health of the total force.

(4) Anticipate, communicate, and mitigate risks.

(5) Operate in joint, interagency, intergovernmental, and multinational environments.

(6) Think critically and develop agile and adaptive leaders.

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

g. In its broadest sense, education conveys general bodies of knowledge and develops habits of mind applicable to a wide spectrum of endeavors. As viewed through the prism of "Learning Domains," education is largely defined through the cognitive domain and fosters diverse perspectives, critical analysis, abstract reasoning, comfort with ambiguity and uncertainty, and innovative thinking, particularly with respect to complex, nonlinear problems. This contrasts with training, which focuses on the instruction of personnel to enhance their capacity to perform specific functions and tasks.[1]

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

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

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

j. Self-development recognizes that empowering individuals with responsibility to actively participate in their own professional growth is a necessary and positive step. Self-study in the pursuit of knowledge accelerates individual development, and allows flexibility and accommodation to individual needs and desires.

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

5. Joint Training System. The JTS supports DoD implementation of the Joint Learning Continuum by providing a methodology to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability. The JTS is designed to facilitate the adoption of an integrated, mission capability requirements-based method for aligning individual and collective joint training programs with assigned missions consistent with command priorities, required capabilities, and available resources. When executed in its entirety, the JTS supports all aspects of joint force development – doctrine, military education, joint training, joint lessons learned, and joint concept development and experimentation. It also enables the assessment of training and operations at all levels and the incorporation of lessons learned, emerging doctrine, mature joint concepts, and joint solutions across the Department of Defense. CCMDs, Services, RCs, NGB, CSAs, Joint Staff, and joint organizations providing capabilities for CCMD missions shall use the JTS to manage joint training in accordance with (IAW) this directive. This four-phase methodology is described in Enclosure B and reference h.

6. Activities, Events, and Capabilities Encompassed by this Joint Training Policy

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

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

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

d. Military support provided to training and preparedness exercises sponsored by civil authorities at the state and local levels that may not fall under a federal exercise program.

e. Joint live, virtual, and constructive training capabilities, seminars, war games, assessments, and training ranges used to conduct or support joint training.

f. Support of Joint Capabilities Integration and Development System by the Joint Staff J-7 sponsored Force Preparation Working Group. The Force Preparation Working Group, subordinate to the Force Support Functional Capabilities Board, manages and integrates the portfolio of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) recommendations derived from non-material force development activities, to include joint training, education, doctrine, lessons learned, and concept development.

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

a. Title 10, U.S.C., section 153(a) (reference m) specifies that the Chairman's functions are planning, advice, and policy formulation. Consistent with these specified functions, and consistent with title 10, U.S.C., section 163(b)(1), and consistent with title 10, U.S.C., section 155(e), the Chairman is responsible for the following joint force development activities:

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

(2) Formulating policies and technical standards, and executing actions for the joint training of the U.S. Armed Forces.

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

(4) Formulating policies for concept development and experimentation for the joint employment of the Armed Forces.

(5) Formulating policies for gathering, developing, and disseminating joint lessons learned for the Armed Forces.

b. The Chairman will formulate joint training policies, establish policy guidance and technical standards for the JTS and the Joint Training Information Management System (JTIMS) and make JTIMS the enterprise solution available for use by all DoD Components, and validate joint training requirements. Functional area training requirements and training support requirements should be validated, documented, and managed by Joint Staff Offices of Primary Responsibility (OPR) or designated lead organizations, as appropriate.

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

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

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

d. The UCP (reference e) directs CCDRs to provide, as directed, trained and ready forces to other CCMDs.

e. Joint Pub 1 (reference n) provides policy on the authority CCMDs exercise over assigned RC forces when not on active duty and when on active duty for training. This authority is training and readiness oversight (TRO).

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

g. Further guidance on CJCS, CCMD, CSA, and Service responsibilities with respect to doctrine and policy regarding military education and training of members of the U.S. Armed Forces is found in references l, m, o, and p.

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

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

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ENCLOSURE B

THE JOINT TRAINING SYSTEM

1. Introduction. The modern U.S. military has evolved from "component warfare" focusing very heavily, if not almost exclusively, on service individual and collective training intended to ensure service capabilities, to a "mission to task" or "requirements based" training system. The Chairman's plan that has institutionalized this evolution from "events based" training to "requirements based" joint training is embodied in the JTS. The supported command mission requirements and mission-essential tasks (METs) are the focus for preparedness; commanders at each successive level interpret that mission focus across their span of control to prepare their forces and generate required capabilities to meet mission standards set by the supported commander.

a. DoD Components supporting CCMD missions shall use the processes of the JTS to develop joint training programs; plan, execute, and assess joint training based on METs; and document training status in JTIMS for input to readiness reporting in the Defense Readiness Reporting System (DRRS) IAW reference q. Joint training programs should be based on each command or agency's required capabilities as specified in its mission-essential task list (METL).

b. The supported CCMD's JMETL establishes the most critical mission capability requirements. It is the result of mission analysis of tasks assigned through Presidential directives, the UCP, the GEF, the JSCP, and other documents, and is communicated through the use of Universal Joint Task List (UJTL) terminology. Based on these identified required capabilities, CCDRs will assess the command's current capability against required capability, identify training requirements from that assessment, review lessons learned, and then plan, resource, execute joint training events, evaluate training audience performance, and assess capability and joint readiness as they relate to training.

c. The supporting commanders and agency directors focus their joint training programs on the supported command mission and mission capability requirements and follow the same process to prepare their required capabilities for use by the supported commander. Current capability is assessed against required capability, training requirements are identified from that assessment, and training plans consistent with joint doctrine are developed and executed to prepare individuals and organizations to perform the required capabilities for supported CCDRs' missions (JMETL).

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

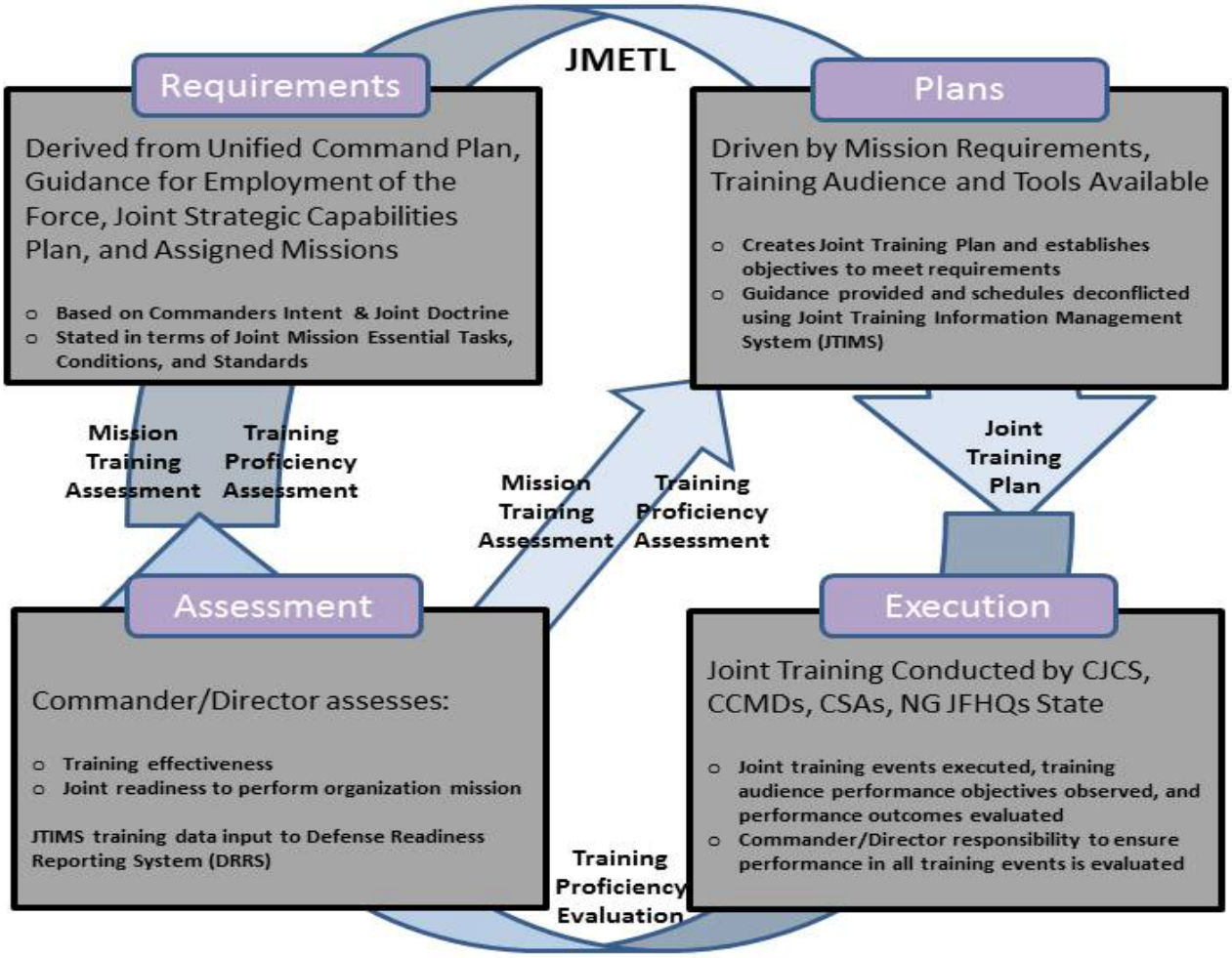

Figure 2. Joint Training System Four-Phase Process

JTS DETAILS

For additional details on the process and phases of the JTS, see:

