CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

J-7 CJCSM 3500.03A
DISTRIBUTION: A, B, C, J, S 1 September 2002

JOINT TRAINING MANUAL FOR THE ARMED FORCES
OF THE UNITED STATES

References: See Enclosure Y.

1. Purpose. This manual provides guidance to the combatant commanders when implementing Chairman of the Joint Chiefs of Staff (CJCS) policy for developing joint mission-essential task list (JMETL), planning and conducting joint training, and assessing command readiness with regard to joint training. The combatant commands, Services, and combat support agencies (CSAs) will use this manual when using the Joint Training System (JTS) as specified in reference a. and b.

2. Cancellation. CJCSM 3500.03, 1 June 1996, "Joint Training Manual for the Armed Forces of the United States," is cancelled.

3. Applicability. This CJCSM applies to the Joint Staff, combatant commands and service components, Services, CSAs, Defense agencies responsive to the Chairman of the Joint Chiefs of Staff (hereafter referred to as “the Chairman,” and other agencies as appropriate for matters relating to the joint training of the Armed Forces of the United States.

4. Procedures. See enclosures A through Y.

5. Summary. This revision updates procedures to identify combatant command, service component and CSA joint training requirements, plan joint training events, execute discrete joint training events and assess training readiness.

6. Releasability. This manual is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this manual

through the internet from the CJCS Directives Home Page--http://www.dtic.mil/doctrine. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

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

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Lieutenant General, USA
Director, Joint Staff

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ENCLOSURE A

INTRODUCTION

1. Purpose. This Joint Training Manual (JTM) describes procedures for using the JTS to execute CJCS, combatant commander, and CSA-sponsored Joint Training Programs, in accordance with (IAW) the policy and guidance promulgated in references a-g. This manual provides combatant commanders and CSAs a detailed description of how to implement all JTS phases in support of their joint training responsibilities.

2. Scope. Combatant commanders ensure the readiness of forces assigned to their command. Combatant commanders provide authoritative direction over all aspects of military operations, joint training, and logistics with their commands; coordination and approval of aspects of administration, support (including control of resources and equipment, internal organization, and training), and discipline necessary to carry out missions assigned to the command.

a. This manual describes the methodology and processes in the JTS, which is designed to improve CJCS and combatant commander joint operational readiness, linking joint plans, joint training, and joint readiness to JMETL by identifying mission-based training requirements, developing joint training plans to support these requirements, executing the planned events, and assessing training proficiencies. The focus is on combatant command joint training programs and responsibilities; however, the training management practices detailed in this manual apply to any joint force commander, combatant command, and CSA's joint training plans.

b. Combatant commanders must synchronize the commands joint training programs, Theater Security Cooperation Plans (TSCPs), and Service component training programs as well as external support from other combatant commands, CSAs, and other supporting joint organizations. To ensure a seamless operating environment, command joint training plans must include interagency actions with other US government agencies and multinational operations with other nations, and nongovernmental organizations (NGOs) and international organizations. The basic guidelines of the JTS provide stability to joint training programs as the operational concepts of Joint Vision are implemented.

3. Training Organization. The combatant commander is responsible for joint training of assigned forces IAW reference a. The JTS includes

training and education of individuals, staff elements, entire staffs, and units assigned to the command using self-study, seminars, exercises, and sequenced programs of pre-and post-exercise training support. It is the combatant commanders' responsibility to:

a. Assign an office of primary responsibility (OPR) for joint training within the combatant command's organization and provide educational opportunities to the command to ensure the JTS is understood and used. The OPR for joint training should provide the centralized JTS program management for the organization.

b. Approve and forward command JMETL to appropriate organizations.

c. Provide guidance for promulgation of the joint training plan (JTP) to appropriate organizations.

d. Develop and approve JTPs.

e. Consider joint training resource availability, and identify and report shortfalls to include the impact of such shortfalls on accomplishment of joint training programs and readiness.

f. Add, delete, or change joint training events based on the dynamics of training proficiency, operations, and resource availability.

g. Evaluate joint training performance. Determine the effectiveness of specific joint training events.

h. Assess joint training proficiency and readiness in addition to effectiveness of the command's JTP in sustaining requisite JMET proficiency.

i. Submit a report using the joint after-action report (JAAR) format within 90 days following the completion of an operation or redeployment and for all CJCS- and combatant command-sponsored exercises identified by Joint Staff message to the Joint Center for Lessons Learned (JCLL) IAW CJCSI 3150-25A, Joint Lessons Learned Program (JLLP). An interim report is required for operations exceeding 180 days.

4. Joint Training and Exercise Categories. Training and exercise events are conducted at various command levels. Figure A-1 displays these categories, described as follows:

Figure A-1. Joint Training and Exercise Categories

a. Category 1 – US Service Training. US military training based on Service policy and doctrine. Training should be linked to Service mission essential task lists (METLs) to prepare individuals, staffs, and Service units. Training includes Service basic, technical, and component operational training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

b. Category 2 – US Interoperability Training (Service-to-Service). US military service component training that ensures the ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services, so exchanged, to enable them to operate effectively together during multi-Service operations. Services are responsible for providing interoperable forces to combatant commanders. Interoperability training is based on joint doctrine and joint tactics, techniques, and procedures (JTTP).

c. Category 3 – US Joint Training. US military training based on joint doctrine or JTTP to prepare joint forces and/or joint staffs to respond to strategic and operational requirements deemed necessary by combatant commanders to execute their assigned missions. Joint

training involves forces of two or more military departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine and JTTP.

d. Category 4 – US/Multinational Interoperability Training. Military training based on allied, joint, and/or Service doctrine to prepare units in response to Presidential and Secretary of Defense (SecDef) requirements. The purpose is to ensure interoperability of forces and equipment between the United States and other nations.

e. Category 5 – Joint/Multinational Training. Training based on multinational, joint, and/or Service doctrine to prepare units in response to Presidential and SecDef requirements. The purpose is to prepare joint forces under a multinational command arrangement.

f. Category 6 – Joint Interagency/Intergovernment Training. Training to prepare the joint commanders and staffs, at the strategic and operational level of war, to function in a joint interagency and/or intergovernmental environment.

5. JTS Support. JTS processes are designed to assist the combatant commands, their sub-unified commands, the Services components, CSAs, and other joint organizations to more efficiently align their training with missions assigned to the combatant commanders, consistent with priorities and resources. Although use of the JTS is a responsibility of the combatant commands, their Service components, and supporting organizations, the following are available to provide assistance:

a. US Joint Forces Command (USJFCOM). USJFCOM serves as the joint force provider and joint trainer of assigned forces. As lead agent for joint training, USJFCOM is responsible to the Chairman for helping to manage the combatant commanders' portion of the CJCS Exercise Program, conducting and assessing joint and multinational training and exercises for assigned forces, and assisting the Chairman, other combatant commanders, and Service Chiefs in their preparations for joint and combined operations. A general description of USJFCOM products and services, as well as specific services to support the combatant commanders, can be found in Enclosure G, "US Joint Forces Command Support Capabilities."

b. Joint Forces Staff College (JFSC). The JFSC provides basic JTS instruction to mid-level and field grade officers, which includes Universal

Joint Task List[1] (UJTL) familiarization, requirements and JMETL identification, training plan development, event execution, and assessment processes. The JFSC also offers 20 hours of detailed JTS instruction for officers assigned to joint training billets.

c. Joint Training Information Management System (JTIMS). JTIMS is designed to assist combatant commanders in managing their joint training programs. JTIMS software automates elements of the four phases of the JTS in a central database with the UJTL as the common language. It is available to all government users via SIPRNET.

[1] CJCSM 3500.04B, 1 October 1999, "Universal Joint Task List Version 4.2"

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ENCLOSURE B

JOINT TRAINING SYSTEM OVERVIEW

1. General. Training is a key element of readiness. Military readiness is defined in two parts, unit and joint. Readiness is "the ability of US military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels. A.) **unit readiness**—The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. B.) **joint readiness**—The combatant commander's ability to integrate and synchronize ready combat and support forces to execute his or her assigned missions" (reference e).

a. The Joint Training System is a four-phased methodology that aligns training strategy with the assigned mission designed to produce trained and ready individuals, units, and staffs. The procedures described in this manual are designed to assist commanders in all echelons in: defining the required level of individual, collective, and staff performance; determining the current level(s) of performance; executing training programs to improve performance; and assessing those levels of performance relative to the required level. While the JTS provides data related to doctrine, organization, training and education, materiel, leadership, personnel, and facilities (DOTMLPF), a true readiness assessment must include all DOTMLPF elements. In short, the JTS addresses the "training readiness" of a military capability.

b. The JTS (Figure B-1) provides an integrated, requirements-based methodology for aligning joint training programs with assigned missions, consistent with command priorities and available resources. In Phase I (Requirements), the capabilities required of joint force organizations to accomplish their assigned missions are identified in terms of tasks, conditions, standards, and organizations. In Phase II (Plans), commands and CSAs develop their joint and/or agency training plans defining their training requirements, and containing the preliminary development of training event design, estimation and scheduling of resources, and general timelines of training events. In Phase III (Execution), detailed event planning and resource scheduling are finalized and the planned events are executed, evaluated, and the results reported. Finally, in Phase IV (Assessment), the commander reviews joint training performance relative to mission JMET requirements to produce both task and mission training assessments. This training assessment provides input to JMETL refinement, JTP adjustment, and other data users as

shown in Figure B-1. (The JTIMS provides automated support for selected elements of each phase of the JTS.)

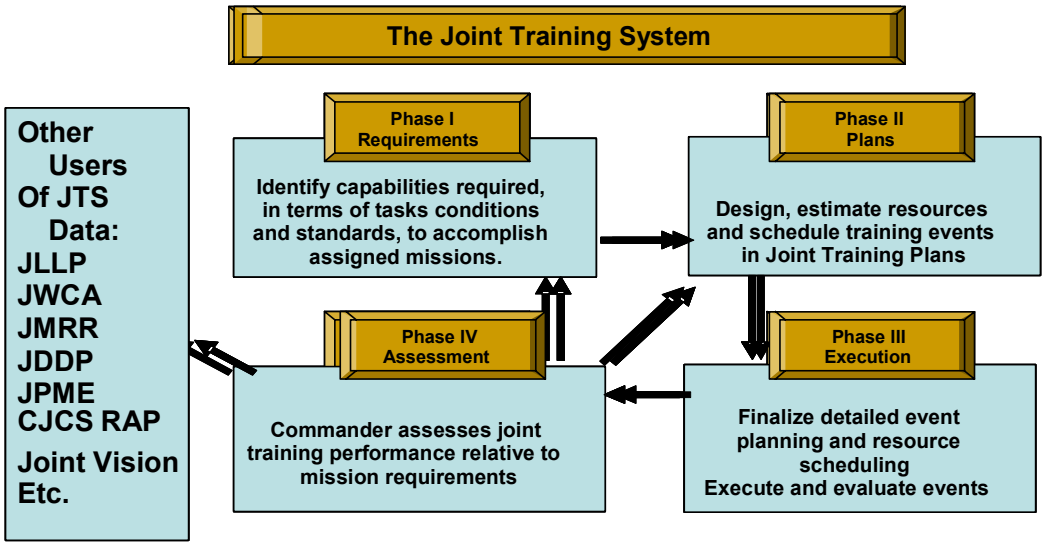

Figure B -1: The Joint Training System

Legend

JLLP	–	Joint Lesson Learned Program
JWCA	–	**Joint Warfighting Capabilities Assessment**
JMRR	–	**Joint Monthly Readiness Review**
JDDP	–	**Joint Doctrine Development Process**
RAP	–	**Remedial Action Program**

Figure B-1. Joint Training System

2. The JTS: Inputs, Processes, and Outputs. The JTS phases consist of an input–process–output (IPO) progression where the output, or product, from one phase provides input to the next phase(s) in the cycle. Table B-1 depicts the inputs, processes, and outputs associated with each JTS phase.

	Requirements	Plans	Execution	Assessment
INPUTS	• Current National Military Strategy (NMS) • Joint Strategic Capabilities Plans (JSCP) • Presidential and SecDef Directives • Treaty Obligations • Unified Command Plan (UCP) • Theater Security Cooperation Plans • DOD Directives • Command Plans (OPLANs, CONPLANs, and/or FUNCPLANs) • Higher HQs JMETL* • Joint Doctrine • Commander Guidance* • UJTL/Service Task List*	• JMETL (T/C/S/Org)* • CJCS Commended Training Issues (CCTIs)* • Joint Doctrine/JTTP • Standard Operating Procedures (SOPs) • Master Training Guides (MTGs) • Relevant Lessons Learned • Commander's Training Guidance* • Training Proficiency Assessment/Mission Training Assessment (TPA/MTA)*	• Command, Component, Agency Training Plans* • Joint Training Schedule* • Relevant Lessons Learned	• Joint Training Plan* • TPOs/TPEs* • Informal Results • Actual Operations • Relevant Lessons Learned • External Inputs • Other Feedback
PROCESSES	• Conduct Mission Analysis to Identify Tasks • Select Tasks from UJTL* • Select/Apply essentiality Criteria • Select JMETs* • Select Responsible Organizations* • Determine and select* relevant conditions and standards • Supporting and Command-Linked Tasks* • Commander Approves JMETL	• Revise Commander's Training Guidance* • Analyze JMETs • Review TPA of JMET-Organizations* • Refine Training Audience based on TPA* • Develop Training Objectives* • Determine Training Methods* • Design Training Event/Schedule Resources* • Publish Joint and/or Agency Training Plan*	• Execute Joint Event Life Cycle • Develop*/Conduct/Evaluate Academic Training Events • Develop*/Conduct*/ Evaluate* Exercises • Develop/Capture* Task Performance Observations (TPOs)* • Review TPOs* • Determine/Document* Training Proficiency Evaluation (TPE) level o T-Trained o P-Partially Trained o U-Untrained o N-Not Observed • Develop/forward JAAR*	At each echelon within the command, and within each subordinate organization, commanders/directors: • Analyze TPEs* from Phase III • Review relevant Lessons Learned in other military operations • Prepare Staff/Unit Assessment • Develop TPAs* • Develop MTAs* • Obtain Commander's Approval of Proposed TPAs and MTAs • Document audience TPAs, and Mission MTAs, in JTIMS • Determine/forward Lessons • Identify/forward Issues
OUTPUTS	• JMETL* • Tasks, Conditions, Standards (T/C/S), Organizations (Org)*	• Command JTP/Component Training Plans* • Agency Joint Training Plans* • CJCS Joint Training Master Schedule (JTMS)*	• TPOs*/TPEs* • JAAR*	• Commander's Training Guidance* • TPAs*, MTAs* • Validated Lessons Learned • Defined Issues
* Supported by JTIMS		*NOTE: Acronyms and definitions are listed in Glossary.*		

Table B-1. JTS Inputs, Processes, and Outputs

3. Phase I (Requirements): Determine Mission Capability

a. The purpose of Phase I (Requirements) (Figure B-2), is to capture the required functions of all echelons involved with accomplishing the mission (i.e., what must be done at each echelon of command, and in each functional area at each echelon of command, to accomplish this mission). The functional capabilities required to accomplish the missions assigned to the combatant commanders are those documented in commands' JMETLs. The JMETL defines the command's mission capability requirements in terms of tasks, conditions, standards, and responsible organizations and supporting and command-linked tasks. CSA agency mission-essential task list (AMETL), and service components METL, are identified based on tasks required to support the combatant command JMETL and specific tasks assigned in the commander's guidance.

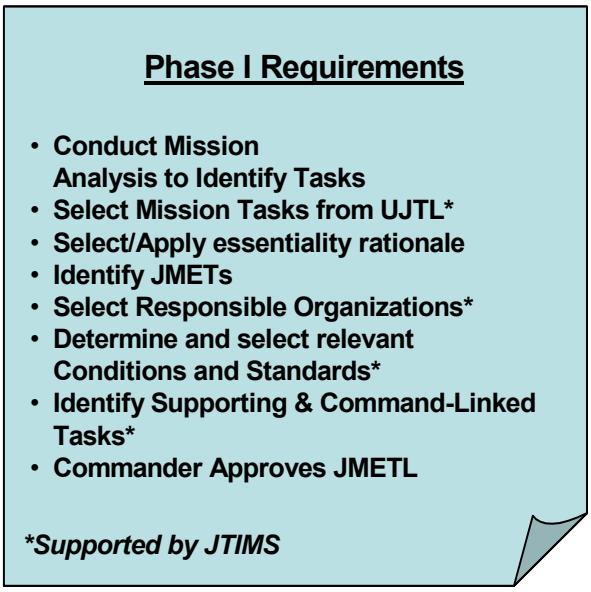

Figure B-2. Phase I (Requirements) Overview

b. When the JTS is fully implemented, the JMETL developed in the Phase I (Requirements) process establishes a direct connection between the NMS and the combatant commander's strategy, assigned missions, operational plans, tasks inherent in those plans, and joint training responsibilities. The command's JMETL provide the foundation for deriving joint training requirements in Phase II (Plans). (JTIMS supports the documentation of JMETLs, including tasks, conditions, standards, and organizations.) The outputs of Phase I are combatant commands

JMETLs, approved by the combatant commander, and CSA AMETLs, approved by the CSA Director.

4. Phase II (Plans): Develop Joint and Agency Training Plans

a. The purpose of Phase II (Plans), which is synopsized in Figure B-3, is to produce a JTP unconstrained by resources. The JTP is tied to the command's JMETL through identified training objectives. It identifies audiences requiring training and the events, with resources, needed to train them to accomplish the required tasks, under relevant conditions, to meet required standards. As resources are identified, the events scheduled in the JTP are modified to produce an executable Joint Training Schedule for the command.

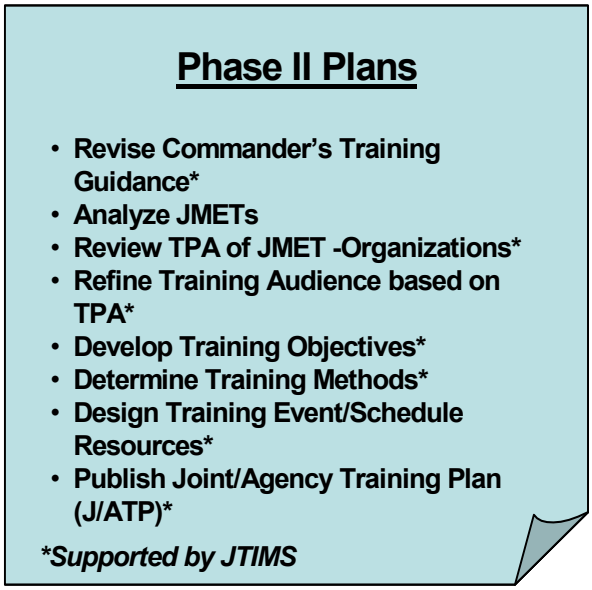

Figure B-3. Phase II (Plans) Overview

b. JTPs developed in Phase II are based on capability requirements identified in JMETL in Phase I (Requirements) and provide commander's guidance and a comprehensive plan of action to link those requirements with training events to accomplish training audience objectives. In Phase II, the commander's training guidance and the command JMETL assessment Phase IV (Assessment) drive the development of the JTP. The JTP and Agency Training Plan (ATP) identifies those individuals and organizations who need training (training audiences), the training required (training objectives), the training events needed to satisfy those objectives, and the estimated resources required to conduct the training events. (JTIMS supports the documentation of training audiences, training objectives, training events and resources required for training.)

NOTE: JTPs cover the joint training cycle, which is normally 3 fiscal years, commencing in the execution year. The outputs of Phase II (Plans) are the combatant command JTP or CSA ATP.

5. Phase III (Execution): Execute Joint and Agency Training Plans

a. The purpose of Phase III (Execution) (Figure B-4) is to conduct the events planned in the JTPs and ATPs, and to evaluate the training audience performance in the events relative to specified training objectives. In Phase III the event planning started in Phase II (Plans) is finalized, with detailed and specific resources allocated to each event. The focus of the execution phase is preparing, executing, and evaluating each discreet joint training event in the combatant command's JTP. CSA ATPs may require stand-alone events within the agency, or may be incorporated into the events conducted by the combatant commands.

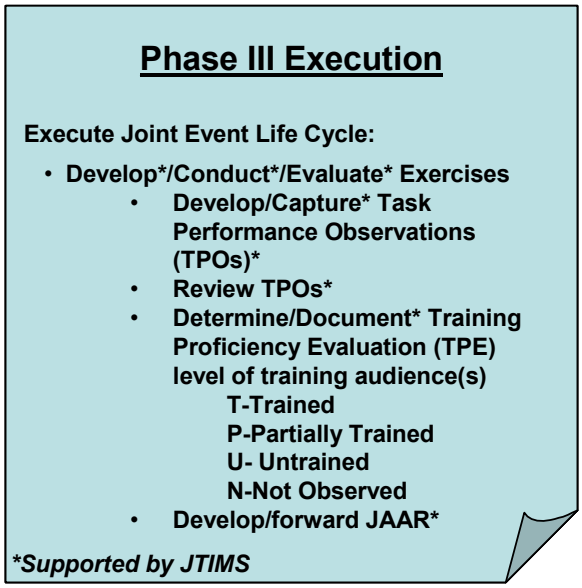

Figure B-4. Phase III (Execution) Overview

b. Joint training events, either academic or exercise, are developed using the joint event life cycle (JELC) methodology. The JELC, a cycle within the JTS Phase III, consists of five stages: design, planning, preparation, execution and analysis, and evaluation and reporting. Task performance observations (TPOs) are captured and reviewed to assist in determining the training proficiency evaluation (TPE) of the training audience. TPEs of each training audience are assigned based on the observed audience performance during the event, relative to the training objectives for that specific training audience and event. (TPOs and TPEs

are documented in JTIMS.) Potential issues and lessons learned are also identified during this phase. Commands forward a JAAR for CJCS-, combatant commander-, and CSA-sponsored exercises within 90 days of the end of the event, IAW CJCSI 3150.25 (Series) – Joint Lessons Learned Program, 01 October 2000. The outputs of Phase III (Execution) are TPEs, supporting the assessments in Phase IV (Assessment) and JAARs, which provide event results as well as potential issues and lessons learned.

6. Phase IV (Assessment): Assess Training Performance

a. The purpose of Phase IV (Assessment) (Figure B-5) is to determine which organizations within the command are able to perform at the level required to meet the task standard(s), and which missions the command is trained to accomplish. Assessment is a command's responsibility. During Phase IV the commander assesses the command's training proficiency using the outputs from multiple training events, real-world operations, experimental events, and engagement events. The assessments seek to answer the questions, "Is the organization trained to accomplish specific tasks?" and, "Is the command trained to accomplish its assigned missions?"

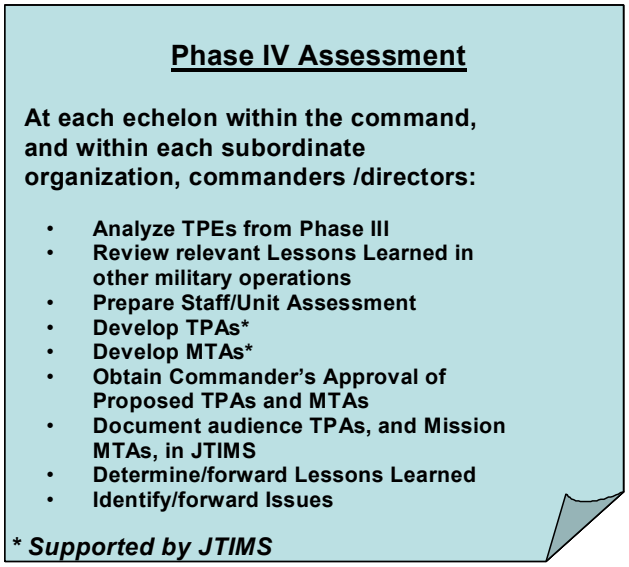

Figure B-5. Phase IV (Assessment) Overview

b. Within the combatant command, the staff directors, subordinate joint force commanders (JFCs), and Service component commanders conduct a training proficiency assessment (TPA) of their specific organization. TPEs from Phase III (Execution), lessons learned relevant to the organization, and performance personally observed should all be

considered by the commander or director. Assessments of less than fully trained on existing JMETs, combined with any new JMETs developed and commander's guidance, form the primary training requirements for the next training cycle.

NOTE: The combatant commander, who has combatant command (command authority) of assigned forces, is ultimately responsible for the training assessment of those forces. Where the forces are assigned to a supporting command or CSA, the supported commander may provide a recommended TPA.

c. Once the TPAs for each task are completed, the TPAs and JMETs associated with specific missions are analyzed to produce MTAs. Commander's judgment, supported by objective data input, forms the MTA for each mission. The commander should determine whether the command is trained to accomplish the mission. (JTIMS supports the documentation of TPAs and MTAs).

d. The training assessment completes the joint training cycle and, with JMETL, forms the foundation for the next cycle. The assessment serves several purposes, both internally and externally. First, it identifies performance shortfalls that help define future training requirements. Second, it provides a measurement of the command's ability to perform assigned missions, which translates into training readiness. Third, it documents lessons learned (techniques, procedures, or practical solutions) that may assist other commands in accomplishing their missions. Finally, issues are identified that preclude future command training to desired standard. These issues are part of the command's overall readiness assessment and should be reported to appropriate external command echelons, or through existing readiness processes (JMRR, JWCA, etc.), after being associated with the appropriate DOTMLPF elements to affect change. The outputs of Phase IV (Assessment) are the TPAs and MTAs used in Phase I (Requirements) to review existing operational plans and JMETL; in Phase II (Plans) to support development of future training requirements; and lessons learned and issues beyond the capability of the combatant commander to resolve.

7. The JTS Planning Continuum

a. A representative planning cycle for joint training is depicted in Figure B-6. Note the linkage of the JMETL and AMETL throughout the training cycle.

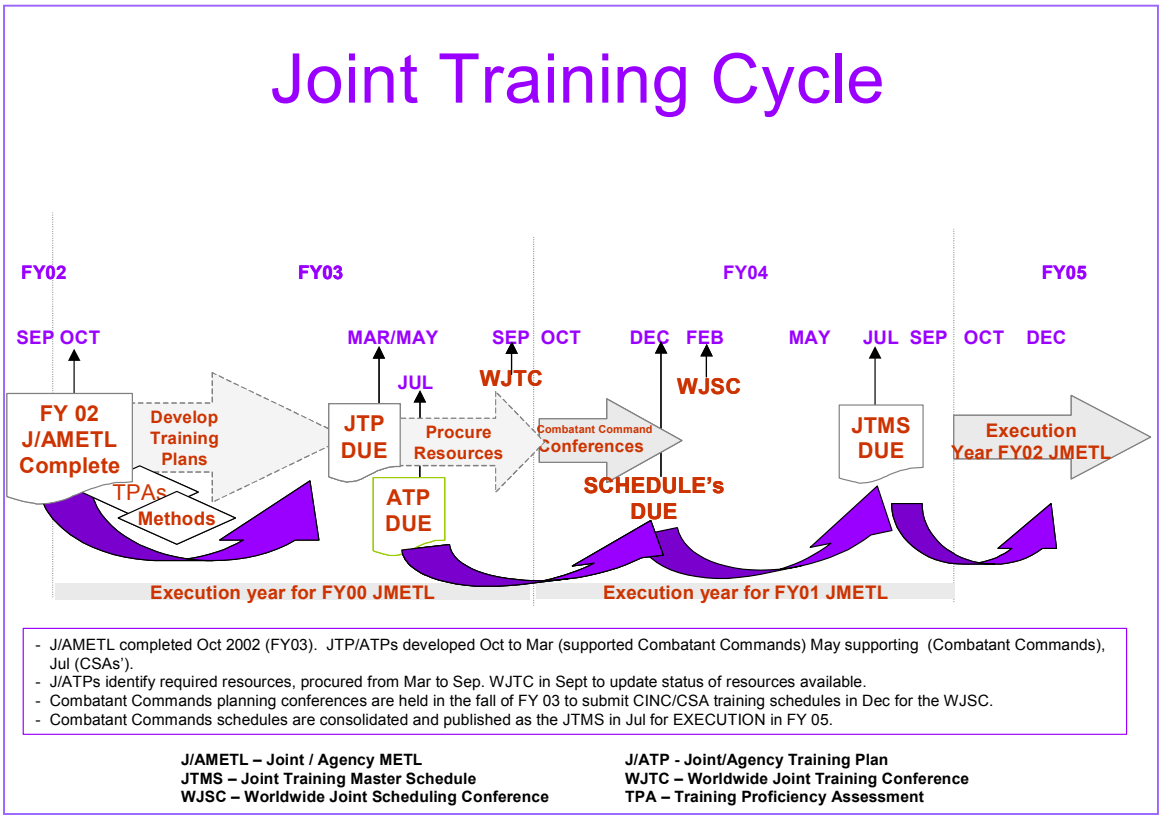

Figure B-6. The Joint Training Cycle

b. The JMETL and AMETL review and/or revision should be completed annually in October. This review should be continuous throughout the year, based on known changes to assigned missions, new commanders and directors being assigned, or all source lessons learned being applied to improve operational plans. Within the command, change recommendation inputs should be scheduled far enough in advance (1-2 months) to allow adequate staffing for commander or director approval by October for supported commands. Supporting commands and CSAs may take until December, if necessary, to complete their JMETL and/or AMETL due to the need to review the supported command's final JMETL.

c. Once the commander or director has approved the JMETL and/or AMETL, then the OPR for training develops the JTP and/or ATP, in coordination with the entire staff.

d. The JTPs and ATPs, submitted annually in March and July, detail the command and/or CSA training resource requirements.

NOTE: These submission dates (Figure B-7) align with the POM data submission in PPBS. This is a critical milestone in the JTS in order to provide a resource requirement input to the POM.

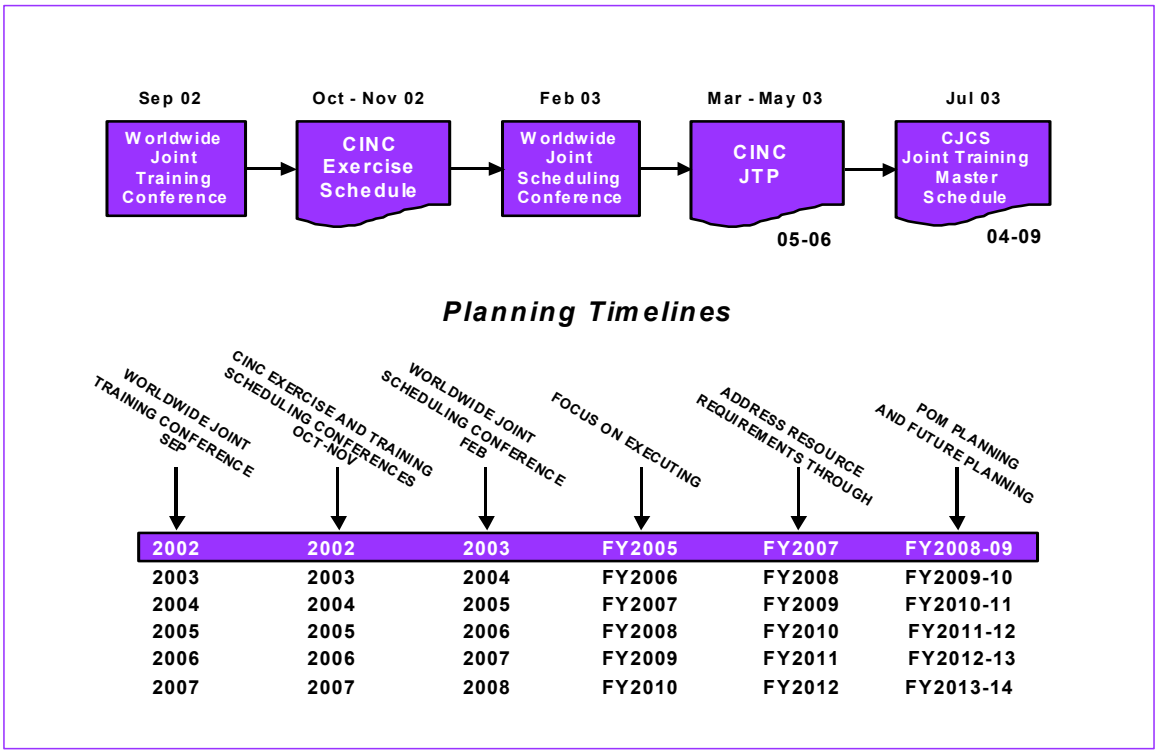

Figure B-7. Planning Timelines

e. From March through July and until the Worldwide Joint Training Conference (WJTC), which meets in September, the commands, CSAs, Services, and Joint Staff attempt to align resources with the JTP and ATP submissions. At the WJTC the existing resources are updated by the Joint Staff and Services, thus providing the combatant commands the latest resource information for their theater scheduling conferences.

f. At the completion of the theater scheduling conferences, the commands enter their final resource-constrained schedules into JTIMS in preparation for the Worldwide Joint Scheduling Conference (WJSC),

held normally in February. Issues and conflicts related to the execution year are discussed and resolved at the WJSC.

g. After the WJSC, combatant commands update their exercise schedules and publish them in JTIMS. Once all combatant commands and CSAs have published their schedules, the overall CJCS JTMS is available for review within JTIMS.

8. JTS Summary. The purpose of the JTS is to support the Chairman, combatant commanders, and CSAs in conducting their JTPs. Commanders at all echelons are responsible for joint training, and ultimately readiness of the forces assigned to their command. The combatant commander is responsible for joint training, and ultimately readiness of the entire combatant command. The JTS provides a systematic approach in training to assist the commanders in ensuring joint training and readiness levels required in their command are met. This approach assists in identifying the functional responsibilities of assigned individuals and organizations in the form of tasks, conditions, and standards; identifying events and resources to accomplish required training; conducting and evaluating training; and assessing the resulting performance of assigned individuals and organizations relative to their functional responsibilities.

a. The JTS Phase I (Requirements) results in the combatant command JMETL and the CSA AMETL.

b. The JTS Phase II (Plans) results in the combatant command JTP and the CSA ATP.

c. The JTS Phase III (Execution) results in TPOs and/or TPEs and JAARs.

d. The JTS Phase IV (Assessments) results in TPAs and MTAs, lessons learned, and issues requiring resolution outside of the command or CSA.