CJCSM 3500.03, "Joint Training Manual for the Armed Forces of the United States," (reference h)

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

a. Phase I – Requirements: Phase I of the JTS is a commander-led staff process that relies on mission analysis (reference s) to identify mission tasks and refine them into the most essential mission capability requirements which become the command METs. These METs, selected from the UJTL, make up the command JMETL and are entered into the DRRS enterprise (references q and t) and made available to JTIMS to support the development, management, and execution of JTS phase I processes and products. CSA Directors and other supporting organizations use supported command mission guidance, plans and METs to focus their guidance to staffs and supporting elements in following the same mission analysis process to derive AMETs and supporting tasks. AMETs must also be selected from the UJTL. Joint/ Agency Mission Essential Task Lists (J/AMETLs) provide the foundation for deriving joint training requirements used to develop joint training plans (JTPs) and training and exercise inputs to theater campaign plans.

REQUIREMENTS

- Specified and implied tasks derived from mission analyses
- Based on assigned missions, commander's intent, and Joint Doctrine
- Mission tasks selected from the Universal Joint Task List
- Most essential mission capability requirements are determined
- Command-linked tasks are identified and coordinated between supported commands and supporting organizations (CCMDs, CSAs, and the interagency
- Staff tasks and subordinate unit tasks are identified to support the J/AMETL owner

b. Phase II – Plans: The plans phase is initiated by conducting an assessment of current capability against mission capability requirements (JMETL) and relevant lessons learned. The resulting capability gaps are joint training requirements and determine who must be trained to perform what task. In a mature training program, a large portion of the assessment that leads to training requirements identification is derived from training proficiency assessments (TPAs), mission training assessments (MTAs), and lessons learned integration (Phase IV, Assessment). JTPs and training and exercise inputs to theater campaign plans are developed, coordinated, and published in JTIMS to identify the commander's training guidance, training audiences, training objectives, training events, training support resources, and coordination needed to attain the required levels of training proficiency.

PLANS

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

EXECUTION

- Execute and evaluate training events
- Proficiency evaluation is a command/CSA responsibility
- Develop and document task performance observations and training proficiency evaluations as foundation for training assessment
- Import validated observations into JLLIS for issue resolution and integration within the JLLP

c. Phase III – Execution: In this phase, training events scheduled in Phase II (Plans) are refined and finalized, executed, and evaluated IAW the flexible methodology of the Joint Event Life Cycle (JELC). Event execution will follow the joint training event summaries contained in the JTPs as closely as possible. Within the execution phase of the JTS, each training event uses the JELC stages comprised of event design, planning, preparation, execution, and evaluation. During and following execution, command trainers collect task performance observations (TPOs) for each training objective in JTIMS. Observations may also be collected simultaneously from hot-washes and facilitated after-action reviews (FAARs). Following execution, command trainers conduct TPO analysis, and make formal recommendations as training proficiency evaluations (TPEs) on whether the training audience achieved the training objective. During analysis of these observations, issues may be identified for inclusion into command corrective action board processes. Validated observations that require additional resolution and integration within the JLLP are imported into JLLIS. JLLIS observations often support future refinement into JELCs, JMET TPAs, and the planning/update processes for relevant plans during the Requirements Phase. Evaluations of training proficiency during joint training events will feed overall assessments of JMETs and mission capabilities, which in turn feed the plans phase of the JTS to focus joint training events in the next training cycle to cover identified capability gaps.

d. Phase IV – Assessment: Commanders and agency directors conduct monthly assessments of their J/AMETL in JTIMS to report the progress of their joint training programs relative to the required levels of proficiency of their assigned staffs and forces to perform assigned missions. TPAs are used by the primary trainer of an organization to provide an objective assessment of the proficiency of the training audiences against identified training objectives. TPAs are correlated with their associated JMETs and MTAs are developed to identify the command's training proficiency in performing its assigned missions. MTAs will feed the commander's or director's broader readiness assessment to determine gaps and deficiencies in performing the command or

agency J/AMETL to standard. In addition, assessment should address the adequacy of joint publications and resources used during training and exercises to provide a basis for their improvement prior to subsequent cycles. Commands will review, update (as required), and approve TPAs and MTAs monthly in JTIMS. Approved TPAs and MTAs inform readiness assessments in DRRS. Through analysis of individual and collective training performance of assigned forces, the CCDR will be better able to make recommendations for change across the DOTMLPF-P joint resources construct IAW Joint Capabilities Integration and Development System processes (reference u).

ASSESSMENT

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

3. Exercises. The CCMDs, Services, RCs, NGB, CSAs, Joint Staff, and Office of the Secretary of Defense (OSD) conduct exercises for a multitude of purposes -- mission and plan rehearsal, joint training, theater engagement activities, concept analysis, lessons learned evaluation, doctrine validation, and interagency integration.

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

b. Chairman's Exercise Program: The CEP is designed to improve capability and the readiness of U.S. Forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The CEP is intended to improve overall U.S. Government readiness by maximizing the benefit of multi-agency participation in NEP, joint, and Service exercises. The CEP is a means for the Chairman, through the Joint Staff, to coordinate interagency and CCMD participation in strategic, national-level joint exercises. CEP events are listed in JTIMS.

c. Joint Exercise Program: The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and

support their theater campaign plan engagement activities. CCDR designated JEP events train to both mission capability requirements described in the command JMETL, as well as support theater and/or global/worldwide security cooperation requirements as directed in theater or global campaign plans. CCDR designated JEP events include CCMD Service Component, joint, and multinational training events. JNTC-accredited Service and U.S. Special Operations Command (USSOCOM) training program events are included within the JEP. All JEP designated events must be listed in JTIMS and may be nominated for Combatant Commander Exercise Engagement and Training Transformation (CE2T2) funding. CCDR's and Services must annually update in JTIMS the events within the JEP that are CE2T2 funded.

4. Joint Training Tiers. Joint training events are the most visible tools of the JTS and are categorized based upon their intended training audience within four tiers. These tiers range from U.S. Service core competency training to interagency and intergovernmental joint training. The categorization of "tiers of training" for exercise programs is not intended to imply an isolated approach to the conduct of joint training. Rather, identifying tiers with associated training efforts provides a means of providing clarification to the various events executed within the Joint Staff J-7's support of joint training programs.

a. Tier 1: National Level and CCMD training – Joint training designed to prepare national level organizations and CCDR and staffs at the strategic and operational levels of war to integrate interagency, non-governmental, and multinational partners in highly complex environments. The desired end state in integrating a diverse audience in a joint training environment is to identify core competencies, procedural disconnects, and common ground to achieve U.S. unity of effort.

b. Tier 2: Joint Task Force (JTF) Training – Joint training designed to assist the JTF Commander in preparing for the conduct of complex military operations at the operational level of conflict. The JTF is normally a part of a larger national or international effort assigned a specified mission or limited objective working in an environment that requires close coordination among a host of diverse agencies and organizations.

c. Tier 3: Functional and Service Component Training – Training for Service Component and other Service Headquarters is designed to ensure the ability of systems, units, or forces to function within a joint, interagency, non-governmental, and multinational environment. This training is designed to prepare individuals, staffs, and Service units in response to the operational requirements and assigned missions of the CCMDs.

d. Tier 4: Individual Organizational Training – Organizational training is based on unit policy and joint and Service doctrine linked to unit mission-essential tasks (METs). This training focuses on basic, technical, and unit operational training to support JFCs. Service tactical training programs are focused at improving full spectrum proficiency of conventional and Special Operations forces. Joint unit training ensures the readiness of Service and specialized joint units. Joint unit training includes basic combat skills training, as well as individual and collective training and specialized courses.

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

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

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

6. Types of Joint Training. Joint training must be accomplished by effectively matching the training requirements and training audiences with appropriate training methods and modes within available resources. Types of joint training audiences are briefly described below and in detail in reference h.