NOTE: The JTIMS supports the execution of elements of all four JTS Phases. JTIMS is the primary tool used to support combatant command joint training programs.

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APPENDIX A TO ENCLOSURE B

KEY SUSPENSES ASSOCIATED WITH JOINT TRAINING

This appendix, Table B-A-1, lists Joint Training System key suspenses.

Date	Office	Subject
September	J-7, JDETD, USJFCOM	Worldwide Joint Training Conference. Note: Joint Staff J-7 is planning to combine the Worldwide Training and Scheduling Conferences at a date to be determined.
15 September	Joint Staff, Combatant Commander	Submit Issues to Military Education Coordination Conference (MECC).
25 September	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
30 September	J-7, JDETD	CJCS publishes guidance: JTMP, CCTIs. (Published every 2 years, reviewed in non-publishing years.)
7 October	Combatant Commanders	Submit Quarterly JMRR Report IAW CJCSI 3401.01 Series. (USTRANSCOM due 1 week early)
15 October	Combatant Commands	Supported combatant commands publish JMETLs and issue joint training guidance to Service components, joint organizations, combat support agencies, and multinational partners. (Published every 2 years, reviewed in non-publishing years.)
October – November	Scheduling Commands	Conduct combatant commander exercise and training scheduling conferences.
15 November	Scheduling Commands	Publish event summaries for the following 12 months (beginning 1 January).
15 December	Combatant Commanders	Submit Quarterly JMRR Report IAW CJCSI 3401.01 Series (USTRANSCOM due 1 week early).
15 December	Supporting Command CSAs	Supporting command JMETL and/or CSA AMETL published.
20 December	Joint Staff, Combatant Commander	Submit Issues for JWCA Contract Brief.
26 December	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.

Date	Office	Subject
31 December	Joint Staff	The Joint Training Policy updated every 4-years or as required.
Prior to the Worldwide Joint Scheduling Conference	Scheduling Commands	Submit inputs for the CJCS Exercise Evaluation Program to the Joint Staff, J-7/JED.
31 December	Scheduling Commands	Publish event summaries in JTIMS for the upcoming execution year, budget year, and following 4 years, incorporating changes from the Combatant Commanders' Exercise and Training Scheduling Conferences.
31 December	Scheduling Commands	Submit summary report of annual DCCEP moneys spent to J-7/JED.
15 January	Scheduling Commands	Submit formal request for ERC projects.
February	J-7/JED US Joint Forces Command	Worldwide Joint Scheduling Conference. Note: Joint Staff J-7 is planning to combine the Worldwide Joint Training and Scheduling Conferences at a date to be determined.
February	Joint Staff, Combatant Commander	Submit issues for joint doctrine working party.
15 February	Scheduling Commands	Publish JTP event summaries for the following 12 months (beginning 1 April).
15 February	Joint Staff, Combatant Commander	Submit Issues to MECC.
15 March	Scheduling Commands	Update event summaries in JTIMS, incorporating corrections from the WJSC.
15 March	Supported Commands	Supported combatant commands submit JTPs to supporting combatant commands, Service components, joint organizations, CSAs, and multi-national partners. Also, submit JTPs to USJFCOM for review.
26 March	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
31 March	Scheduling Commands	Submit DCCEP Plans for next 2 fiscal years to the Joint Staff, J-7/JED, the first year for approval, the second year for planning.
7 April	Combatant Commanders	Submit Quarterly JMRR Report IAW CJCSI 3401.01 Series (USTRANSCOM due 1 week early).
1 May	Scheduling Commands	Submit exercise summaries for the Joint Training Master Schedule (next 5 years).

Date	Office	Subject
15 May	Scheduling Commands	Publish exercise summaries for the following 12 months in JTIMS.
15 May	Supporting Commands	Supporting combatant commands submit JTPs and JMETLs to supported combatant commands, service components, joint organizations, and multinational partners. Also, submit and/or post in JTIMS JTPs to USJFCOM.
June	J-7	CJCS Review of combatant commander-sponsored exercises.
26 June	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
7 July	Combatant Commanders	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early).
15 July	Combat Support Agencies	CSAs submit and/or post in JTIMS ATPs and AMETLs to supported commands, service components, joint organizations, and multinational partners. Also submit ATPs to USJFCOM.
15 July	Joint Staff	CJCS publishes the CJCS JTMS.
August	JCLL, Joint Staff, Combatant Commander	Submit issues for joint doctrine working party.
August	J-7	CJCS review JTP and amends guidance.
15 August	Scheduling Commands	Update exercise event summaries for the following 12 months (beginning 1 October) in JTIMS.
TBA Semiannual	JCLL, Joint Staff, Combatant Commander	Conduct the Joint Training Review Group, which is charged with collecting and collating the combatant commander's joint training requirements and integrating these requirements into M&S tools used to support joint training requirements.
TBA Quarterly	Joint Staff	Issues addressed by RAP Working Group.
As Required	USJFCOM	Conduct Joint Training Review Group to coordinate M&S requirements.

Table B-A-1. Key Suspense's List

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ENCLOSURE C

PHASE I (REQUIREMENTS)

1. Introduction. The purpose of JTS Phase I (Requirements) is to identify the capabilities required to accomplish assigned missions and to document those capabilities in the form of JMETs. This process establishes the linkage between the NMS and the command's missions, operational plans, tasks inherent in those plans, and joint training. The final product is a combatant commander JMETL that reflects and consolidates the mission capability requirements of the combatant command into a single list of tasks, conditions, standards, and responsible individuals and organizations. The JMETL forms the foundation for all joint training and provides the basis for deriving the command joint training requirements in Phase II (Plans). Service Components and CSAs also develop supporting METLs and AMETLs, respectively, which provide the basis for deriving their training requirements.

a. It is important to note the distinction between a common use of the term "mission" and the use of the term in the JTS. Typically, the term "missions" is used to describe doctrinally "operations," such as "attack," "defend," "strike," "raid," etc. However, in executing the JTS, the term "mission" is used as follows:

> "The terms 'roles, missions, and functions' often are used interchangeably, but the distinctions between them are important. 'Roles' are the broad and enduring purposes for which the Services and the United States Special Operations Command (USSOCOM) were established in law. 'Missions' are the tasks assigned by the President or Secretary of Defense to the combatant commanders. 'Functions' are specific responsibilities assigned by the NCA [National Command Authorities[2]] to enable the Services to fulfill their legally established roles. Simply stated, the primary function of the Services and USSOCOM is to provide forces organized, trained, and equipped to perform a role — to be employed by the combatant commander in the accomplishment of a mission." (reference d)

[2] Current SecDef directives eliminate the term "NCA." However, this is a quote from an existing joint publication.

This distinction is crucial to the JMETL development process, especially when identifying conditions and standards. Roles lack the specificity to scope training. For example, training to the role "defend" requires resources to cover all conditions to absolute standards in all scenarios – this would be nearly impossible. Training to the mission, "defend Kuwait from military invasion" permits commanders to limit the scenarios, conditions, etc., and to more precisely plan required training for specific audiences. In short, it allows for the identification of specific conditions and standards.

b. In the context of the JTS, missions are assigned to the combatant commanders, who in turn pass guidance (missions and tasks) to their subordinate commanders. The JFCs at the appropriate levels-of-war, through their concept of operations, select a set of military operations to accomplish the mission. Operations can be described as a set of UJTL and/or service tasks, related through doctrine, which are conducted to accomplish the mission. Tasks are accomplished by both individual and collective performance of doctrine and tactics, techniques, and procedures (TTP).

NOTE: CJCS 3500.04, Universal Joint Task List version 4.2, describes 60 types of military operations. These, as well as the UJTL and Service task lists, are incorporated in JTIMS to support the user in JMET selection.

c. Command missions are derived from external guidance to include the Joint Strategic Capabilities Plan (JSCP), Unified Command Plan (UCP), treaty obligations, and Presidential and Secretary of Defense Directives. Plans developed during deliberate planning specify and imply the missions and tasks the command must perform. These plans include TSCPs, operation plans (OPLAN), functional plans (FUNCPLANs), operation plans in concept format (CONPLANs), and may include requirements for operating with CSAs and non-DOD organizations such as US government agencies, NGOs, and international organizations.

d. The deliberate planning phases of the Joint Operational Planning and Execution System (JOPES) are shown in Figure C-1. The plans developed in the deliberate planning process provide an underpinning for effective training and, ultimately, readiness programs. While the deliberate planning process is primarily the domain of the J-5 community, the development of deliberate plans includes inputs from every functional element of the command, as well as inputs from supporting commands, CSAs, and other governmental agencies. The Department of Defense is currently moving to strengthen the linkages between operational requirements defined in deliberate plans, JMETs, and readiness assessment.

Figure C-1. Deliberate Planning Phases[3]

e. Ideally, JMETL development will follow a process similar to the development of deliberate plans. The UJTL tasks selected at the combatant command strategic theater (ST) level define the overarching architecture of the command JMETL. These tasks are provided to the subordinate commands and supporting organizations, who in turn must develop their own supporting JMETs and/or AMETs at the appropriate operational (OP) and tactical (TA) levels, using the UJTL and Service task

[3]JP 5-00.1, "Joint Doctrine for Campaign Planning," Figure III-3

lists. The Supporting Plans (Phase V) of deliberate planning is described in JP 5-00.1:

> "During this final phase of the deliberate planning process, the supported commander directs the preparation and submission of supporting plans. These deal with mobilization, deployment, and employment. Paragraph 3 of the OPLAN and paragraph 3 of the plan summary clearly documents the task assignments. As required by the combatant commander's task assignment, component commanders, joint task force (JTF) commanders, supporting commanders, or other agencies develop supporting plans. Many of the supporting commanders in turn assign their subordinates the task of preparing additional supporting plans. As an extreme example, a local unit-recall roster ordering an individual Service member to report for duty in case of a contingency can be considered a supporting plan." (reference g)

NOTE: For comprehensive discussion of deliberate planning, see Joint Publication 5 series of joint doctrine and JTTP.

f. The coordination framework used in deliberate planning serves as the model for the identification of the combatant command JMETL. As shown in Figure C-2, members of all functional areas within the command, as well as the components and supporting commands, provide inputs to the commander's estimate in the deliberate planning process. The same individuals making the staff estimate inputs should be involved in selecting the JMETs appropriate to their organization as part of the command JMETL development, and is based on their established subject matter expertise. Also, established plans in paragraph 1-C provide an excellent source for identifying tasks that support each mission documented in an approved plan.

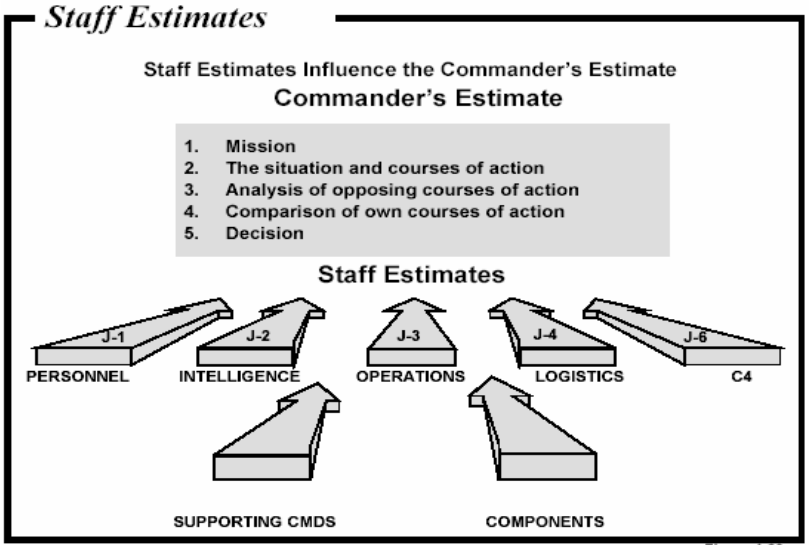

Figure C-2. Staff Estimates[4]

2. Purpose. This enclosure describes the process for developing a JMETL. Comprised of tasks, conditions, standards, and responsible organizations, the command JMETL documents the capabilities required for the combatant commander to accomplish the missions assigned to the command, i.e. in order to accomplish [this mission], these organizations must accomplish [these tasks], under [these conditions], to meet [these standards]. When so stated, the JMETL helps answer the fundamental question of readiness, "Ready to do what?" It also provides the foundation for preparation of forces (units, commanders, and staffs) to develop procedures (doctrine and TTP), organize, acquire equipment and materiel, prepare leaders, recruit people, and build facilities and infrastructure, as well as train.

3. Inputs, Processes, and Outputs. The specific inputs, process steps, and outputs associated with Phase I (Requirements) are depicted in Figure C-3. Inputs include guidance and reference material. The process steps identify the method for taking the inputs and producing the JMETL consisting of tasks, conditions, standards, responsible organizations, and command-linked and supporting tasks with conditions and standards.

[4] JFSC Pub 1, "Joint Staff Officers Guide 2000"

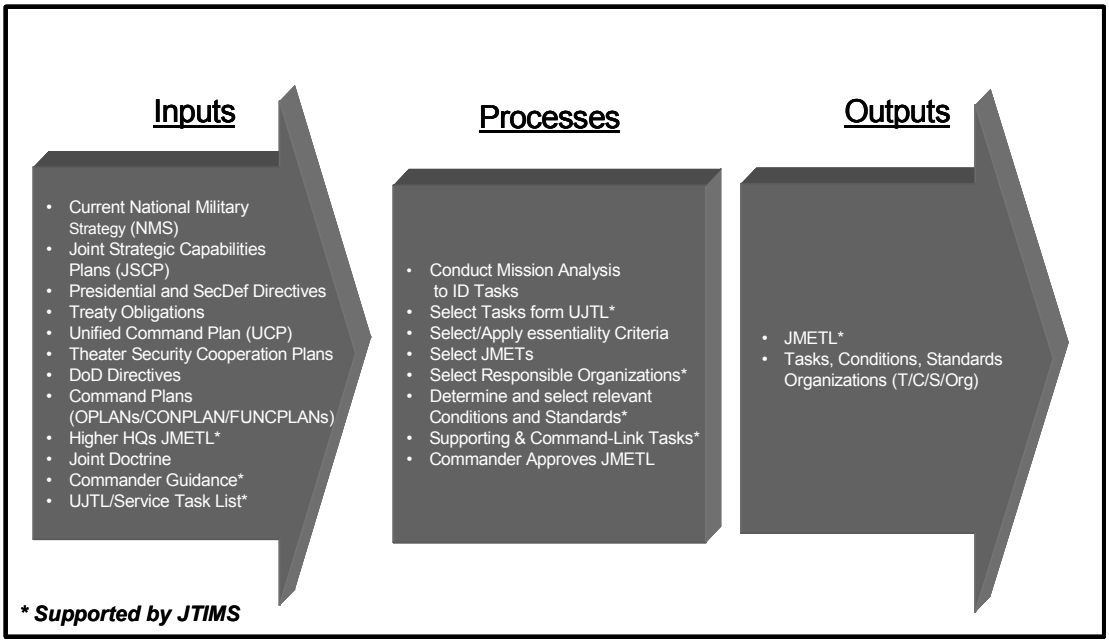

Figure C-3. Phase I: Inputs, Processes, and Outputs

4. JMETL Development Flowchart. The flowchart for JMETL development (Figure C-4) takes the inputs, process steps, and the outputs and arranges activities in an orderly, sequential format. The dialogue on the right margin indicates where the command is in the missions-tasks-JMETL progression. The process steps in this flowchart should be used if the command has not identified its JMETL, if there has been a change in command missions and/or strategy since the last training cycle, or if the command wishes to revalidate its JMETL. (JTIMS supports both mission analysis and JMETL development, to include selection of UJTL and Service task lists, conditions, standards, and organizations to the Unit Identification Code (UIC) level of detail).