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

b. Collective Joint Training: Training, instruction and applied exercises that prepare joint staffs or joint staff elements and joint organizational teams to integrate and synchronize capabilities to respond to taskings deemed necessary by CCDRs and subordinate JFCs to execute assigned missions.

7. Individual Joint Training

a. Individual joint training is one of four pillars for joint officer development across the Joint Learning Continuum. Individual joint training can be delivered, depending on the requirements of the learning organization, through a variety of methods. These include Web-based portals such as Joint Knowledge Online (JKO); military school-houses through institutional learning (IL), distributed learning (DL), or blended learning (BL), which is a combination of IL and DL; commercial training programs; and locally produced and delivered training.

b. Individual joint training, in coordination with joint education, will adopt and institutionalize the six Chairman-approved DLAs in support of joint force leader development. This requires a continuous effort to determine the knowledge, skills, abilities, and behaviors associated with the DLAs. CCDRs may develop additional attributes that are aligned with the Chairman's DLAs and consistent with future operations as envisioned in the Capstone Concept for Joint Operations: Joint Force 2020. The Chairman's DLAs shall be incorporated into training and education curricula/programs.

8. Joint Course Certification. The Joint Qualification System (JQS) ensures a systematic, progressive, career-long development of officers in joint matters (reference v). The JQS process is based on the accrual of joint qualification points from joint experience, joint education, and joint discretionary points. JQS discretionary points may be earned from joint exercises, joint training, and other education that contribute to an officer's expertise in joint matters. Discretionary points may be accrued by completing joint certified individual training courses. Individual courses that are not accredited as JPME by the Process for Accreditation of Joint Education accredited program per reference b may be eligible for joint certification and joint qualified officer points. The joint course certification criteria are listed below.

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

b. Content must be IAW current joint doctrine.

c. Learning objectives must link to current universal joint tasks (UJTs).

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

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

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

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

h. Course should not duplicate existing material.

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

a. The Joint Staff J-7 joint course certification process will be the primary method to certify joint functional training products. Functional OPRs are authorized to certify their own joint functional training products if they adhere to the certification criterion specified in this policy (paragraph 6 above).

b. Functional OPRs who desire to manage joint functional training product certification will coordinate with Joint Staff J-7 Deputy Director Joint Training to establish a functional certification process.

10. Joint Training Information Management System. JTIMS is the Chairman's single authoritative Web-based system of record designed to support execution of the JTS and shall be made available for use by all DoD Components to support joint training. JTIMS is designed to assist CCDRs, their subordinate unified commands, the Service Components, CSAs and other joint organizations in managing their joint training programs. The system provides a set of integrated information management capabilities to identify, collect, analyze, store, and disseminate the data required to execute the four phases of the JTS. The JTIMS application supports coordination and efficient use of resources to determine requirements, plan, execute, and assess capability-based training. JTIMS is also used to request, assign and track participants that support joint training events. JTIMS resides on the classified Secure Internet Protocol Router Network (SIPRNET) and the unclassified Non-secure Internet Protocol Router Network (NIPRNET) (reference w).

11. Universal Joint Task List. DoD Components shall construct their JMETL using the approved, authoritative UJTL database. Commanders' and agency directors' J/AMETLs are documented in DRRS and updated in JTIMS.

a. The Joint Staff J-7 has responsibility for management of the UJTL, its supporting taxonomy, and administration of programs, and ensures successful development and implementation throughout the program life cycle (references x and y).

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

12. The Joint Doctrine, Education, and Training Electronic Information System. JDEIS is the joint doctrine, education, and training community Web portal. It is divided into several portals featuring a variety of primary materials. JDEIS is a searchable joint doctrine database encompassing all unlimited distribution joint publications, the DoD dictionary, and links from doctrine to related UJTL tasks. Joint education, joint training, and joint lessons learned sections provide access to current policy and guidance, research materials, and additional resources that joint training stakeholders may find useful. The JDEIS resides on the classified SIPRNET and the unclassified NIPRNET. Links to the JDEIS are at reference d.

13. Joint Lessons Learned Program and Joint Lessons Learned Information System. The JLLP enhances joint force preparedness, performance, and capabilities by contributing to improvements in DOTMLPF-P and readiness. The JLLP is managed IAW references aa and ab.

a. JLLIS is the DoD lessons learned system of record and enables the collection, management, resolution, and dissemination of lessons learned data. JLLIS resides on the unclassified NIPRNET and the classified SIPRNET (reference ac).

b. The JLLP, enabled by JLLIS, supports joint training program decision making throughout the application of the JTS cycle of processes. Command JLLPs and joint training programs are companion pieces in joint capability development and sustainment. Following a deliberate after-action review process, validated observations generated in JTIMS during joint training events (from training evaluations in JTS Phase III and assessments in JTS Phase IV) will be imported into JLLIS. Once identified and resolved, relevant lessons

should subsequently influence/inform decisions during the application of JTS Phase I, II, and III processes concerning the analysis, planning, development, resource allocation, generation, and execution of required training that changes behavior and improves performance.

14. Joint Knowledge Online. JKO supports the career-long Joint Learning Continuum by providing global, 24/7 access to required and voluntary online courses, joint certified courses, Joint Staff Officer and Joint Force training curriculums. JKO supports the JELC with JKO-enabled exercise support, providing pre-requisite online training and assessment feedback indicating participant level of proficiency enabling informed and tailored academic training; and with Blended Learning Training Package (BLTP) supported exercises providing tailored Web-based courseware and Small Group Scenario Trainer scenarios to meet specified CCDR exercise objectives. Content developed and hosted on JKO must directly support enhancing individual and staff proficiency in joint, interagency, intergovernmental, and multinational (JIIM) operations, and, must be shareable content object reference model compliant, interactive multimedia instruction level II or higher. Content that is not aligned with JIIM operations relevant training will require a Deputy Assistant Secretary of Defense (Readiness) and Director Joint Staff J-7 out-of-cycle support request for JKO product development or service support. The JKO resides on the unclassified NIPRNET and the classified SIPRNET (reference ad). JKO is the Joint Staff system of record for DL and BL individual joint training delivery.

15. Defense Readiness Reporting System. DRRS is the authoritative, Web-based system that provides a mission-focused, capabilities-based, common framework to report readiness to the Secretary of Defense, Joint Chiefs of Staff, CCDRs, Service Departments, CSAs, and other key DoD users. This data-driven collaborative environment allows DoD users to evaluate, in near real-time, the readiness and capability of U.S. Armed Forces to carry out assigned and potential tasks and missions. DRRS uses the METL construct with appropriate conditions and standards to evaluate readiness. The DRRS and JTIMS exchange data which allows METLs developed in DRRS to populate JTIMS, and TPAs approved in JTIMS to be available for readiness evaluation in DRRS. The DRRS resides on the classified SIPRNET (reference ae).

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ENCLOSURE C

CHAIRMAN'S JOINT TRAINING POLICY

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

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

b. Provide adequate realism and fidelity.

c. Employ the JTS.

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

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

a. Joint Doctrine: Effective joint training must be based on approved joint doctrine. Joint doctrine establishes the fundamentals of joint operations and provides guidance on how best to employ national military power to achieve strategic ends. Joint doctrinal publications describe standard procedures and establish uniform operational methods based on a common terminology (reference af). This baseline assists commanders in developing standards for joint training, exercises, and operations. When necessary to introduce concepts into joint training events, CCMDs will use care to ensure that exercise participants understand that doctrinal deviations are for concept development purposes and may not change future doctrine and procedures.

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

c. Mission Focus: Commanders and CSA directors will ensure their joint training programs are focused on supported CCMD missions and their training requirements are derived from their assessment of current capability against

the mission capability requirements established in each organization's J/AMETL. The UJTL provides the library of mission tasks for CCMDs, Services, RCs, NGB, CSAs, and the Joint Staff to select METs and communicate capability requirements. A successful training program can be achieved when commanders and directors at every level consciously focus their training on METs. All personnel and components shall train on their METs to established conditions and standards to provide the required capabilities that enable the CCDRs to effectively execute their mission responsibilities.

d. Realistic Training: Train the way you intend to operate: Joint training must be based on relevant conditions and realistic standards. Conditions are those variables in an operational environment or situation in which a unit, system, or individual is expected to operate which may affect task performance. Conditions are organized into three broad categories—physical, military, and civil—and are derived from the JFC's assessment of mission-related political, military, economic, social, informational, and infrastructure factors. Standards are established as the minimum acceptable level of performance required in the execution of a particular task under a specified set of conditions. For joint forces' METs, each standard is defined by the JFC and consists of a measure and criterion. The measure provides the basis for describing varying levels of task performance. The criterion describes the minimum acceptable level of performance associated with a particular measure. The criteria are often expressed as hours, days, percentages, occurrences, minutes, miles, or some other unit of measurement.