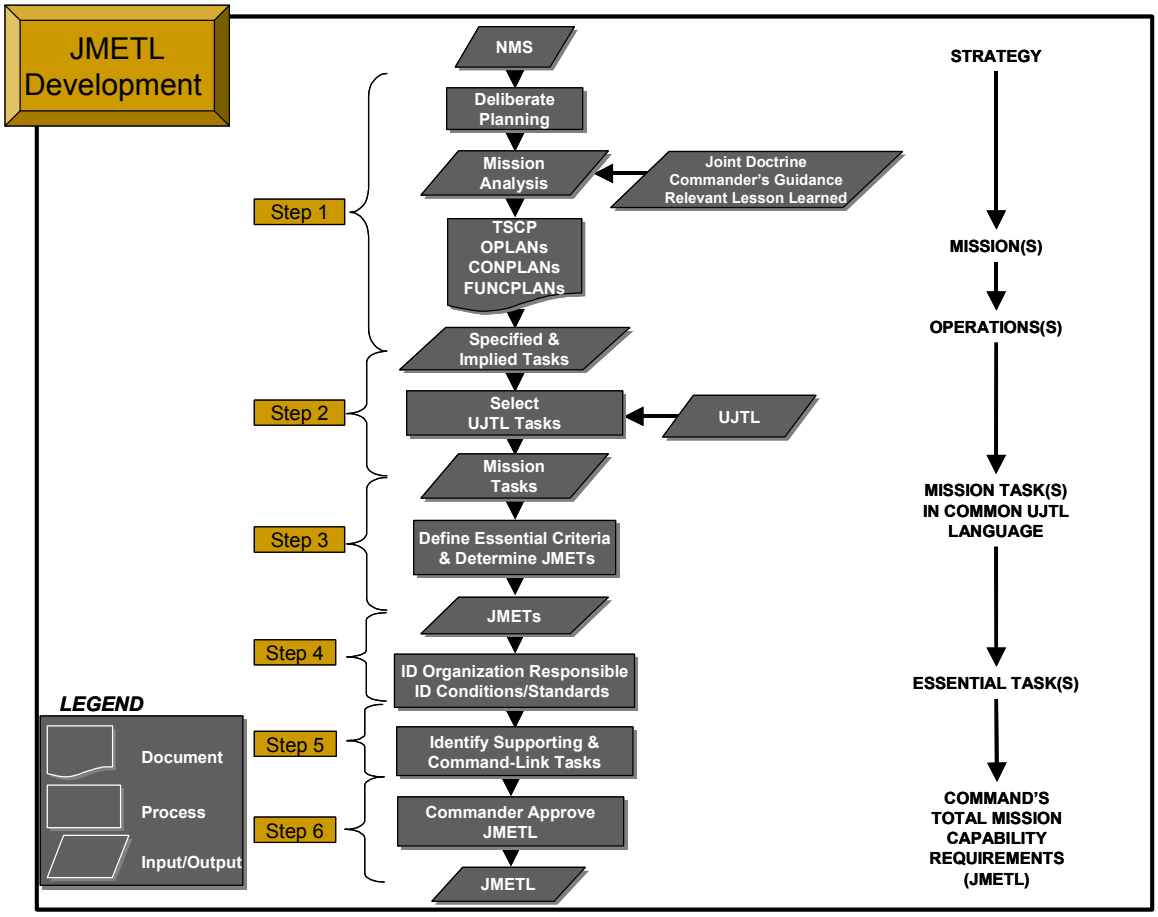

Figure C-4. JMETL Development Flowchart

a. Step 1: Conduct Mission Analysis to Determine Specified and Implied Tasks. "The first step in the development of a military concept of operations begins with a careful analysis of the assigned *task mission*. In the language of deliberate planning, the combatant commander and his joint staff review the overall operation, determine specified and implied tasks, and develop a concise mission statement that contains the tasks that are essential for the successful accomplishment of the assigned."[5] This statement refers to the deliberate planning process where no current plans exist, (i.e., a new mission assigned to the command). In this case, deliberate planners can use the specified and implied tasks to find the mission tasks in the UJTL and/or Service task lists. More typically, however, mission task can be selected after the delivered process is complete using OPLANs, CONPLANs, and/or FUNCPLANs and TSCPs as reference documents. In either case, the JTS JMETL

[5] JFSC Pub 1, Joint Staff Officers Guide 2000

development process requires the commander's concept of operations to be documented in tasks selected from the UJTL and/or Service task lists. Participants of the deliberate planning process should provide the core subject matter expertise in this review. JTS expertise (JTS Specialist or JTS Support Team (JTSST)) should assist the planners in identifying appropriate UJTL and/or Service tasks and selecting them in JTIMS. The flowchart segment supporting this step is shown in Figure C-5.

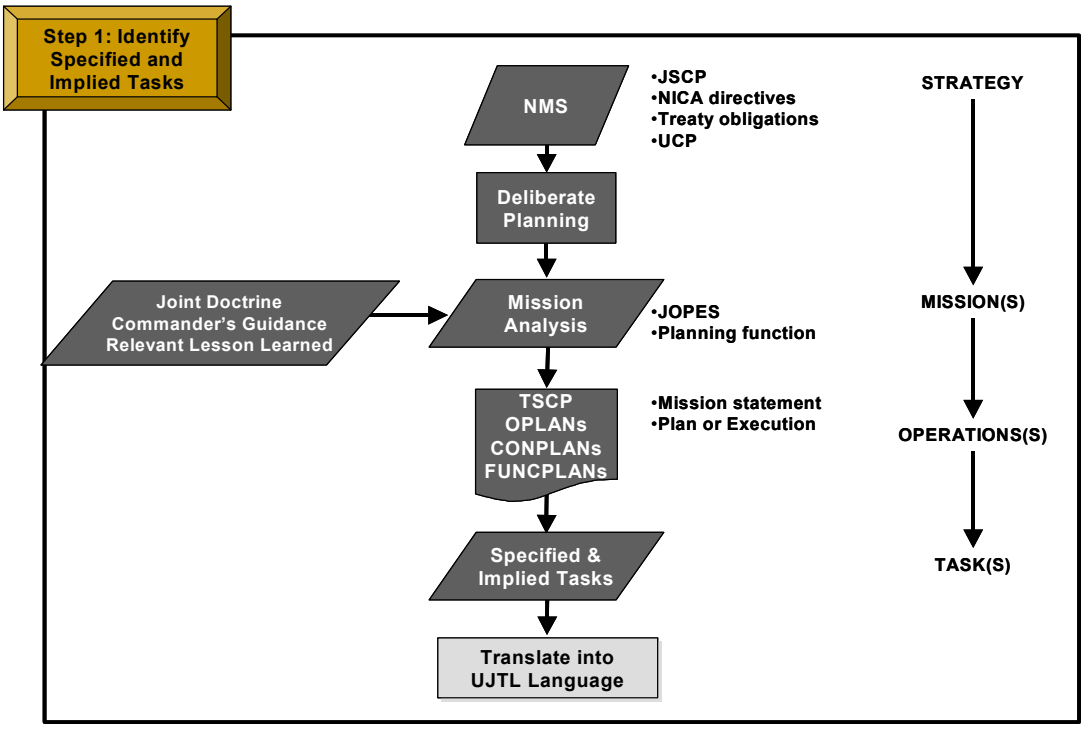

Figure C-5. Step 1 – Identify Specified and Implied Task

(1) The following guidelines are per reference f:

(a) Mission. The mission statement is the impetus for the detailed planning that follows. It is the JFC's expression of what the joint force must accomplish and why. Orders contain both specified and implied tasks. **During mission analysis, commanders translate these tasks into missions for their subordinates** [emphasis added]. Commanders do so by analyzing the mission statement and concept of operations, understanding the intent of senior commanders, assessing the current situation, and organizing all resources available to achieve the desired end. Clarity of the mission statement and its understanding by subordinates, before and during the operation, is vital to success.

(b) Mission Analysis. Determine the higher command's purpose. Analyze national security and national military strategic

direction as well as appropriate guidance in alliance and coalition directions, including long- and short-term objectives for conflict termination. Conflict termination objectives should include the military objectives that will provide the basis for realizing the political aim regardless of whether an imposed or negotiated termination is sought. Determine specified and implied tasks. If multiple, determine priorities.

(c) Mission Statement. Express in terms of who, what, when, where (task parameters), and why (purpose). Frame as a clear, concise statement of the essential tasks to be accomplished and the purpose to be achieved.

Mission Statement

When Directed, COMALCOM Conduct Military Training in support of the Metlakatla Indian Community Project To Construct A Road On Annette Island Between the Village Of Metlakatla And The Proposed Ferry Terminal.

Restated Mission

On Order, Conduct Joint Training, Under the Provisions of the IRT Program, That Supports The Metlakatla Indian Community Project To Construct A Road On Annette Island Between The Village of Metlakatla And The Proposed Ferry Terminal.

Figure C-6. Example of Mission and Restated Mission Statement

(2) Each combatant command is assigned planning **tasks** (i.e. missions) in the JSCP, aligned with the NMS. The command is also assigned specific missions either by Presidential and SecDef or DOD directives, treaty obligations, or the UCP.

(3) The framework for mission analysis is the commander's guidance and joint doctrine. Commander's guidance provides a description of mission objectives (desired end state) for the mission, the intermediate objectives leading to mission objectives, intended methods for accomplishing mission objectives, and any time constraints or additional requirements levied by the commander. The mission analysis consists of extracting specified and implied tasks from these sources.

(a) Specified tasks: tasks that are stated in planning directives or orders (e.g., "Concept plans must incorporate provisions

for unilateral US action as well as operations as part of a coalition of nations to achieve a common goal").

(b) Implied tasks: actions or activities not specifically stated in the task but must be accomplished in order to successfully complete the mission (e.g., to defend nation XYZ implies the need for the United States to deploy forces and other resources to that nation).

(4) When operational plans are in place, the majority of the mission analysis may already be complete, and specified and implied tasks identified. In such cases move to Step 2: the focus of effort will be on selecting appropriate tasks from the UJTL and/or Service task lists in JTIMS to accurately describe those specified and implied tasks. In the case where no existing plan exists, however, it may be necessary to conduct the JMETL selection following the deliberate planning process. In either case, the individuals possessing the functional expertise at the appropriate levels are ideally the same individuals involved in the JMETL development for the command.

(5) The output of Step 1 is a concise mission statement, expressed in terms of who, what, when, where (task parameters), and why (purpose). The mission statement should frame a clear, concise statement of the mission objectives to be accomplished and the purpose to be achieved, and provide planning guidance for the staff and subordinate commanders.

b. Step 2: Select Mission Tasks from UJTL. Once specified and implied tasks are identified in the mission statement, appropriate UJTL tasks are selected in JTIMS. Selecting UJTL tasks descriptive of specified and implied tasks provides a common language to document required capabilities and identify required resources. The result is a list of mission tasks, which are capabilities associated with each assigned mission (see Figure C-7).

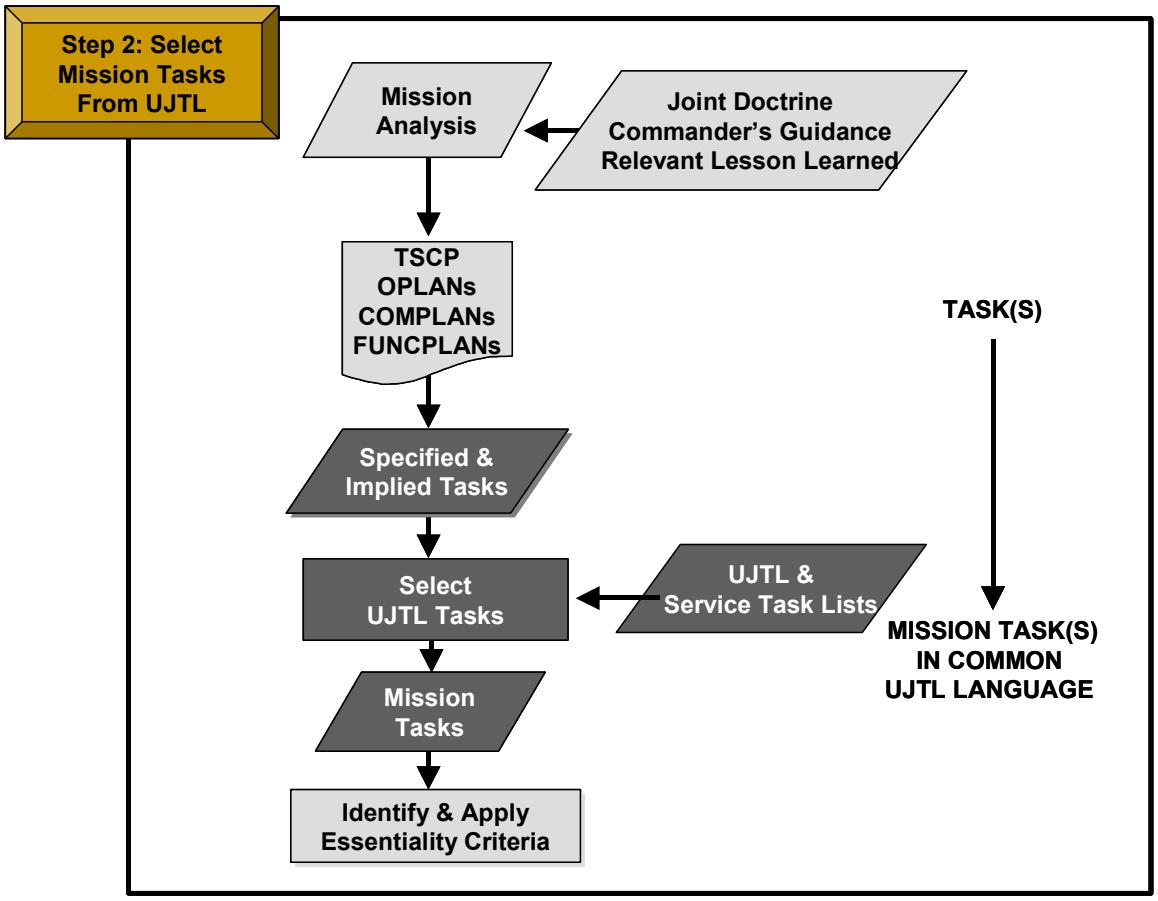

Figure C-7. Step–2 - Mission Task Selection

(1) The UJTL contains a comprehensive, hierarchical listing of tasks, conditions, and measures that are used to describe the functional capabilities JFCs, service components, CSAs, or other joint organizations require in executing potential missions. The UJTL defines tasks in a common language and organizes the tasks by levels of war.

NOTE: UJTL tasks describe what must be done to accomplish the mission. How the tasks are performed is derived from joint doctrine and/or JTTP or, in the absence of JTTP, by SOP or commander's guidance. Who performs the task is derived from the concept of operations (CONOPS) in the deliberate planning process. "Task" is defined as a discrete event or action, not specific to a single unit, weapon system, or individual that enables a mission or function to be accomplished by individuals or organizations.

(2) The planning staff must first review the commander's CONOPS and guidance, the specified and implied tasks, the operational plans (if they are completed), and the UJTL and/or Service task lists.

The objective of this effort is to select from the UJTL and/or Service task lists those tasks that accurately describe the functions and activities required to meet the commander's objectives and complete the mission. Appropriate subject matter experts representing all functional areas in the command should review the UJTL and/or Service tasks, read the task definitions, and select those specific tasks that most accurately capture the mission requirements. The process of selecting appropriate UJTL and/or Service tasks requires time for adequate research and analysis. This process, like deliberate planning, requires weeks and months, not hours and days. (Currently JTIMS supports the documentation of the commander's guidance, the listing of doctrinal references, and the selection of tasks from the UJTL and/or Service task lists, from the strategic national (SN) to the TA unit level tasks).

(3) The output of Step 2 is the mission task list. During selection of mission tasks, focus must remain on *what* must be done at the appropriate levels (i.e. deploy forces from one theater to another (strategic and/or SN tasks), disperse the forces in theater (intratheater and/or ST), and form the operational command (OP) to execute the mission through the integration and synchronization of air, land, sea, and special operations forces (TA). The end state of Step 2 is to capture the required functions, documented in mission tasks, of all echelons involved with accomplishing the mission: what must be done at each echelon of command, and in each functional area at each echelon of command, in order to accomplish the mission.

c. Step 3: Determine Essential Tasks from Mission Tasks. This step determines which tasks are essential by applying commander-approved definition of essentiality for each mission (Figure C-8). This definition is then applied to each mission task identified during mission analysis.