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

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

3. Chairman's Joint Training Guidance

a. The Chairman's Joint Training Guidance (CJTG) will be published annually not later than 30 September. The CJTG will address issues considered by the Chairman to be significant to the joint training enterprise and requiring action by the CCMDs, Services, NGB, and CSAs. The Joint Staff J-7 is the advocate for producing the CJTG (reference ag).

b. High Interest Training Issues (HITIs) are operational focus areas published in the CJTG that commanders should consider for emphasis in their JTPs. HITIs are un-prioritized and normally address broad mission areas or operational capabilities that need focused attention and visibility to achieve desired effects in the joint operational environment. Some HITIs will have very specific supporting guidance on observed areas of concern or interest, while others will be less specific, but no less important to address. Commanders/directors should consider incorporating relevant HITIs in their JTPs as appropriate to their mission requirements.

4. Combatant Commander Training Guidance. CCDR annual training guidance is intended to provide goals, priorities, and responsibilities for the development, execution, and assessment of joint training programs. CCDRs should consider their assessment of mission requirements, mission capability shortfalls, global, theater and/or functional campaign plan objectives, and the annual CJTG in the development of their guidance. Commanders will provide their training guidance to staff, assigned forces, and force providers annually as Tab A in their JTP, which is published in JTIMS IAW the annual joint training milestones in paragraph 14 of this enclosure. Alternatively, organizations may develop their JTP during their annual campaign plan development. In this case, their milestones will follow their campaign plan schedule, and the training guidance will be an integral portion of the campaign plan and will be included as an attachment in JTIMS, normally as the Tab A, Commander's Training Guidance.

5. High Interest Training Requirements. HITRs are CCDR designated prioritized training requirements that require joint resources and training focus from joint force providers to achieve desired readiness to support CCDR mission capability requirements. HITR prioritization supports level of effort resource decisions involving JNTC programs, and are the basis for Service-nominated programs for JNTC accreditation. HITRs usually address tasks required of forces not assigned to the CCMD, but assigned upon plan execution. HITRs normally reference applicable joint or Service tasks which support the CCDR's JMETL, and should provide the detail necessary to develop actionable training plans and guidance. HITRs may also provide additional specificity to address the Chairman's designated HITIs. HITRs are developed and published annually in JTIMS as Tab H to the CCMD JTP. JTIMS provides

the capability to identify HITRs in Tab H of the JTP and to nominate them to the joint force providers for consideration in developing their JTPs. The CJCS JTP in JTIMS will recommend a prioritized list of HITRs in Tab H for the Services. The joint force providers (primarily U.S. Army, U.S. Air Force, U.S. Navy, U.S. Marine Corps, USSOCOM, and U.S. Transportation Command (USTRANSCOM) and the joint functional manager U.S. Strategic Command (USSTRATCOM) should describe the HITRs as training priorities to their assigned Service Component forces to ensure their unit training programs satisfy supported CCMD mission capability requirements.

6. Use of Joint Training Information Management System. JTIMS is the designated (required) means to:

a. Document and manage joint training programs.

b. Schedule and manage training events.

c. Designate all CEP and JEP events.

d. Designate the events within the JEP that will be CE2T2 funded.

e. Designate all Joint Staff J-7 supported events.

f. Request and track forces (personnel and equipment) in support of joint training and exercise events per reference ah.

g. Estimate and approve JETP funding using the Stratlift module.

h. Publish JTPs.

i. Develop and manage TOs.

j. Collect TPOs for each training objective during event execution.

k. Review, update (as required), and approve TPAs and MTAs.

l. Nominate HITRs as prioritized training requirements that require joint resources and training focus from joint force providers.

7. Joint Training Programmatic and Capability Requirements. Joint Staff J-7 has management responsibility for several funds that support joint training and exercise programs.

a. Through CE2T2 processes, the Joint Staff J-7 collects, coordinates, and integrates joint training capability requirements across the joint training

community to facilitate the identification, refinement, validation, prioritization, and resourcing of these training requirements. Funds from the CE2T2 defense-wide account may be allocated to mitigate existing training capability gaps and shortfalls or satisfy new mission area joint training requirements. The joint training community stakeholders participate in collaborative forums to develop and validate CE2T2 program priorities.

b. Other non-CE2 training and exercise funding includes Exercise-Related Construction (ERC) for unspecified minor construction outside the United States in support of in-progress or planned exercises. ERC is centrally managed by the Joint Staff J-4. Joint Staff J-7 also provides oversight and monitors execution of the Developing Country Combined Exercise Program (DCCEP). A detailed explanation of training and exercise programmatics and resources is found in reference h.

8. Out-of-Cycle Training Support Requests. The Joint Staff DJ-7 is the approval authority for out-of-cycle support requests for J-7 provided exercise support resources. Requests should be for emergent requirements within the year of execution vice scheduled events outside of programmed Joint Staff J-7 support. Service requests, CCMD requests, and endorsements of Service Component requests should be submitted as a memorandum from a CCMD GO/FO or Senior Executive Service Training Director to the Joint Staff DJ-7. The memorandum will provide a detailed justification of the need focused on how the requested support affects CCMD joint readiness. Detailed cost estimates and support requirements will be specified. Supportability of the out-of-cycle request will be assessed based on resource availability compared with the established enterprise program of work. As appropriate, trade-offs with programmed requirements may be considered in determining supportability. Detailed guidance and memorandum format can be found in reference h.

9. Joint Training Milestones (See Table 1)

a. An annual Worldwide Joint Training Conference (WJTC) normally occurs in the fall (August/September) and addresses CCMD, Service, and CSA joint training issues.

b. No later than 30 September, CCDRs will review, refine as necessary, and approve their JMETL in the DRRS program. Supporting commands, NGB, and CSAs may take until 31 December to complete their J/AMETL review due to the need to consider the supported command's final JMETL. This review initiates the JTP development process.

c. The CJTG with updated HITIs is published annually no later than 30 September to ensure availability to the CCMDs, NGB, and CSAs for

consideration in developing their JTPs and theater campaign plans for the following fiscal year.

d. An annual Integration and Exercise Workshop normally occurs in the winter (January/February) and addresses:

(1) Civilian partner needs and interests and DoD-wide training and exercise opportunities.

(2) Collaboration with the intent to identify and agree upon participation in each other's major preparedness activities.

(3) Exercise scheduling and deconfliction.

e. No later than 15 March, or annually in consonance with their CCMD campaign plan development schedule, geographic CCDRs will publish JTPs via JTIMS for functional CCDR, Service Component Command, CSA, and other joint organization review.

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

g. No later than 15 May, or annually in consonance with their CCMD campaign plan development schedule, USSOCOM, USSTRATCOM, and USTRANSCOM will publish JTPs via JTIMS for geographic CCDR, Service Component Command, CSA, and other joint organization review.

h. No later than 15 July, or annually in consonance with their CSA campaign support plan development schedule, CSAs will coordinate and publish JTPs, including METs, via JTIMS for geographic and functional CCDR, Service Component Command, and other joint organization review.

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

Date	Office	Subject
October	Joint Staff, Services	Annual JNTC CB Budget Process Review
December	Joint Staff, CCMDs, Services	Quarterly CE2 Stakeholder Leadership Team and JNTC CB (Draft Program Goals and Objectives)
December	Joint Staff, CCMDs, Services	CE2T2 Program Goals and Objectives (PG&O) published
31 December	CSAs	Review and publish AMETL
31 December	CCMDs	Schedule training events in JTIMS for all years covered by the last approved CE2T2 POM
31 December	CCMDs	Submit summary report of annual DCCEP
January - February	Joint Staff, CCMDs, Services	Integration and Exercise Workshop
March	Joint Staff, CCMDs, Services	Quarterly CE2 Stakeholder Leadership Team and JNTC CB (POM input and preliminary mid-year review)
15 March	Geographic CCMDs	Publish JTPs in JTIMS
31 March	National Guard Bureau	Publish JTP in JTIMS
31 March	CCMDs	Submit DCCEP Plans for next 2 fiscal years to the J-7; the first year for approval, the second year for planning
March - April	Joint Staff, CCMDs, Services	CE2T2 POM submission to OSD
March - April	CCMDs	Update event summaries in JTIMS
March - April	Joint Staff, CCMDs, Services	Submit Program Budget Requests (PBR); Mid-year Review (CE2 SLT and JNTC CB)
May	Joint Staff, Services	Annual JNTC CB PBR Assessment Review
15 May	Functional CCMDs	Publish JTPs in JTIMS
June	Joint Staff, CCMDs, Services	Quarterly CE2 Stakeholder Leadership Team Meeting (Draft Program Execution Plan)
15 July	CSAs	Publish JTPs in JTIMS
August - September	Joint Staff	Conduct WJTC
August - September	Joint Staff, CCMDs, Services	Quarterly CE2 Stakeholder Leadership Team and JNTC Corporate Board (CB) (Year-End Review)
September	Joint Staff, CCMDs, Services	CE2T2 Program Execution Plan (PEP) submitted to OSD for approval
September	Joint Staff	Chairman issue joint training guidance with updated High Interest Training Issues
September	CCMDs	Review and approve JMETL

Table 1. Key Joint Training Milestones

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ENCLOSURE D

JOINT TRAINING RESPONSIBILITIES

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

a. Develops and ensures oversight of policies and programs to ensure the readiness of U.S. Forces for peacetime contingencies, crises, and warfighting.

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

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

d. Manages and provides oversight of CE2T2 implementation within the Planning, Programming, Budgeting, and Execution process, to include Program Goals and Objectives publication.

2. Chairman of the Joint Chiefs of Staff. The Chairman:

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

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

c. Formulates policies and technical standards, and executes actions for joint training of the U.S. Armed Forces (10, U.S.C., 153(a)(5)(B)).

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

e. Provides advice, plans, and policies for the participation of CSAs in joint training events and exercises, assessing their performance to established standards to determine readiness, and identifying resource shortfalls across the DOTMLPF-P construct (10, U.S.C., 193(b)).

f. Validates joint training capability requirements (reference l).

g. Provides advice, plans, and policies for the participation of the CCMDs and CSAs in joint training events and exercises; reviews their JTPs with CCDRs and agency directors; and makes recommendations to improve training (reference l).

h. Establishes policy guidance for the JTS and JTIMS and makes JTIMS available for use by DoD Components supporting CCMD missions (reference l).

i. Provides advice, plans, and policies for joint education and annual training, exercises, and concept development to assist the U.S. Armed Forces to plan, conduct, and sustain campaigns involving Irregular Warfare (IW)-related activities and operations. Maintain universal joint tasks for METs that support IW-related activities and operations (reference ai).

j. Serves as the lead DoD POC to the NEP and coordinating NEP exercise participation (reference aj).

k. Addresses joint training program and support deficiencies and trends (reference l).

l. Serves as the DoD Training Coordinator for the conduct of integrated operations training (reference l).

m. Manages the CE2T2 program which is under the authority and oversight of the USD(P&R) (reference l).

3. Joint Staff. Assisting the Chairman, the Joint Staff:

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

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

c. Formulates the CJTG and Chairman's HITIs (J-7).

d. Annually reviews and endorses to the Services for action CCDRs' HITRs nominated in JTIMS to support the development of actionable training plans by Service Components that support key CCMD mission capability requirements (J-7).

e. Supports CCMD, Service, NGB, and CSA implementation of the Chairman's joint training policy and guidance and the execution of their joint training programs (J-7).

f. Subject to the authority and oversight of the USD(P&R), serves as the CE2T2 program manager for budget execution on behalf of the CCMDs and Services (J-7).

g. Reviews and approves CCMD and Service designated JEP events for CE2T2 funding (J-7).

h. Manages the Joint Exercise Transportation Program (J-7).

i. Provides oversight and monitors execution of DCCEP (J-7).

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

k. Reviews, analyzes, and makes recommendations on DOTMLPF-P change recommendations related to training, leadership and education (J-7).

l. Manages JNTC accreditation process for Service and Service Component training organizations/programs and certification process for Service and Service Component training sites to support those organizations and/or programs (J-7).

m. Synchronizes and coordinates NEP participation through the CEP and JEP, and serves as the Chairman's representative in NEP planning forums (J-7).

n. Monitors compliance with functional training and assessment requirements in CEP events (J-staff as appropriate).

o. Coordinates exercise support requests in JTIMS for the participation of forces in worldwide joint training events in support of CCDR requirements (J-3).

p. Manages and coordinates the Significant Military Exercise Brief (SMEB) process (J-7).

q. Conducts and supports joint training of forces that may operate as part of joint or combined task forces in support of Chairman or CCDR requirements (J-7).

r. Serves as a joint training representative on the CSA Review Team to assess the construct of the AMETL as it reflects the CSA's assigned combat

support mission, proper articulation of the conditions and standards of those missions, and proper integration with the JMETLs of the CCMDs (J-7).

s. Coordinates and conducts the JTIMS User Advisory Group (J-7).

t. Coordinates and conducts the UJTL User Advisory Group (J-7).

u. Coordinates joint training issues related to joint intelligence. Ensures intelligence operations are fully integrated into NEP and CEP training events as well as joint policy, doctrine, and procedures. Coordinates DoD intelligence community support to select JEP training (J-2).

v. Coordinates joint training issues related to antiterrorism/force protection, and command and control (J-3).

w. Coordinates joint training issues related to operations in and through cyberspace (J-3).

x. Coordinates joint training issues related to readiness (J-3, J-7).

y. Monitors joint and combined exercise and planning processes for integration of DoD irregular threats and irregular warfare capabilities and activity requirements, and as requested, assists CCMDs in developing, managing, and planning irregular warfare scenarios (J-3, J-7).

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

aa. Coordinates and oversees communications system education and training and related advanced distributed learning initiatives at joint schools (J-6, J-7).

ab. Monitors compliance with cyberspace training and assessment requirements in DoD exercises (J-7).

ac. Monitors compliance with training and assessment requirements of approved joint concepts, in particular, Joint Operational Access (JOA), in DoD exercises (J-7).

ad. Supports the integration of concepts and lessons learned into joint training events (J-7).

ae. Develops specific procedures for the initiation, development, approval, and maintenance of UJTL tasks (J-7).

af. Manages UJTL task development and maintenance and coordinating the overall process IAW references x and y (J-7).

ag. Provides guidance, standardization, and certification of joint courses that contribute to an officer's expertise in joint matters IAW references v and ak (J-7).

ah. Publishes a list of joint exercises and joint certified courses that have direct relevance to the definition of joint matters for discretionary points under the JQS (J-7).

ai. Maintains the joint inventory of certified courses that reside on JKO (J-7).

aj. Ensures JKO supports delivery of distributed joint training capability. Synchronizes JKO development and delivery of relevant, tailored and measurable distributed training products, including BLTP, with joint training stakeholders (J-7).

ak. Establishes and publishes procedures and processes for inter-organizational coordination of training and exercises involving DoD and civilian partners (J-7).

al. Acts as the DoD Interagency Coordinator for training and exercises in support of DoD and civilian partner stakeholder requirements (J-7).

am. Chairs a quarterly DoD-wide Interagency Working Group coordinating multi-agency participation in training and exercises (J-7).

an. Coordinates development and delivery of the JTIMS, JDEIS, UTDT, and JLLIS programs and software (J-7).

ao. Leads the development and sustainment of joint training systems architectures and technical standards (J-7).

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

aq. Develops and maintains a distributed, closed network to support training and testing of information related capabilities in and through cyberspace (J-7).

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

a. Give authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including over all aspects of joint training (reference m).

b. Coordinate and approve aspects of administration, support (including control of resources and equipment, internal organization, and training), and discipline necessary to carry out CCMD-assigned missions (reference m).

c. Provide TRO of assigned RC forces (reference n).

d. Incorporate, as appropriate, NG and SPP activities (Exercises, Engagements, and Exchanges) in support of Security Cooperation Objectives.

e. Review, validate, and approve NG SPP supporting METs to remain consistent with Security Cooperation Objectives.

f. Coordinate and approve NG SPP personnel and unit participation in applicable joint training and exercises.

g. Include, as appropriate, NG forces in CCDR joint training and exercises.

h. Coordinate and approve, as appropriate and available, forces for training in support of other CCDRs' requirements.

i. Provide, as directed, trained and ready forces to another CCMD.

j. Ensure the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff (reference e).

k. Ensure that all exercises are reviewed to determine SMEB reporting requirements. Ensure that reportable event SMEB data is completed in JTIMS and submitted to Joint Staff J-7 no later than 50 days prior to the established critical cancellation date (references al and am).

l. Ensure that, whenever undertaking exercises or other activities with the military forces of nations in another CCDR's AOR, those exercises and activities and their attendant command relationships and funding will be mutually agreed upon between the commanders. When this situation occurs in or bordering a politically sensitive area (PSA) and/or with a politically sensitive participant, it must be documented in the SMEB, to include points of contact within the appropriate CCMD with whom it has been coordinated. In non-PSA exercises or other activities, official correspondence will be used to confirm coordination.