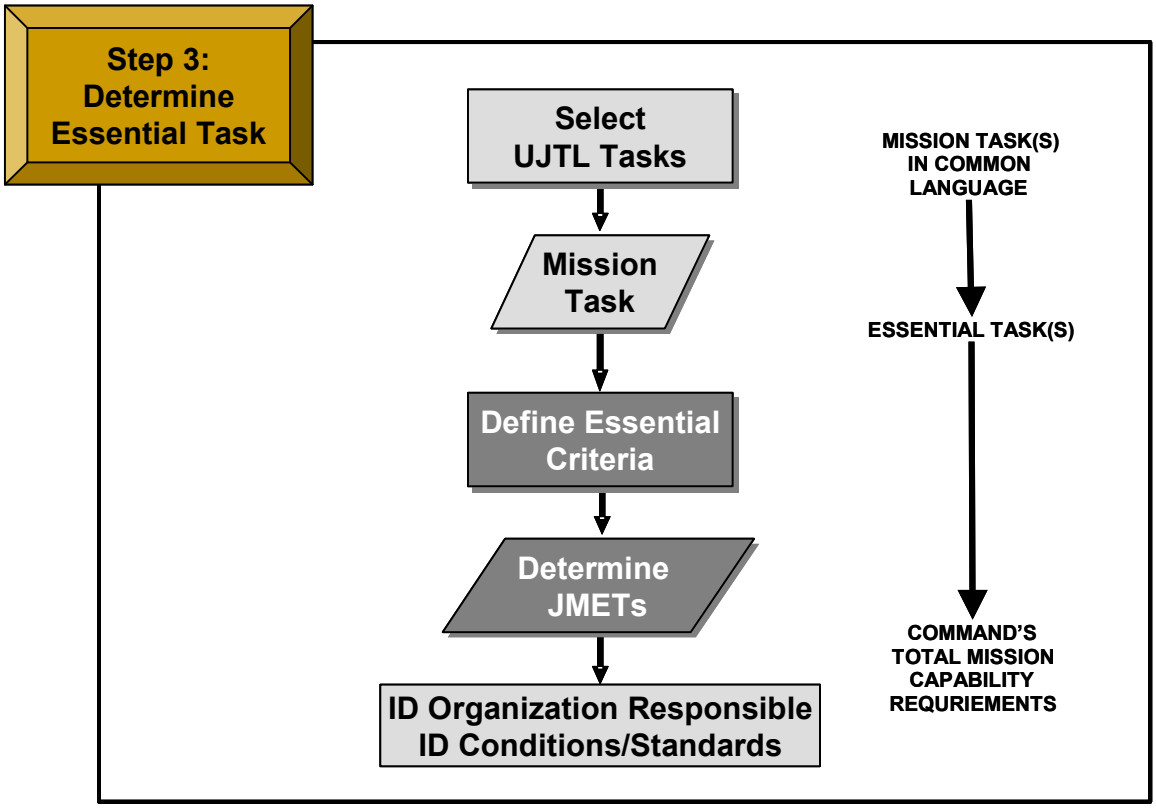

Figure C-8. Step–3 - Mission Tasks to Essential Tasks

(1) The definition, or criteria, of what makes a task essential is specific to each mission. Further, since different commanders may accomplish the same mission differently, the definition of essential can be commander-specific. What is important in this process, however, is to carefully consider the "essence" of the mission *before* attempting to identify essential tasks to ensure the same consideration is applied to each task. The development of essentiality criteria requires close coordination between the staff planners and the organizational commander, and must be approved by the commander prior to initiating the JMETL development process. The criteria of essentiality is whether or not the objective can be attained and the mission accomplished without the task is being performed to the standard. For example, deployment and redeployment will normally be "mission essential", as will intelligence collection, command and control, and communication. Beyond these core tasks, the selection of essentiality criteria must be based on an analysis of the mission objective and the CONOPS defined by the commander. For example, OP 3.2.3, "Attack Aircraft and Missiles (Offensive Counterair)," may be identified as a mission task (a task that may be performed in the accomplishment of the mission) for a specific mission, but if the air threat capabilities possessed by the enemy are

limited, the task may not be "essential" to accomplishing the mission. A JMET is defined as a mission task, selected by a JFC, deemed essential to mission accomplishment, and defined using the common language of the UJTL. The collective list of JMETs with responsible organizations, conditions, and standards is referred to as the JMETL.

(a) Some considerations in designation of an essential task include:

1. Specified tasks directed in the mission directive: UJTL and/or Service tasks directly associated with a specified task would normally be mission essential. UJTL and/or Service tasks associated with implied tasks may or may not be mission *essential*.

2. Tasks providing support to subordinate organizations or other commands: Can subordinates/supporting commands accomplish their tasks if [this task] is not accomplished? (SN 1.1.2, "Coordinate and Match Transportation Resources and Requirements," a USTRANSCOM task, is a command-linked task requiring ST 7.1.2, "Determine Deployment Requirements," to be accomplished by the supported command).

3. The affect of the task accomplishment on future or follow-on task accomplishment: Can tasks required later in this military operation be accomplished without first completing [this task]? (ST 1.1.2.3, "Provides Onward Movement in the Theater").

4. Special guidance from the commander that contributes to or defines a successful mission end state: Does commander's guidance require [this task] to be accomplished? (OP 5.8.1, "Manages Media Relations in the Joint Operations Area (JOA)").

(b) The selection of a task as "mission essential" is NOT synonymous with selection of a "training requirement." The training assessment of the organization responsible for accomplishing the task determines training requirements, i.e. are they trained? The mission essential task determination is purely contingent on the contribution of the task to meeting mission objectives and accomplishing the mission.

(c) The number of missions in which a task is selected can assist in the prioritization of resources to train, organize, or equip a task, but it should not be a criterion for essentiality. A task essential to accomplishing the objectives of a single mission is an essential task for the organization assigned with that mission.

(2) Once the commander approves the essentiality criteria, it is applied to the mission tasks, and the essential tasks are identified for each mission. The commander must decide the "essentiality standard" in deciding and identifying which tasks are essential (i.e., determine if the task must meet all criteria or a percentage of the criteria). Collectively, those tasks identified as mission essential to accomplishment of the command's missions are the command's JMETL.

d. Step 4: Identify Responsible Organizations, Describe Conditions, and Establish Standards. Once the functional tasks have been identified, the planning staff must determine which organizations are responsible for task performance, the conditions affecting the performance of the organizations for each task, and the standards of task performance that will constitute successful mission accomplishment (see Figure C-9). Once completed for all assigned missions, the list of JMETs with organization, conditions, and standards, plus supporting and command-linked tasks, constitutes a command's JMETL. The JMETL defines the command's mission-capability requirement, and provides a focus for DOTMLPF feedback during Phase IV (Assessment). In the case of Service components, their JMETL and/or METL defines their role and contribution to the higher headquarters total mission-capability requirement.

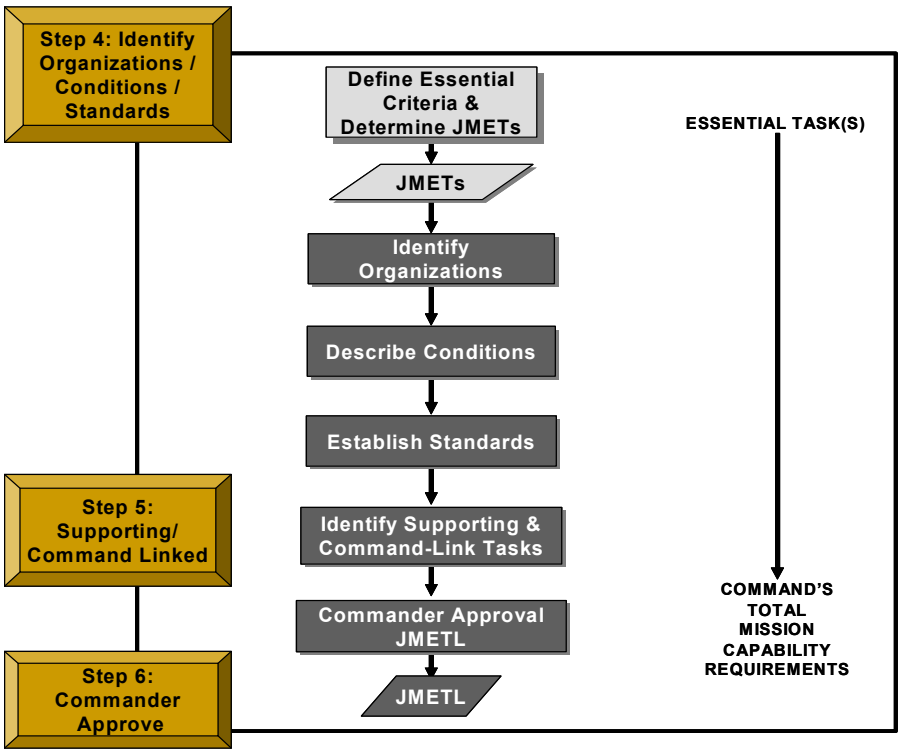

Figure C-9. Step 4–6 - Responsible Organizations, Conditions, and Standards

(1) Once the JMETs have been identified (and selected in JTIMS), the organizational responsibilities for each task need to be assigned. Responsibility for specific task accomplishment may be individual (a combatant commander), or collective (a unit, or a staff center, board, or center). Most often a joint task is assigned to a staff element or component of the joint force (i.e. J-1, J-2, centers, boards, and/or cells, JTFs, service components, etc.). (JTIMS contains a UIC database supporting organizational assignment of task responsibility by UIC.) Although more than one organization normally supports achievement of each joint task, only one organization typically has the overall responsibility. In those instances where the higher headquarters cannot identify one organization to have overall responsibility, the task may be assigned to multiple organizations; however, the higher headquarters will serve as the task integrator and assume overall integration responsibility. Joint Doctrine, Master Training Guides, OPLANs, and SOPs provide guidance in determining the organization responsible for task execution.

(2) Figure C-10 defines a condition and the criteria for selecting relevant conditions for each task. (JTIMS contains both the complete list of physical, military, and civil conditions and associated descriptions). In addition to the UJTL, JTTP, SOPs, and plans should provide assistance in selecting the appropriate conditions.

CONDITIONS

- **Definition**
  - Describe the variables of the environment in which organizations will perform the task.
- **Selection**
  - Pick conditions that will impact an organization's ability to perform the task, not the mission.
  - A condition is relevant to task performance if it causes the organization to train, organize, or equip differently to perform the task.
- **Source**
  - UJTL contains conditions in three environmental categories: physical, military, and civil.
  - Use descriptors listed with each condition to further refine the environment that will affect an organization performing the task. For example: C 2.8.1, "Sustainment Facilities" – those grounds, buildings, and equipment available to provide and support sustainment of forces.
    Descriptors: Abundant, Adequate; Limited; None

Figure C-10. Conditions

(a) When selecting conditions that describe physical, military, or civil environments, focus *must* remain on the specific task being analyzed, not on the mission the tasks support. While multiple conditions can be applied to task accomplishment, the focus of the analysis is to identify conditions relevant to the performance in accomplishing the task. Relevant conditions are those variables in the physical, military, or civil environment that affect the performance of an organization in accomplishing a specific task, i.e. relevant conditions cause the individual or organization to perform, train, organize, or equip differently than if the condition did not exist for the specific task being analyzed. For example, physical conditions may have a significant impact on performance of a tactical unit performing service level TA tasks; i.e. jungle versus arctic conditions would certainly cause a unit to train and equip differently for the two conditions. However, this condition may not be relevant to a JTF staff at the OP level, working in environmentally controlled enclosures.

(b) Conditions have descriptors associated with them to further define the situation affecting the responsible organization. For example, the physical condition designated "C 2.8.1, Sustainment Facilities - those grounds, buildings, and equipment available to provide and support sustainment of forces. Descriptors: Abundant; Adequate; Limited; None." Any, or all, of these descriptors may be applied to a specific task, depending on the physical environment of the assigned mission scenario, since instances of each descriptor (Abundant; Adequate; Limited; None) may be encountered by the same organization in a single mission. (JTIMS supports the selection of conditions and the descriptors for each condition. It also provides a notional set of conditions linked to each task).

(3) Figure C-11 defines a standard, the criteria for a standard, and identifies who should set the standards. The UJTL describes two or more possible measures per task, but other sources should be used as well in selecting a measure (doctrine, JTTP, SOPs, etc.). A standard is comprised of a selected measure plus the criterion, defined by the commander, and approved by the combatant commander. The standard should express how well a specific task must be accomplished to successfully achieve the defined objective(s) and accomplish the assigned mission. Focus during standard determination must remain on the specific task being analyzed, not the overall mission. A relevant standard should reflect how well the specific task must be performed (performance standards), or when it can be considered complete (process standards). In some cases, performance is the key to accomplishing a task to standard (how far, how fast, how much, etc). In other cases, the standard is to ensure the task is completed properly, (a deployment order

is issued with all required sections completed). In either case, the measure and criterion selected must reflect the accomplishment of a specific task. For example, a performance standard defining the number of messages transmitted in a certain amount of time may be a good measure of communications equipment, but it would be totally irrelevant to the task of issuing plans and orders. For a more detailed discussion of developing standards, refer to CJCS 3500.04, Universal Joint Task List, in Appendix B to Enclosure B.

STANDARDS

- **Definition**
  - The minimum acceptable proficiency required in the performance of a task
- **Selection**
  - Based on mission and commander's intent for accomplishing the mission.
  - Describes task success.
  - Consists of Measure and Criterion:
    - Measures: Provide basis for describing levels of performance (I.e. miles/hours, percentage).
    - Criterion: Defines acceptable level of performance (i.e., 10 miles/hours, 40% complete in 24 hours).
- **Source**
  - Defined by combatant commander in commander's guidance, CONOPS, OPLANS, etc.

Figure C-11. Standards

e. Step 5: Identify Supporting and/or Command-Linked Tasks. The determination of which organizations have responsibility for each specific task establishes the supporting task relationship (Step 5, see Figure C-9); command assignment determines command-linked tasks. Supporting and command-linked tasks may be identified prior to determining JMET conditions and standards, or the conditions and standards may be set as a starting point for discussion between supported and supporting organizations. The important point in identifying supporting and command-linked tasks is to highlight the need for detailed coordination between those organizations.

NOTE: Supporting and command-linked tasks are *not* mutually exclusive: a task may be selected as a supporting task, and if accomplished by an organization outside the command authority of the

combatant commander, it is also a command-linked task. (Refer to Steps 5 and 6; see Figure C-9).

(1) A supporting task contributes to the accomplishment of a JMET and is performed by combatant command staff elements, subordinate commands, or service components within the combatant command. When included in the JMETL, it provides the basis for the lower echelons to develop their own METLs. For example, given a combatant command staff JMET, ST 8.3.1, "Arrange Stationing for US Forces," the combatant commander may select a strategic task of ST 6.2.9, "Minimize Safety and Health Risks," as a supporting task for assignment to subordinate commanders. The subordinate commanders, using the ST 6.2.9 as planning guidance, may select an operational level task of OP 6.2.2, "Remove Operationally Significant Hazards," to provide appropriate support at the operational level.

NOTE: Higher headquarters tasks, when assigned to a subordinate commander, become the subordinate commander's "mission"; therefore, subordinate command's METL do not duplicate the higher headquarters' tasks, but reflect those METs the subordinate commander believes must be performed to accomplish the higher headquarters' JMETs.

(2) Supporting tasks designated as performed by the combatant command staff should not appear on the subordinate command's JMETL and/or AMETL since they are accomplished at the higher headquarters echelon and the theater level of war. As an exception, a theater-wide task (such as ST 1.3.9, "Establish Airspace Control Measures") may require the selection and execution of tasks at the ST level of war and, accordingly, inclusion of these ST tasks, in the respective JMETL and/or METL. In the case of functional combatant commanders (i.e. USTRANSCOM) whose components (i.e. AMC, MSC, MTMC) operate at the strategic national level of war, the supporting task as identified by the combatant command may appear on the subordinate command's JMETL and/or METL.

(a) Linkage Process for **Supporting Tasks**. Tasks selected as JMETs at a higher headquarters normally require input from other UJTL tasks, either at the same staff echelon and/or level-of-war, or from subordinate command or service components within the combatant command. As shown in Figure C-12, JMETs required for accomplishment of the combatant command mission are identified at all echelons, both internal and external to the command. As with the deliberate planning process, combatant command representatives should begin coordination as early as practical in the JMETL development or

refinement to ensure that key staff members at all echelons, and all affected commands and/or CSAs, have an opportunity for discussion and analysis. The following procedures help ensure that the key staff members identify supporting tasks.