m. Coordinate military training off federal real property IAW the requirements specified in reference an.

n. Annually review JMETL in DRRS by 30 September.

o. Integrate lessons learned into the planning and update of all plans and future exercises.

p. Assess the Chairman's HITIs, and, where capability shortfalls are identified, include mitigating activities in the command JTP.

q. Incorporate IW-related concepts into military training, exercises, and planning, and maintain METs that support IW-related activities and operations (reference ai).

r. Incorporate realistic cyberspace conditions, to include robust red team operations, into exercises in order to develop capabilities and TTPs to sustain combat and other essential operations in a denied or manipulated cyberspace environment.

s. Regularly incorporate and evaluate cyberspace operations training objectives to develop and refine the ability to operate in a denied or manipulated environment, and to execute continuity of operations plans. Use of capabilities such as cyber ranges for exercise support should be maximized.

t. Integrate Cyber Mission Forces into the planning and execution of joint training events.

u. Establish and conduct integrated operations training (reference l).

v. Incorporate functional training requirements (Information Operations, Cyber, Operational Contract Support, etc.) into individual and collective training as necessary to meet mission readiness requirements and as directed in DoD and CJCS guidance.

w. Incorporate available JKO and BLTP (or equivalent) resources into ongoing individual and staff training and exercise events. As feasible, use these materials to prepare training audiences for participation in collective training exercises. Ensure sponsored content on JKO is current.

x. Annually develop, update, publish, and execute command JTPs and joint training programs for their staffs and the forces assigned to their command.

(1) Geographic CCMDs publish JTPs (Tabs A-H) in JTIMS by 15 March or in consonance with their CCMD campaign plan development schedule.

(2) Functional CCMDs publish JTPs (Tabs A-H) in JTIMS by 15 May or in consonance with their CCMD campaign plan development schedule.

y. Submit out-of-cycle support requests for Joint Staff J-7-provided training and exercise support that is necessary to meet emerging readiness requirements IAW the process described in reference h.

z. Request the exercise participation of forces or SMEs (individuals) when unable to source from internally assigned forces or individuals (references ah and ao).

(1) Standard exercise force requests should be submitted via JTIMS Forces/Participants tab(s) one to three years in advance of event execution to allow Joint Force Coordinator/joint force provider opportunity to reconcile requests for support with other training and fiscal requirements.

(2) Emergent joint exercise force requests (i.e. those developed within one year of event execution) must be submitted in JTIMS in conjunction with a Feasibility of Support message to the appropriate force provider. Messages sent for emergent exercise requests will address the situation, specific description of force required, priority (if multiple requirements), and risks of not sourcing.

aa. In coordination with Joint Staff J-7, synchronize via JTIMS the integration of joint development products and concept development into training events to maximize Joint Force Development initiatives during training events.

ab. Manage respective CCMD participation in applicable NEP, CEP, and JEP events.

ac. Participate in NEP events as designated by ASD(HD) or the Chairman.

ad. Establish and conduct a deliberate observation validation process to capture key overarching and cross-cutting observations and lessons no later than event ENDEX plus 45 days; export validated TPOs and TPEs in JTIMS into JLLIS.

ae. Review and assess Commander's Summary Reports and other similar after-action reports to determine and capture gaps, deficiencies, lessons, and best practices to focus the planning of events in the JTP.

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

ag. Take advantage of training and exercises, real-world operations, and wargames to assess approved joint publications and report gaps or inadequacies in joint doctrine to Joint Staff J-7.

ah. Serve as primary members of the CE2 Stakeholder Leadership Team.

ai. Nominate applicable training courses for inclusion in JKO and assist Joint Staff J-7 in joint course development for courses in which the CCMD has subject matter expertise.

5. Service Component Commands. Service Component commanders' responsibilities are derived from their roles in fulfilling the Services' support function. Service Component commanders are responsible to their assigned or supported CCDRs and:

a. Develop Service component METLs supporting their CCDRs' JMETLs.

b. Support joint training events when tasked by the sponsoring JFC.

c. Coordinate training programs with other Service Components to meet joint mission requirements deemed necessary by the CCDR.

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

e. Coordinate and develop budget requests to Service and joint higher headquarters to support joint training event costs for assigned or supported CCMD missions.

f. Coordinate, develop, and publish in JTIMS a training plan that supports the joint training requirements of the CCMD JTP.

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

h. Ensure that all exercises are reviewed to determine SMEB reporting requirements. Ensure that reportable event SMEB data is completed in JTIMS and submitted to Joint Staff J-7 no later than 50 days prior to the established critical cancellation date (references al and am).

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

a. USSOCOM as a joint force trainer:

(1) Conducts specialized courses of instruction for officers and enlisted personnel.

(2) Validates training requirements.

(3) Ensures interoperability of equipment and forces.

(4) Monitors the preparedness of special operations forces (SOF) assigned to other CCMDs to conduct their assigned mission.

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

b. USSOCOM as a joint force integrator:

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

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

c. In coordination with assigned Service Components, develops joint training programs that prepare joint capable SOF and staffs to meet CCMD identified key capability requirements.

d. Nominates, in coordination with Service Component Commands and CCMD joint training priorities, training programs and supporting sites with associated joint tasks to Joint Staff J-7 for JNTC accreditation and certification.

e. Nominates applicable training courses for inclusion in JKO and assists Joint Staff J-7 in joint course development for courses in which USSOCOM has subject matter expertise.

7. Joint Force Providers. CCDRs serving as joint force providers and the Military Departments are responsible to extract exercise/training force (to include subject matter expert (individual)) requirements/requests from JTIMS, determine sourcing viability, and provide a response back to requesting organizations, using JTIMS, when the event is scheduled to take place 1 to 3

years in advance of the date the request is submitted. The force request requirements in JTIMS are captured by the Joint Capabilities Requirements Manager tool to account for exercise force or capability requirements as part of the total force request demand on the available force pool (references ah and ao).

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

a. Recruit, train, organize, and equip interoperable forces for assignment to CCMDs.

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

c. Focus joint training and prepare conventional forces for joint employment using HITRs recommended by the Joint Staff J-7 in Tab H of the CJCS JTP in JTIMS.

d. Coordinate and approve, as appropriate and available, active and reserve forces for training in support of CCDRs' requirements.

e. Incorporate realistic cyberspace conditions, to include robust red team operations, into exercises in order to develop capabilities and TTPs to sustain combat and other essential operations in a denied or manipulated cyberspace environment.

f. Regularly incorporate and evaluate cyberspace operations training objectives to develop and refine the ability to operate in a denied or manipulated environment, and to execute continuity of operations plans. Use of capabilities such as cyber ranges for exercise support should be maximized.

g. Constitute, employ, and routinely integrate Cyber Mission Forces into the planning and execution of joint training events.

h. Designate an OPR for joint training.

i. Coordinate military training off federal real property IAW the requirements specified in reference an.

j. Nominate, in coordination with Service Component Commands and CCMD joint training priorities, training programs and supporting sites to Joint Staff J-7 for JNTC accreditation and certification.

k. Identify and justify Service funding requirements in support of the joint exercise program (incremental funding) in a separate funding line to support disbursement from the OSD CE2T2 account. Manage the distribution and execution of allocated funding.

l. Integrate Guard and Reserve force capability requirements into CCDR, Service, and CSA JTPs.

m. Participate in NEP exercises as assigned by ASD(HD) or the Chairman.

n. Support joint and integrated operations training to the maximum extent possible (reference l).

o. Serve as primary members of the CE2 Stakeholder Leadership Team and JNTC Corporate Board.

p. Nominate applicable training courses for inclusion in JKO. Assist Joint Staff J-7 in joint course development for courses in which the Service has subject matter expertise.

9. Combat Support Agencies. The CSAs:

a. Collaborate with the supported CCMDs for AMETL preparation.

b. Conduct mission analysis of global and theater UCP/GEF/JSCP-tasked campaign plans, contingency plans, and Presidential and SecDef directives to identify mission tasks and METs. Link development of AMETs and supporting tasks to supported command operational and supporting mission plans, and Presidential and/or SecDef directives.

c. Integrate CSA training events and programs with respective CCMD joint training programs to the maximum extent possible, to focus agency preparation and support for CCMD missions.

d. Develop training plans that prepare agency personnel to support CCMD missions and achieve readiness.

e. Assess CSA training events that support CCMD missions.

f. Designate an OPR for joint training.

g. Fully implement the four phases of the JTS.

h. Develop a customer-based comprehensive plan detailing their training objectives to meet assigned missions and specific CCMD JMETL requirements.

This is normally done through development of a UJTL-based AMETL and a JTP (reference h). CSA-developed AMETL should closely link (command-linked tasks) to CCMD JMETLs. Accordingly, joint training event participation by CSAs should be scheduled and published within the respective supported command's JTP, the respective CSA's JTP, and JTIMS.

i. Annually review and publish AMETL by 30 December.

j. Annually publish JTPs in JTIMS by 15 July or in consonance with their CSA campaign support plan development schedule.

k. Review supported CCMD JTP Tab B for identified CSA tasks deemed necessary by the CCDRs to complete assigned missions.

l. Assess Chairman's HITIs for applicability and, where shortfalls are identified, including mitigating activities in the agency JTP.

m. Participate in NEP exercises as directed by ASD(HD) or the Chairman.

n. Participate in joint and integrated training events to the maximum extent possible.

o. Incorporate realistic cyberspace conditions, to include robust red team operations, into exercises in order to develop capabilities and TTPs to sustain combat and other essential operations in a denied or manipulated cyberspace environment.

p. Regularly incorporate and evaluate cyberspace operations training objectives to develop and refine the ability to operate in a denied or manipulated environment, and to execute continuity of operations plans. Use of capabilities such as cyber ranges for exercise support should be maximized.

q. Coordinate military training off federal real property IAW the requirements specified in reference an.

r. Nominate applicable training courses for inclusion in JKO and assisting Joint Staff J-7 in joint course development for courses in which the CSA has subject matter expertise.

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

a. Serves as the channel of communications on all joint training, joint education, and joint readiness matters pertaining to the NG, the Army National Guard of the United States, and the Air National Guard of the United States

between (1) the Departments of the Army and the Air Force; and (2) the 50 States, Puerto Rico, the U.S. Virgin Islands, Guam, and the District of Columbia.

b. When requested, and consistent with reference ap, the Chief, National Guard Bureau, provides input to the Chairman and CCMDs on matters pertaining to NG forces and National Guard Joint Force Headquarters (NG JFHQ)-State.

c. Collaborates with the supported CCMDs for NG METL preparation and Command Supporting Tasks for CCMDs. METLs and JMETLs should be compatible with, and based on, tasks from designated authoritative data sources; the UJTL and Service approved task lists as used in the DRRS-E and JTIMS.

d. Advises CCDRs in the mission analysis of Defense Support of Civil Authorities (DSCA) operational plans and Presidential and SecDef directives to identify NG mission tasks and METs to include those related JMETs focused on Security Cooperation, Security Sector Assistance in concert with SPP workforce development.

e. Links development of NG METs and supporting tasks to supported command operational and supporting mission plans, Theater Security Cooperation Plans, and Presidential and/or SecDef directives.

f. Facilitates the preparation of training plans for NG personnel and units to support both individual State and CCMD capability requirements as outlined in JSCP and campaign support plans.

g. Develops and directs the funding and resources committed to support joint training and recommends changes to these levels when necessary to support CCDRs' requirements.

h. Periodically assesses and reports in DRRS-E the effectiveness of NG training on its JMETL and the effectiveness of training conducted by NG JFHQ-States for DSCA and SPP capability.

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

j. Monitors and assists the states in the organization, maintenance, training, and operation of Army and Air National Guard units and personnel.

k. Facilitates and supports the joint education and training of members of the NG to meet the operational requirements of the CCDRs.

l. Supervises and administers the National Guard's Active Guard and Reserve program as it pertains to assigning officers and noncommissioned officers to the Joint Staff, CCMDs, and standing JTFs.

m. Annually publishes the NGB Joint Staff JTP in JTIMS by 31 March.

n. Nominates, through the Military Departments, training programs and supporting sites to Joint Staff J-7 for JNTC accreditation and certification.

o. Nominates applicable training courses for inclusion in JKO and assists Joint Staff J-7 in joint course development for courses in which the NGB has subject matter expertise.

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

q. Participates in NEP exercises coordinated with ASD(HD) or the Chairman.

r. Participates in joint and integrated training events to the maximum extent possible.

s. Provides policy guidance for the use of the JTS and JTIMS to NG users.

t. Provides policy guidance on the use of JTIMS by NG JFHQ-States to support joint training and exercises, security cooperation and civil support operations.

u. Supports NG staff and NG JFHQ-State training on the JTS and JTIMS.

v. Establishes policies for the joint training of the NG consistent with the Chairman's joint training policies.

w. Promulgates NG procedures for interagency coordination during civil support training and exercises involving DoD and non-DoD agencies and departments.

x. Reviews, analyzes, and makes recommendations on DOTMLPF-P change recommendations related to joint training and joint education of NG individuals or forces.

y. Coordinates and tracks the joint training capability requirements of the NG JFHQ-States and subordinate joint force entities with Joint Identification Codes (references q and ap).

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

aa. Develops and provides, as requested, an exportable capability package emulating NG core Domestic Operations capability to CCMDs in meeting their theater and country enhancement plans.

ab. Provides recommendations to the Chairman and advocates for NG unique homeland defense and DSCA training to ensure that NG forces can support capabilities required by the DoD Strategy for Homeland Defense and Civil Support, the Homeland Defense and Civil Support Joint Operational Capability, and the U.S. Government's Security Sector Assistance Implementation Strategy.

ac. Coordinates military training off federal real property IAW the requirements specified in reference an.

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

ENCLOSURE E

PART I -- REFERENCES

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

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

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

d. Joint Doctrine, Education and Training Electronic Information System, NIPRNET <https://jdeis.js.mil/jdeis/index.jsp> or SIPRNET <http://jdeis.js.smil.mil/jdeis/generic.jsp> (Accessed: 31 October, 2013)

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

f. Office of the Secretary of Defense, 16 August 2012, "2012 Guidance for Employment of the Force (GEF)"

g. CJCSI 3110.01 Series, "2010 Joint Strategic Capabilities Plan (JSCP)"

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

i. CJCS Vision for Joint Officer Development, November 2005

j. CM-0166-13, "Desired Leader Attributes for Joint Force 2020," 28 June 2013

k. CM-0260-13, "Enlisted Desired Leader Attributes for Joint Force 2020," 16 October 2013

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

m. Title 10, United States Code

n. JP 1, 25 March 2013, "Doctrine for the Armed Forces of the United States"

o. DoDD 5100.01, 21 December 2010, "Functions of the Department of Defense and Its Major Components"

p. DoDD 3000.06, 27 June 2013, "Combat Support Agencies (CSA)"

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

r. CJCS Guide 3501, 8 June 2012, "The Joint Training System, A Guide for Senior Leaders"

s. JP 5, 11 August 2011, "Joint Operation Planning"

t. CJCSI 3401.02 Series, "Force Readiness Reporting"

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

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

w. Joint Training Information Management System links at SIPRNET <http://jtims.js.smil.mil/jtims> or NIPRNET <https://jtims.js.mil/jtims> (Accessed: 31 October, 2013)

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

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

z. UJTL Task Development Tool at NIPRNET <https://utdt.js.mil> (Accessed: 31 October, 2013)

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

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

ac. Joint Lessons Learned Information System link at NIPRNET <https://www.jllis.mil/apps/index/cfm> and SIPRNET <http://www.jllis.smil.mil/apps/index.cfm> (Accessed: 15 January, 2014)

ad. Joint Knowledge Online link at NIPRNET <https://jkodirect.jten.mil> or SIPRNET <http://jkolms.jten.smil.mil> (Accessed: 13 December, 2013)

ae. Defense Readiness Reporting System at SIPRNET < https://drrs.ffc.navy.smil.mil/DrrsEnhancedPortalWeb/Login/Login.aspx?cams_login_config=http&cams_original_url=https%3A%2F%2Fdrrs.ffc.navy.smil.mil%3A443%2FDrrsEnhancedPortalWeb%2FLogin%2F&cams_security_domain=isaf > (Accessed: 31 October, 2013)

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

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

ah. CJCSM 3130.06 Series, "Global Force Management Allocation Policies and Procedures"

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

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

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

al. DoD Instruction C-5030.44, 12 October 2005, "Significant Military Exercises and Freedom of Navigation Assertions in Politically Sensitive Areas (U)"

am. Presidential Policy Directive (PPD)-5, dated 11 August 2010 (Document classified Secret), (Title Classified Confidential)

an. DoDI 1322.28, 18 March 2013, "Realistic Military Training (RMT) Off Federal Real Property"

ao. Office of the Secretary of Defense, 15 November 2011, "FY 2012 - 2013 Global Force Management Implementation Guidance (GFMIG)"

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

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

PART II -- RELATED

ar. JP 1-02, 08 November 2010 (Amended Through 15 September 2013), "Department of Defense Dictionary of Military and Associated Terms"

as. JP 3-0, 11 August 2011, "Joint Operations"

at. JP 3-34, 30 June 2011, "Joint Engineer Operations"

au. JP 3-08, 24 June 2011, "Interorganizational Coordination during Joint Operations"

av. JP 6-0, 10 June 2010, "Joint Communications Systems"

aw. JP 3-33, 30 July 2012, "Joint Task Force Headquarters"