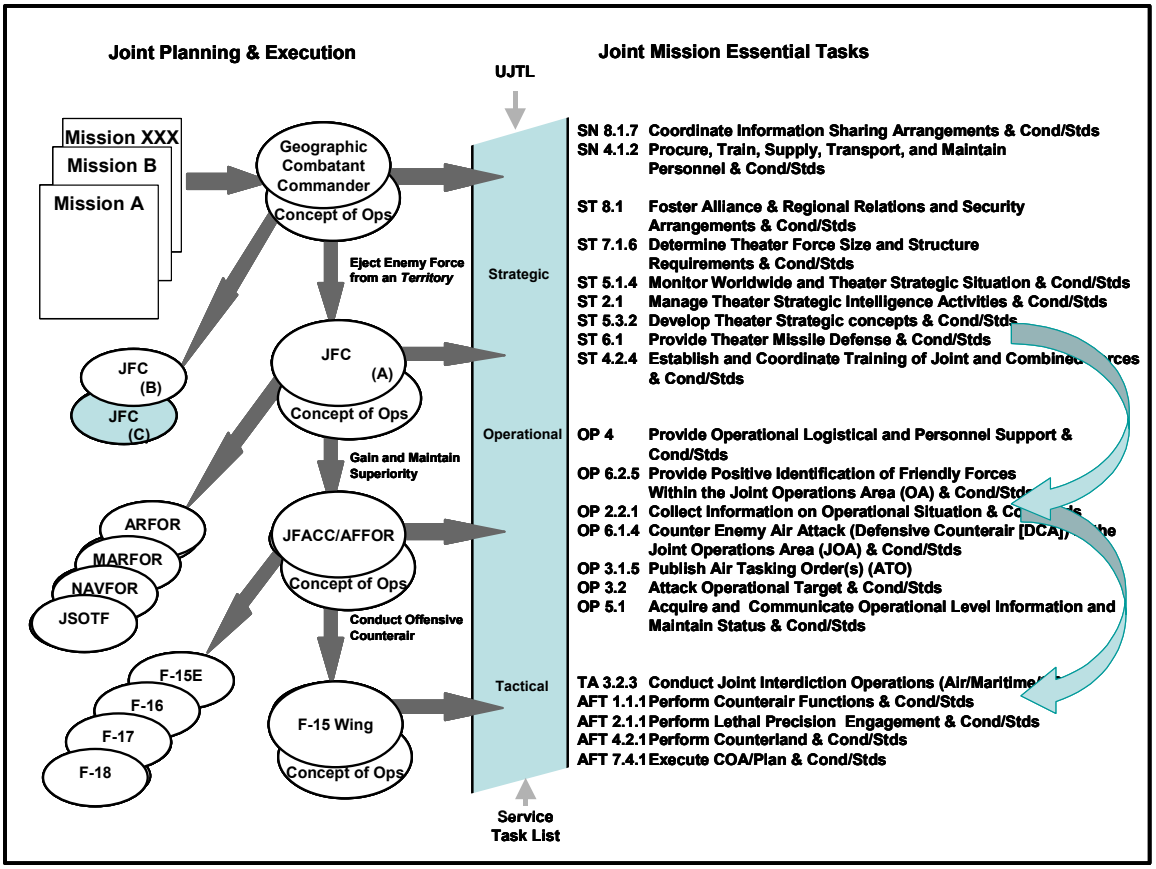

Figure C-12. Multi-Echelon Depiction of JMETL and METL

(b) Subordinate commands and Service Components should review the combatant command's JMETL to ascertain their own requirements in support of specific JMETs. (The higher headquarters may include subordinate commands in their JTIMS users group, thereby allowing the use of JTIMS as the coordination tool of supporting tasks.) Subordinate commands or service components perform internal staffing to determine recommendations with the proposed supporting tasks. Discussion occurs between the staffs to eliminate points of disagreement.

(c) Coordination should occur to discuss selection of suggested supporting tasks and the responsible organization(s). Conditions and standards must also be discussed and developed in an iterative process. Friction points must be identified and resolved within the commander's prescribed planning timelines. Courses of action and

concept of operations defined in operational and supporting plans can help clarify both functions and responsibilities already agreed on by all parties, or as assigned by command authority.

(d) The combatant command representatives finalize their JMETL, including supporting tasks that are performed by separate command or agency (command-linked tasks) or subordinate element (supporting tasks) are identified and may be listed with the commands JMETL. The final subordinate commands' or service components' JMETL and/or AMETL are briefed to the combatant commander, typically at a Service component training conference. The combatant commander may specify other forums to review supporting tasks.

(3) Command-linked tasks also contribute to the accomplishment of a mission task. These tasks are performed by supporting commands, CSAs, or other joint organizations not assigned to the supported combatant command. Command-linked tasks are designated by the supported joint force commander, but are normally scheduled for training, evaluated, and assessed by the organization providing the support. These tasks depict the interface between supported and supporting commands. As in the supporting task development, early coordination in the process with supporting commanders and staffs is crucial in identifying command-linked tasks with conditions and standards.

(a) Linkage process for command-linked tasks. The linkage process for command-linked tasks involves similar steps as outlined for supporting tasks. However, the commands come from outside the jurisdiction of the combatant commander. Supported combatant command representatives identify and coordinate proposed command-linked tasks and organizational responsibilities. Supported commands must coordinate with supporting commands to determine command-linked tasks.

(b) The supported command may include potential supporting commands and/or CSAs in their command users group, thereby permitting JTIMS to be used as a coordinating tool for proposed command-linked tasks with suggested responsible organizations. Other than USTRANCOM's strategic mobility planning capability requirements, supporting commands, CSAs, or joint organizations review the combatant command JMETL to determine their command-linked requirements. (For strategic mobility requirements, USTRANSCOM is the supported command).

(c) Early coordination among supported and supporting commands and/or CSAs is crucial. Conditions and standards are primarily a function of the mission scenario and the supported commander's concept of operation, but final selection of conditions and standards are also derived through mutual cooperation. Friction points are identified and must be resolved within the commander's prescribed timeline. Courses of action and concept of operations, defined in operational and supporting plans, can help clarify both functions and responsibilities already agreed to by all parties, or as assigned by command authority.

(d) The supported command representatives then finalize their JMETL to include command-linked tasks and the responsible subordinate command or Service component. The final supporting combatant command's JMETL is published in JTIMS to close the linkage process.

f. Step 6: Commander Approves the Command JMETL. The command JMETL consists of the collective essential tasks, with conditions, standards, responsible organizations, and supporting and/or command-linked tasks required to accomplish the missions of the command. Within the command there may be multiple JMETs associated with individual missions (mission JMETs and METs), and with specific organizations for each mission (organizational JMETs and METs). However, the desired end state of JTS Phase I (Requirements) is a single, integrated combatant command JMETL that documents the required capabilities of the entire command. (JTIMS "Reports" and "Queries" assist in the documentation of which JMETs and METs are associated with each mission, and with identifying the JMETs and METs for which a specific organization is responsible).

(1) The JTS OPR should integrate the JMETs identified for their respective commands and/or CSAs and present them for commander or director approval. For the combatant commands, the Service components should have the approval of the respective component commander. These tasks, combined with the combatant command staff JMETs, are then consolidated and presented to the combatant commander for approval or modification.

(2) Once approved, the combatant command JMETL is published in JTIMS, making it available to the Joint Staff and the other members of the joint community. This JMETL serves as the foundation for the combatant command JTP, which should start being developed immediately following the approval of the command JMETL.

5. Products and Milestones. The output created in Phase I (Requirements) is the combatant command JMETL and CSA AMETL, which is used as input to Phase II (Plans) to develop a command's JTP and CSA's ATP. (The format for the JMETL is prescribed in JTM. Hard copy reports of the command JMETL may be printed from JTIMS as required.) Once published in JTIMS the Joint Staff, supporting commands, and CSAs can begin analysis of the requirements documented in the command JMETL.

a. Supported command JMETL revisions should be *completed* no later than **October** annually, with planning guidance issued to supporting commands and/or CSAs. The October deadline allows November through February to develop command JTP. Command JTPs are to be published in JTIMS in March.

b. Supporting command JMETL and/or CSA AMETL revisions should be completed no later than **December** annually, which allows time for analysis of supported commander planning guidance. The December deadline allows January through April to develop command JTP. Supporting command JTP are to be published in JTIMS in May. The CSA deadline allows January through June to develop ATP. CSA ATPs are to be published in JTIMS in July.

6. JMETL Linkage to Deliberate Planning Process. Readiness reporting in terms of JMETL, validating plans through exercises, and the imperative to train for approved missions underscore the need to link plans and JMETLs. As shown in Figure C-13, the JMETL development process, when fully implemented, aligns with the framework model of the deliberate planning process. The combatant command receives higher headquarters' tasking in the form of mission assignments, through the Chairman, from the President and Secretary of Defense. The combatant commander develops the overarching operational plan(s), just as the command staff develops the overarching JMETs required of the command headquarters. The combatant commander then passes directives and/or tasks to the subordinate component commands, CSAs, and supporting commands, which develop their own supporting plans (and supporting JMETs and/or METs). They subsequently task their subordinate unit commanders to do the same. Both supporting plans and supporting JMETs and/or METs are then passed back up the chain for approval, and incorporated into the combatant command documents.

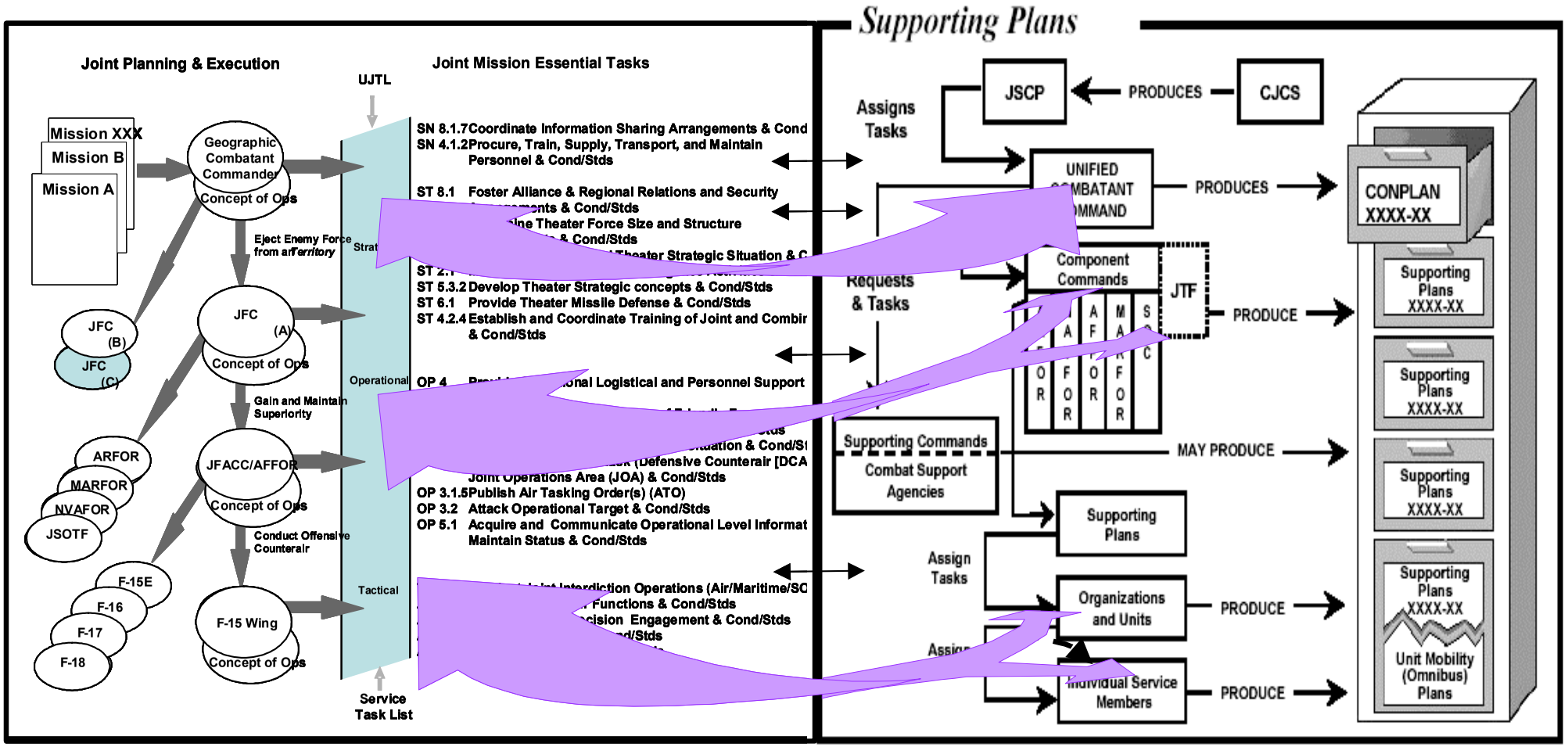

Figure C-13. Multi-Echelon of J/METs Integrated with Supporting Operational Plans

7. Summary. The purpose of Phase I (Requirements) in the JTS is to identify and document the required functions of all echelons involved with accomplishing the mission: what must be done at each echelon of command in order to accomplish the mission. Steps required are summarized below in Figure C-14. This definition of requirements is accomplished by identifying command-specific missions, and tasks supporting the NMS, and deriving a JMETL. The JMETL defines the command's mission capability requirements in terms of tasks, conditions, standards, and responsible organizations. The JMETL is the basis for deriving joint training requirements in Phase II (Plans). The methodology for constructing the JMETL, when properly conducted, ensures that joint training is requirements-based, trains the force the way they intend to fight, and is focused on essential tasks that accomplish theater missions. The output of Phase I (Requirements) is the combatant command JMETL, approved by the combatant commander, and the CSA AMETL, approved by the CSA director.

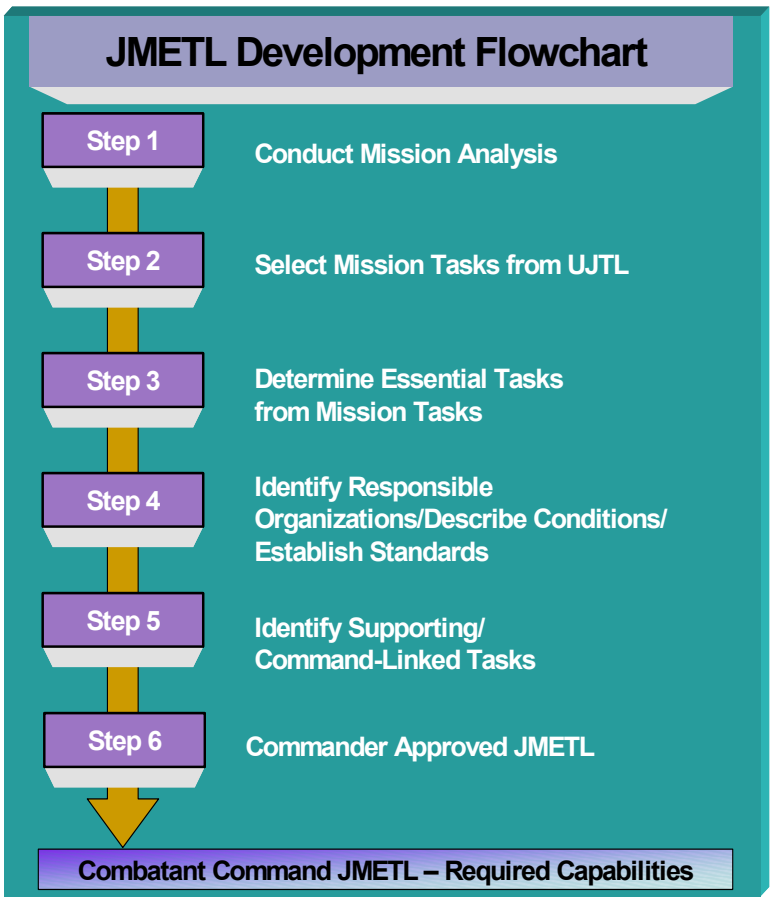

Figure C-14. JMETL Development Flowchart

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ENCLOSURE D

PHASE II (PLANS)

1. Introduction. The purpose of Phase II (Plans) is to develop the combatant command JTPs and CSA ATPs describing the events and resources needed to train individuals and organizations responsible for accomplishing the command JMETL and CSA AMETL. The command JMETL and/or CSA AMETL, and output from the assessment phase, provides the foundation of JTPs and ATPs. Training requirements are derived from command JMETL and CSA AMETL; training objectives are defined based on joint doctrine, JTTP, appropriate MTGs, SOPs, and commander's guidance. Training methods, modes, and media are determined based on the assessed level of performance, which determines the type of training events required. Finally, the initial design of training events, identification of required training resources, and preliminary schedules are done in Phase II. Taken as a whole, the JTP documents Phase I (Requirements), Phase II (Plans), and Phase IV (Assessment). (This data is entered into JTIMS, where it can be selectively combined and formatted as the command JTP, or CSA ATP, as appropriate. The training events, once consolidated and prioritized in JTIMS, are deconflicted with respect to time, personnel, and resources.) Combatant command JTPs contain supporting training plans from inside the command for assigned and apportioned forces and are linked through command-linked tasks for supporting plans from outside the command. The output of Phase II (Plans) are the JTPs and ATPs that define the training audiences, the training objectives, the training events and required training resources, and the preliminary schedule of the training events. Collectively, the JTPs and ATPs of all combatant commands and CSAs form the CJCS JTMS. Figure D-1 provides the Table of Contents and the nine associated tabs to develop an effective JTP.

Joint Training Plan
Table of Contents

Figure D-1. JTP Table of Contents

2. Purpose. This enclosure describes the methodology for developing the JTP. The processes incorporated in this methodology reinforce the basic tenets of joint training: use joint doctrine; the commander is the primary trainer; focus on mission; train the way you intend to fight; conduct centralized planning and decentralized execution; and training conducted without assessment is incomplete.

3. Inputs, Processes, and Outputs. The specific inputs, process steps, and products associated with Phase II (Plans) are depicted in Figure D-2.