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

ay. CJCSI 8510.01 Series, "Management of Modeling and Simulation"

az. JP 3-16, 16 July 2013, "Multinational Operations"

ba. CJCSM 5120.01 Series, "Joint Doctrine Development Process"

GLOSSARY

PART I – ACRONYMS AND ABBREVIATIONS

AMET	agency mission-essential task
AMETL	agency mission-essential task list
AOR	area of responsibility
BL	blended learning
BLTP	blended learning training packages
CCDR	Combatant Commander
CCMD	Combatant Command
CE2	Combatant Commanders Exercise Engagement
CE2T2	Combatant Commanders Exercise Engagement and Training Transformation
CEP	Chairman's Exercise Program
CJCS	Chairman of the Joint Chiefs of Staff
CJTG	Chairman's Joint Training Guidance
CSA	Combat Support Agency
DCCEP	Developing Country Combined Exercise Program
DL	distributed learning
DLA	desired leader attributes
DoD	Department of Defense
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
DRRS	Defense Readiness Reporting System
DRRS-E	Defense Readiness Reporting System - Enterprise
DSCA	defense support of civil authorities
ERC	Exercise-Related Construction
FAAR	facilitated after-action review
GEF	Guidance for Employment of the Force
GO/FO	general officer/flag officer
HITI	high interest training issues
HITR	high interest training requirements
IAW	in accordance with
IL	institutional learning
IW	irregular warfare

JCD	Joint Course Database
JDEIS	Joint Doctrine Education and Training Electronic Information System
JELC	Joint Event Life Cycle
JEP	Joint Exercise Program
JETP	Joint Exercise Transportation Program
JFC	joint force commander
JFHQ	joint force headquarters
JIIM	joint, interagency, intergovernmental, and multinational
JKO	Joint Knowledge Online
JLLIS	Joint Lessons Learned Information System
JLLP	joint lessons learned program
JMET	joint mission-essential task
JMETL	joint mission-essential task list
JNTC	Joint National Training Capability
JPME	joint professional military education
JQS	joint qualification system
JSCP	Joint Strategic Capabilities Plan
JTF	joint task force
JTIMS	Joint Training Information Management System
JTP	joint training plan
JTS	joint training system
KSAA	knowledge, skills, abilities, and attitudes
MET	mission-essential task
METL	mission-essential task list
MPT	manpower, personnel, and training
MTA	mission training assessment
NEP	National Exercise Program
NG	National Guard
NGB	National Guard Bureau
NG JFHQ	National Guard Joint Force Headquarters
NIPRNET	Non-secure Internet Protocol Router Network (unclassified)
OCS	Operational Contract Support
OPR	office of primary responsibility
OSD	Office of the Secretary of Defense
PBR	program budget review
POM	program objective memorandum
PSA	politically sensitive area
RCs	Reserve Components

SIPRNET	Secure Internet Protocol Router Network (classified)
SMEB	Significant Military Exercise Brief
SOF	special operations fUSCorces
SPP	State Partnership Program
TPA	training proficiency assessment
TPE	training proficiency evaluation
TPO	task performance observation
TRO	training and readiness oversight
TSC	theater security cooperation
TTP	tactics, techniques, and procedures
UCP	Unified Command Plan
UJT	universal joint task
UJTL	Universal Joint Task List
U.S.C.	United States Code
USSOCOM	U.S. Special Operations Command
USSTRATCOM	U.S. Strategic Command
USTRANSCOM	U.S. Transportation Command
UTDT	Universal Joint Task List Task Development Tool
WJTC	Worldwide Joint Training Conference

PART II – DEFINITIONS

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

blended learning – Programs in which a student learns in part through online delivery of content and instruction while still attending a "brick-and-mortar" school structure.

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

collective joint training – Training, instruction and applied exercises that prepare joint staffs or joint staff elements and joint organizational teams to integrate and synchronize capabilities to respond to taskings deemed necessary by CCDRs and subordinate JFCs to execute assigned missions.

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

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

condition – 1. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate and may affect performance. 2. A physical or behavioral state of a system that is required for the achievement of an objective. See also joint mission-essential tasks. (JP 1-02. SOURCE: JP 3-0)

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

Desired Leader Attribute(s) – Guideposts for joint leader development for JF 2020. DLAs must be considered in current and future Individual, Staff, Unit, and Collective force development programs.

distance learning – A mode of delivering education and instruction, often on an individual basis, to students who are not physically present in a traditional

classroom setting. This provides access to learning when the source of information and the learners are separated by time or distance, or both.

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)

end state – The set of required conditions that defines achievement of the commander's objectives. (JP 1-02. SOURCE: JP 3-0)

essential task – A specified or implied task that an organization must perform to accomplish the mission that is typically included in the mission statement. See also implied task; specified task. (JP 1-02. SOURCE: JP 5-0)

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

exercise – A military maneuver or simulated wartime operation involving planning, preparation, and execution that is carried out for the purpose of training and evaluation. (JP 1-02. SOURCE: JP 3-34)

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

force provider (FP) – FPs include Secretaries of the Military Departments, CCDRs with assigned forces, the U.S. Coast Guard, DoD Agencies, and OSD organizations that provide force sourcing solutions to CCDR force requirements. (CJCSM 3130.06)

high interest training issue – An un-prioritized list of special interest broad mission areas or operational capabilities selected and published annually by the Chairman to ensure visibility by the CCMDs and combat support agencies in developing JTPs. Also called HITIs.

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

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

institutional learning – instruction provided in a tradition "brick-and-mortar" school structure setting.

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

interagency – Of or pertaining to U.S. Government agencies and departments, including DoD. See also interagency coordination. (JP 1-02. SOURCE: JP 3-08)

interagency coordination – Within the context of DoD involvement, the coordination that occurs between elements of DoD and engaged U.S. Government agencies to achieve an objective. (JP 1-02. SOURCE: JP 3-0)

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

interoperability – 1. The ability to operate in synergy in the execution of assigned tasks. (JP 1-02. SOURCE: JP 3-0) 2. The condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. The degree of interoperability should be defined when referring to specific cases. (JP 1-02. SOURCE: JP 6-0)

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

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

joint exercise – A joint military maneuver, simulated wartime operation, or other Chairman - or CCDR-designated event involving joint planning, preparation, execution, and evaluation.

joint force – A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single JFC. (JP 1-02. SOURCE: JP 3-0)

joint force provider – The organization responsible for recommending to the Joint Chiefs trained and ready capabilities and forces for allocation by the Secretary of Defense to support CCMD requirements. The joint force provider will be assigned by the Joint Staff to develop and submit a sourcing recommendation in response to a validated capability or force requirement. The joint force provider responsibilities should be considered overall management of conventional, SOF or mobility forces but may or may not include being the force provider for a particular requirement. (FY 2012 - 2013 Global Force Management Implementation Guidance)

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

joint mission-essential task – A mission task selected by a JFC deemed essential to mission accomplishment and defined using the common language of the UJTL in terms of task, condition, and standard. Also called JMET. (JP 1-02. SOURCE: JP 3-33)

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

joint professional military education – A CJCS-approved body of objectives, policies, procedures, and standards supporting educational requirements of joint officer management. Also called JPME. (CJCSI 1800.01 Series)

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

joint readiness – The CCMDs' and combat support agencies' ability to integrate and synchronize joint forces to execute National Military Strategy missions, as derived from the Guidance for the Employment of the Force and the Joint Strategic Capabilities Plan. (CJCSI 3401.01 Series)

joint task force – A joint force that is constituted and so designated by the Secretary of Defense, a CCDR, a subunified commander, or an existing JTF commander. Also called JTF. (JP 1-02. SOURCE: JP 1)

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

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

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

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

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

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

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

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

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

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

multinational operations – A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 1-02. SOURCE: JP 3-16)

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

procedures – Standard, detailed steps that prescribe how to perform specific tasks. (CJCSM 5120.01 Series)

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

program of instruction – A series of related lessons designed to satisfy a specific joint training requirement (e.g., JTF Headquarters).

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

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

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

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

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

tactics – The employment and ordered arrangement of forces in relation to each other. (CJCSM 5120.01 Series)

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

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

techniques – Non-prescriptive ways or methods used to perform missions, functions, or tasks. (CJCSM 5120.01 Series)

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

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

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

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

training and readiness oversight – The authority that CCDRs may exercise over assigned Reserve Component forces when not on active duty or when on active duty for training. (JP 1-02. SOURCE: JP 1)

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

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