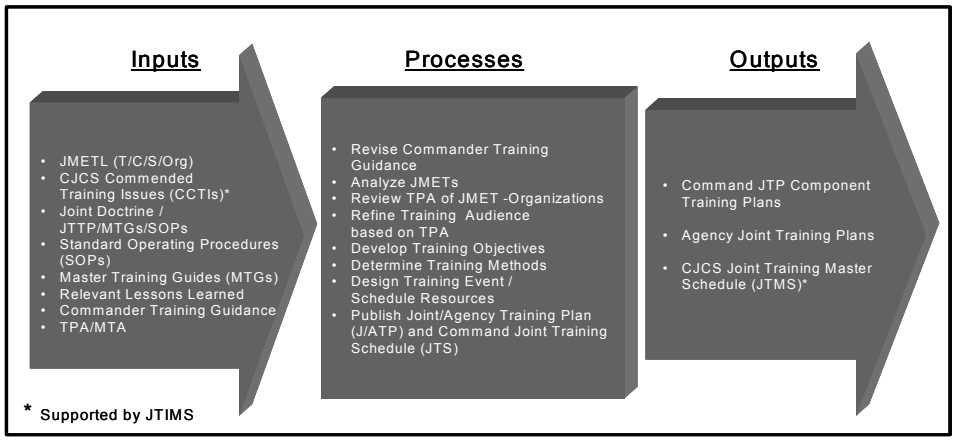

Figure D-2. Phase II, Plans, Inputs, Processes, and Outputs

4. JTP Development Flowchart. The flowchart in Figure D-3 provides a disciplined approach to JTP development. The JTP is built incrementally, one tab at a time. Enclosure H, "Joint Training Plan Format," provides guidance on the formatting of the JTP. (JTP is produced as formatted reports in JTIMS.) At the conclusion, this process produces a fully developed JTP, with supporting TAB A-I, reflecting the training requirements for missions designated in the commander's guidance.

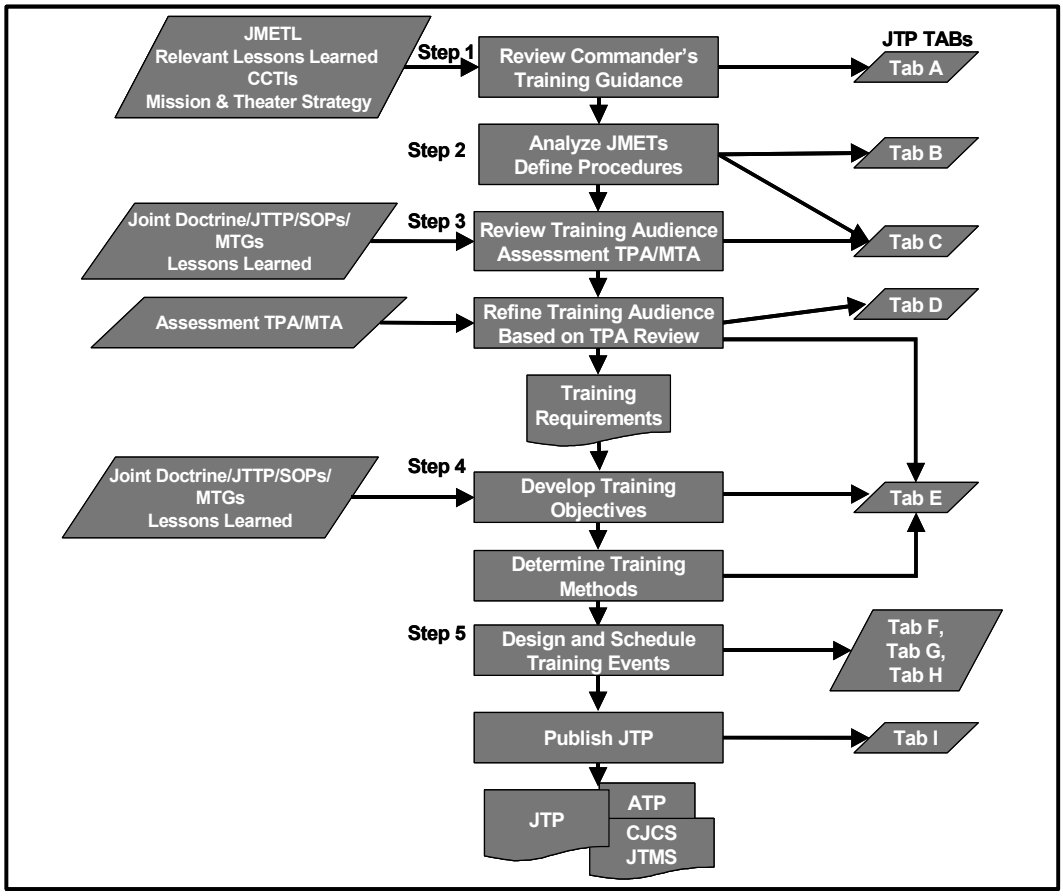

Figure D-3. JTP Development Flowchart

a. Step 1: Revise Commander's Training Guidance. The JTP is a planning document. It is the commander's plan for how the forces will be trained to conduct joint operations. As with any planning effort, it is imperative to start with a clear direction from the commander before initiating JTP development. The commander's existing guidance must be revised and updated, based on command events over the previous year, results of the most recent training assessment, objectives the commander wants to achieve in the coming year(s), and how training resources should be used to reach the desired end state. The command JMETL, selected lessons learned, and CCTIs in the current CJCS Joint

Training Master Plan (JTMP) and updates to assigned missions or theater strategies (TSCPs) should be reviewed, along with other inputs at the commander's discretion, to help shape the guidance and command training objectives for the upcoming training cycle. Commander's training guidance continues to be refined throughout JTP development, in large part due to the change in status of available resources. The end result of Step 1 is the current commander's training guidance: a document that identifies commander's intent, desired end state, area of focus, desired assessments, and the contribution the training plan should make to the command's overall readiness (Figure D-4). Enclosure H, "Joint Training Plan Format," provides a template of the commander's training guidance for training the force.

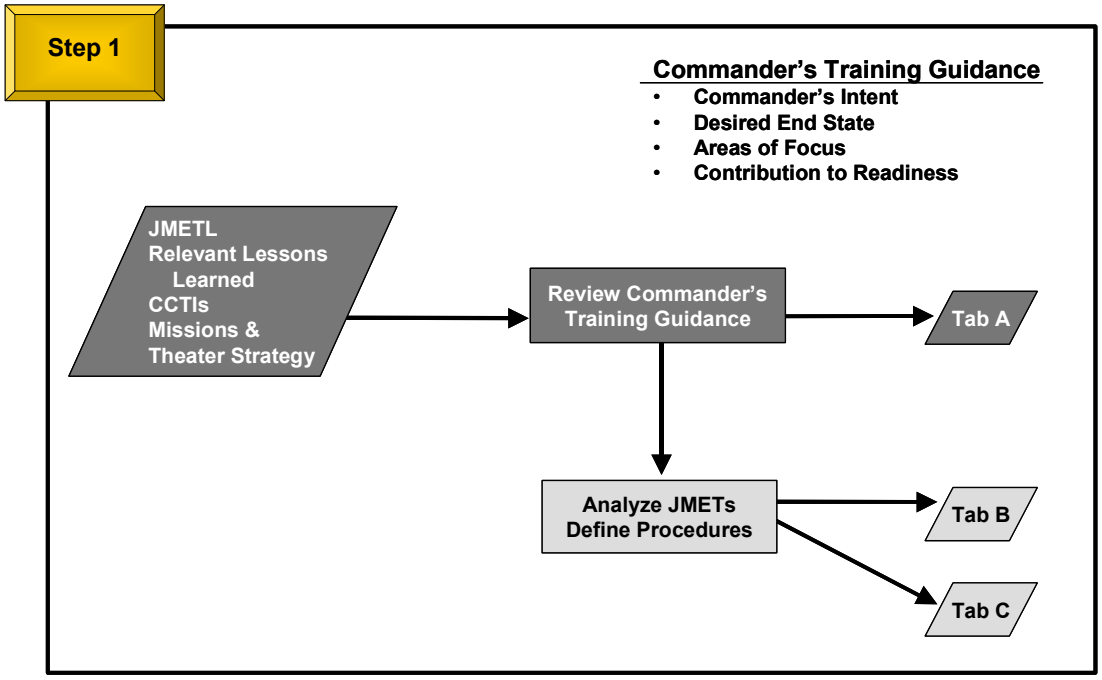

Figure D-4. Step–1 - Revising Commander's Training Guidance

b. Step 2: Analyze JMETs and Define Procedures

(1) In Phase I (Requirements), JMETs were identified based on assigned missions and commander's intent for accomplishing those missions. In Phase II (Plans), appropriate documents (JMETL, joint doctrine and/or JTTP, SOPs of centers, boards, cells, Service doctrine and/or TTP, MTGs, etc.) are used to determine what specific procedures will be employed to accomplish each JMET and/or MET, as well as reviewing the specific individuals and organizations executing the procedures to accomplish the task (see Figure D-5). These individuals and organizations comprise the training audience for each specific task.

The procedures defined in, or derived from, joint doctrine, JTTP, command SOPs, and MTGs are the content of the training program: those are the procedures that the individuals and organizations will be trained to use to accomplish specific JMETs.

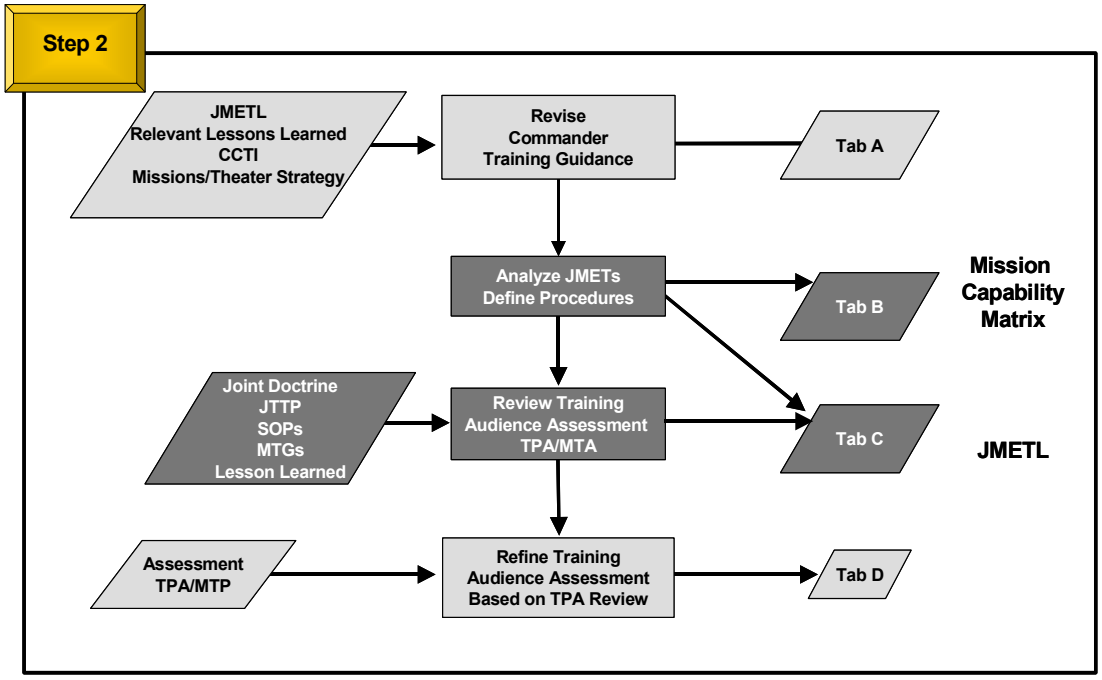

Figure D-5. Step 2 – Analyze JMETs and Define Procedures

NOTE: The data comprising JTP Tabs B and C were derived in Phase I (Requirements) and Phase IV (Assessments) input into JTIMS in those respective phases. (This data is then imported by JTIMS into Phase II (Plans).)

(2) Phases I and IV are ideally done by the operational planners and commanders within the organization, in collaboration with the actual "operators" who are responsible for accomplishing the JMETs. In Phase II, the "trainers" must now blend the data from Phases I and IV with commander's guidance to define specifically who must be trained to do what. For example, if 8th Air Force commander and staff serve as the joint force air component commander (JFACC) in an operational plan, the commander must identify or define the procedures he or she intends to use to accomplish the assigned mission of "gain and maintain air superiority in the joint operating area." An essential task (JMET) selected by the commander is OP 3.2.5.1, "Conduct Air Interdiction of Operational Forces/Targets." JP 3-03, "Doctrine for Joint Interdiction Operations," and JP 3-56.1, "Command and Control for Joint Air

Operations," SOPs, and MTGs provide the procedures the JFACC and Joint Air Operations Cell (JAOC) will use to plan and execute joint air interdiction operations in the joint operations area. The procedures defined in these doctrinal publications form the basis for developing training objectives in the following steps.

(3) For each center, board, or cell resident on the JFACC staff (Figure D-6), a review is conducted of the functions required, the procedures to carry out the function, and an assessment of the individuals and organizations ability to execute the procedures.

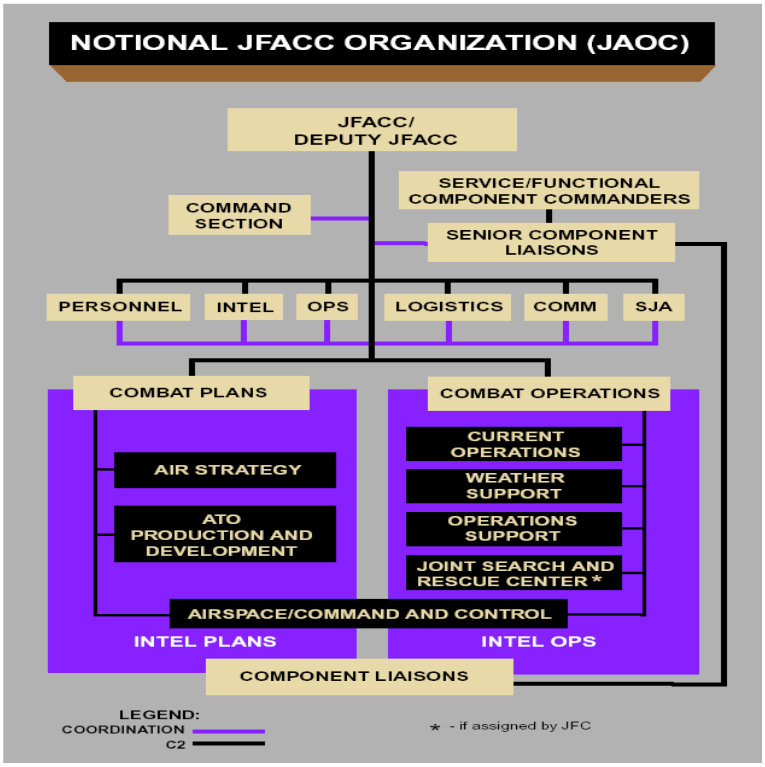

Figure D-6. Notional JFACC Organization

The director (or his or her designated representative) of each center, board, or cell conducts an assessment of his or her organization in Phase IV (Assessment) and provides the information (via JTIMS) to the OPR for training and for addressal in the JTP. Individuals and organizations assessed as "trained" (T) will normally not be included as a training audience in the next training cycle (however, the commander may choose to direct periodic training, even when the training audience has been assessed as trained).

c. Step 3: Review Training Audience Assessment, Refine Training Audience, and Identify Training Requirements. Training requirements are based on the training audience assessment and the commander's guidance. Training requirements consist of those individuals and organizations assessed as requiring training on specific tasks and training specified in commander's guidance (Figure D-7). Current proficiency is determined by one of three methods:

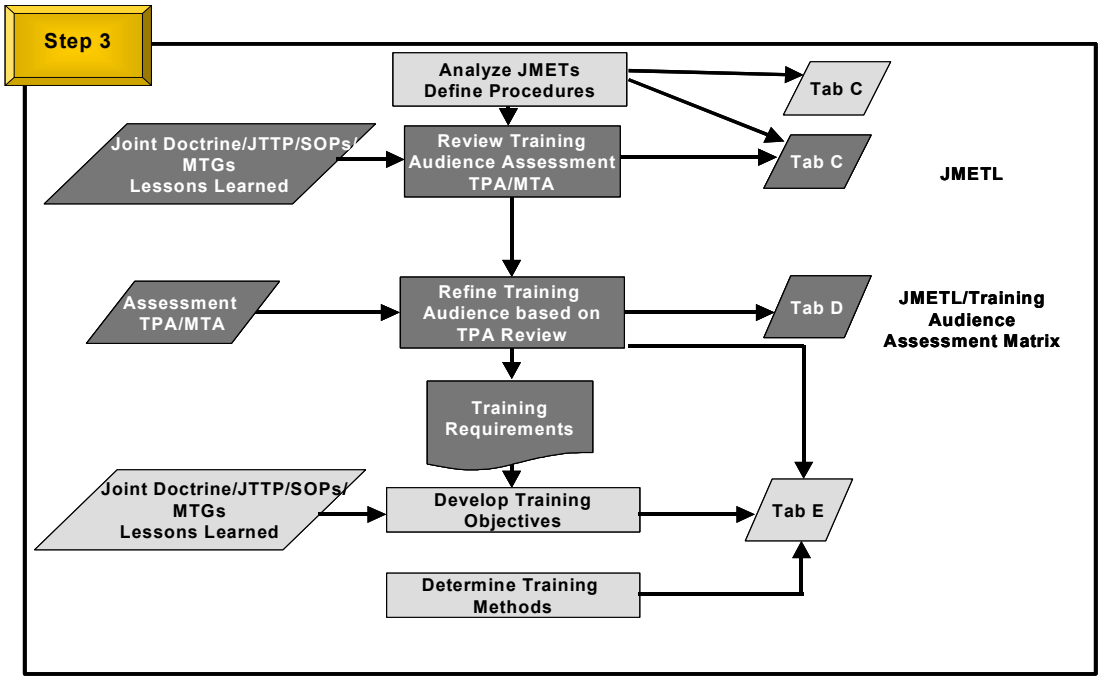

Figure D-7. Step 3 – Training Audience, Assessment, Refinement, and Identification of Training Requirements

(1) In a mature system with no significant changes in mission, TPAs and MTAs are available from Phase IV (Assessment) of the last training cycle. A TPA is an assessment of the command's training status for each JMET relative to the task standards and associated conditions. A more cumulative assessment, an MTA is a commander's assessment of the command's training status for each mission based on TPAs for the JMETs comprising that mission.

(2) An assessment is made when the mission changes drastically and a formal Phase IV assessment has not been completed. This will require the commander's and CSA director's subjective assessment on how well the training audiences can perform the previously unidentified tasks required by the mission changes.

(3) When a new mission is established, a commander may conduct a preliminary training assessment of the JMETs associated with it (i.e., an assessment with little or no supporting data from a training cycle). Where a new mission identifies JMETs selected in other missions, the TPAs and/or MTAs for those JMETs, evaluated in the last training cycle for other missions, may support the "out-of-cycle" assessment.

(4) The current assessment data is formatted IAW Appendix D to Enclosure H, "Joint Training Plan Format," Tab D. (Assessment data is produced in formatted reports in JTIMS.) Training requirements are identified by comparing the current proficiency levels with the required levels defined in the JMET standard, or as stated in the commander's training guidance. Other training requirements may be identified in the commander's training guidance as well. For example, the joint force staff may have demonstrated proficiency in the JMETs associated with humanitarian assistance missions, but has not conducted training or exercised in that mission in over a year; thus training and evaluation may be required and/or directed on those JMETs.

d. Step 4: Develop Training Objectives and Audience and Determine Training Methods. The training requirements (organizations assessed as requiring training on specific JMETs) are translated and consolidated into training objectives. A training objective is the desired end state of the training audience level of performance, related to a selected task(s), during a training event. The most appropriate training methods, balanced between the "best possible" method and resource availability, are selected to achieve the training objectives. The results are incorporated in the "Training Objective/Training Audience/Methods Matrix," the JTP Tab E (Figure D-8).

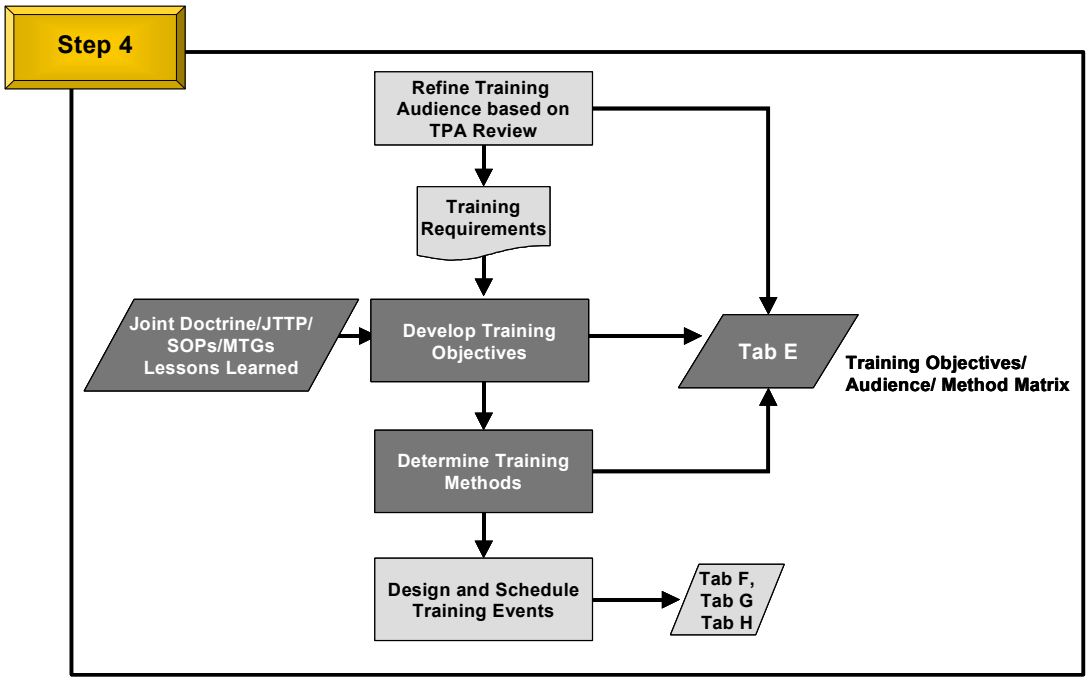

Figure D-8. Step–4 - Training Objectives, Audience, and Method Selection

NOTE: A focused training objective workshop may be required to develop specific training objectives if the JTP does not already provide enough fidelity.

(1) Training objectives are based on selected JMETs, and derived from joint doctrine and/or JTTP, organizational SOPs, and commander's guidance. Training objectives describe for the training audience the desired outcome of a training activity, the impetus for initiating a training activity, and the measures for evaluating the performance outcome. Note that several incremental training objectives may be required to attain a performance standard defined in a JMET. For example, if the training assessment determines that the training audience has no capability relative to a specific JMET, a series of training objectives may be required to learn the procedures, demonstrate the application of the procedures and, finally, perform the procedures in concert with others as part of a real-time exercise. A training objective is based on a specific JMET, or set of JMETs, and consists of:

(a) A specific performance objective requirement (describe the processes and procedures the specific audience needs to accomplish to support the JMET in accordance with approved joint doctrine and/or

JTTP, such as the supporting and enabling tasks detailed in the JTF headquarters (HQ) Staff MTG)).

(b) The training situation (describe the operational environment based on conditions selected in Phase I (Requirements) and the training inputs (Master Scenario Event List (MSEL) or MSEL inputs) provided to the training audience. The training situation describes both the constraints placed on the training audience by the JMET conditions (limited time, marginal communications, etc.) and the inputs to be provided to the training audience.

(c) The level of performance (describe how well the audience must perform in order to achieve its objective). The level of performance is determined relative to the JMET standard. Training objectives are included in the Tab E (Table H-E-1) template in Enclosure H, "Joint Training Plan Format."

(2) A sample training objective (shown in Table D-1) for JMET OP 3.1.5, "Publish Air Tasking Order(s) (ATO) for a JFACC/JAOC Training Audience," is built around a template of performance objective, training situation, and level of performance as follows:

(a) Performance Objective. Assign firepower resources (assign missions and specific tasking).

(b) Training Situation. Given a master air attack plan (MAAP), air allocation request (ALLOREQ), air support request (AIRSUPREQ), and sortie allotment (SORTIEALOT).

(c) Level of Performance. All assigned air units are included in the ATO.

Audience	JMET	Objective	Training Situation	Level of Performance
(U) EIGHTH AIR FORCE	(U) OP 3.1.5	Assign firepower resources (assign missions and specific tasking).	Given MAAP, ALLOREQ, AIRSUPREQ, SORTIEALOT	All assigned air units included in the ATO
(U) EIGHTH AIR FORCE	(U) OP 3.1.5	Match appropriate weapons against selected targets.	Given MAAP, ALLOREQ, AIRSUPREQ, SORTIEALOT	All assigned air units are targeted, deconflicted, and correctly weaponeered
(U) EIGHTH AIR FORCE	(U) OP 3.1.5	Publish and disseminate ATO to all appropriate addressees.	Given MAAP, ALLOREQ, AIRSUPREQ, SORTIEALO	All assigned air units receive the ATO within 1 hour of transmittal

Table D-1. JTIMS Report - JTP Tab E

(3) Determining Training Methods. Selecting the most appropriate training method is a key element of the entire requirements-based training system. There are two fundamental training methods; academics and exercises. Each of the two major methods can be further divided into ways (modes) and specific tools (media) to conduct the training event. Figure D-9 shows a representative number of options starting with the method, then mode, and finally media. Matching tools available with training required must be optimized to train efficiently and effectively. The appropriate training method, mode, or media should be selected based on several factors: the level of proficiency of the training audience, desired outcome, perishability of the training, and resources (time, people, funding) available to train. (F

or detailed procedures to determine method, mode, and media, refer to Enclosure W, “Methods, Modes, and Media.”)

(4) External Academic Mode and Media Capabilities. Academic training events can be broken down into various modes. Four modes are helpful to train the audience. These modes are programmed text, platform instruction, facilitated instruction, or computer-based training. Once the appropriate academic mode is selected, one of several media options for that mode is then selected. Before considering the media options, a determination should be made whether the training can be accomplished internally or if external assistance is required. The following subparagraphs provide information to assist in developing academic modes and/or media determination.

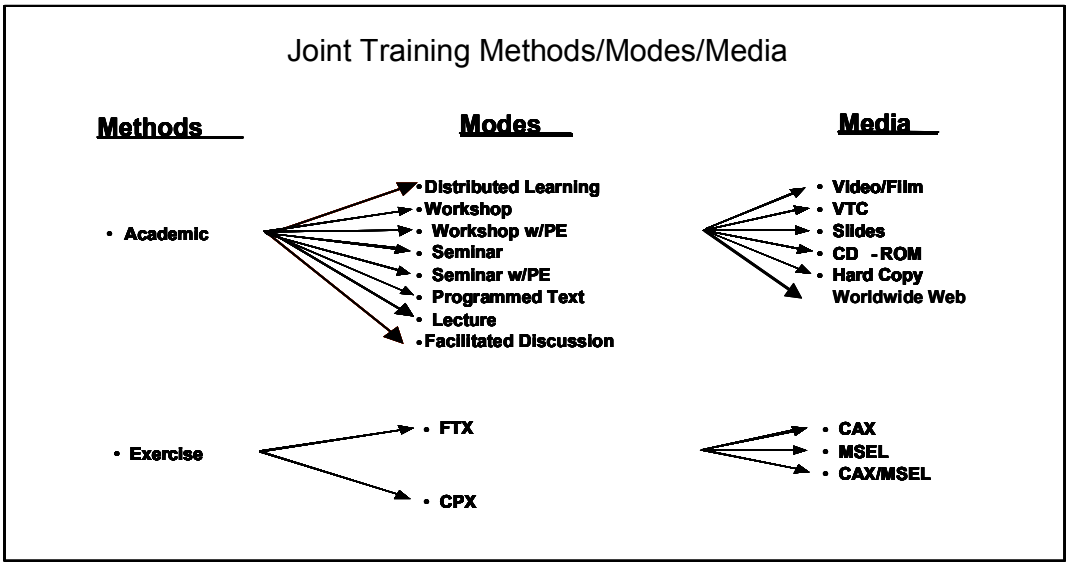

Figure D-9. Hierarchy of Joint Training Methods, Modes, and Media

(a) The joint course database (JCD) is a reference database of available certified joint training courseware. The database is available on the USJFCOM website.

(b) Joint Training Courses: This is a collective term for materials to support a joint course or joint training event such as individual study, lectures, seminars, practical exercises, and other related events. These materials include single courses or joint programs of instruction (JPOIs), documents such as MTGs, interactive courses, computer-based training and non-JPOI materials such as videotapes, stand-alone handbooks, and other joint validated items(c) MTGs are organized on a mission and/or functional basis. They include tasks referenced to conditions and performance measures, which must be accomplished by unit personnel to enable mission success. Currently, there are MTGs for the following: JTF HQ, joint special operations task force, joint psychological operations task force, and joint civil military operations task force and combatant command HQ. Additional MTGs and JPOIs are being developed:

1. JFACC MTG

2. JFACC JPOI

3. Joint force land component commander MTG

4. Joint force maritime component commander MTG

(c) JPOI is a detailed list of courseware required to perform the tasks outlined in the MTG. The JPOI identifies courseware that is already in existence to support the MTG as well as any required changes and new courseware to be developed. The joint training curriculum-working group will prioritize and identify a lead development agent (LDA) for the proposed JPOI-supported courseware based on the suggestion of the JPOI LDA.

(d) The JFSC is now a source for JTS academic instruction. Graduates of the JFSC receive an introduction to the UJTL, JMETL, and JTS during core curriculum.

(5) Event, Exercise Mode, and Media Types. There are two basic types of exercises; the command post exercise (CPX) and field training exercise (FTX). Each has distinct advantages and disadvantages. Prior to exercise selection, exercise planners need to determine the primary audience and outcome expected by conducting the training. Once the exercise mode is selected, the appropriate media to accomplish the training must be determined. Two basic media options when talking about exercises are a scripted MSEL or computer-assisted exercise (CAX). CJCS-sponsored events are as follows.

(a) CJCS-Sponsored Events. This program focuses on plans, policies, procedures, and training to ensure effective strategic direction and integration of US and coalition military forces worldwide. CJCS-sponsored events concentrate on strategic agility, power projection, overseas presence, and decisive force. The events provide training for national-level decision makers and their staffs.

1. CJCS-Sponsored Command Post Exercises. The Chairman sponsors one major CPX (POSITIVE FORCE) each year to provide the Joint Staff, Military Services, appropriate combatant commands, and CSAs the opportunity to train together. Participation by the President and Secretary of Defense, OSD, federal civil departments and agencies, and subordinate organizations having significant roles in crisis situations is important to ensure the maximum exercise benefit is achieved.

2. Seminars, Briefings, War Games, and Mini-Command Post Exercises. The Chairman sponsors other training events (POSITIVE RESPONSE). War games and short-duration CPXs may be used to train senior decision makers and their staffs on key action procedures.

3. NATO Crisis Management Exercises (CMXs). These CMXs are conducted annually and are designed to practice and test procedures for NATO crisis-management response with emphasis on response options, the NATO precautionary system, and the generation of forces with associated rules of engagement.

(b) Combatant Commander-Sponsored Joint Training Events. Combatant commander-sponsored training events are scheduled and executed by the combatant commands. A number of these training events are further coordinated with the Joint Staff and supporting agencies. These events range from CPXs through small unit deployments to full-scale FTXs as a part of combatant command joint training program.

(c) Two important programs closely related to the CJCS exercise program are the exercise-related construction (ERC) program and the developing country combined exercise program (DCCEP). These programs are explained in Enclosures J and K, respectively.

(6) Event Design. Training events are conducted to accomplish the commander's training objectives. While resource limitations often dictate that training events are combined with other activities (e.g., theater security cooperation events) the design of an effective training event can only be accomplished by remaining focused on the commander's training objectives.

(a) Group Similar Training Methods. A suggested initial step in designing training events is to group the related training methods. Listing the training objectives with the associated method allows the designer to incorporate related objectives into the event by applying appropriate instructional guidelines. For example, 40 training objectives are identified as using the academic method. The commander's guidance limits a single academic event to no more than 10 training objectives. Applying this guidance to the 40 training objectives results in the requirement for four academic training events to train the subject organization.

(b) Link-related training objectives. Appropriately linking related training objectives is crucial in maintaining the training focus throughout an event. For example, training objectives that are accomplished by academics should not be combined with training objectives requiring a CPX. Likewise, training objectives focused on building initial knowledge foundations should not be combined with training objectives requiring skillful interaction with other fully proficient

organizations in an exercise event. In such cases, only the same training objectives (and resultant training methods) should be planned for a single event; multiple events are then linked in a building block approach to reach the desired end state.

e. Step 5: Design and Schedule Training Events and Publish JTP. Previous steps documented commander's training guidance (Step 1), analyzed JMETS and defined procedures (Step 2) identified training requirements (Step 3), and developed for the following training objectives and determined methods, modes, and media to support the training (Step 4). In Step 5, specific training events, to include funding, personnel, and timing of each event required to achieve the training objective, are identified and initial design of each event commences. The forecast of resource requirements identified during initial event design provides supporting organizations a first look at the overall resources required. Output from Step 5 includes the event summaries (JTP Tab F), event time lines (Tab G), and Service component interoperability requirements (Tab H) (Figure D-10). The specific format for Tabs F, G, and H is described in Enclosure H, "Joint Training Plan Format." These Tabs, when combined with Tabs A-E, constitute the command's JTP. (JTP Tab I describes required distribution of the JTP. JTIMS produces formatted reports for Tabs A-I.) Training events should outline a building block approach, where each training event builds on previous training and prepares the forces and/or staffs (training audience) for the next training event. The desired JTP lays out the required training events, with estimated training resource requirements, that take all training audiences from their assessed current levels of performance to the level of performance required to accomplish the organization's JMETs.

5. Products and Milestones. The combatant command, Service component, and CSA training plans are products of the plans phase. The JTP and ATP also contains the formal publication of the command JMETLs and/or CSA AMETLs. These plans, plus the CJCS JTMS, are key documents supporting the planning cycle for joint training described in the JTS continuum below. Deadlines for all these products within this cycle are:

a. Geographic Combatant Command JTP – due annually **15 March**.

b. Functional Command JTP – due annually **15 May**.

c. CSA ATP – due annually **15 July**.

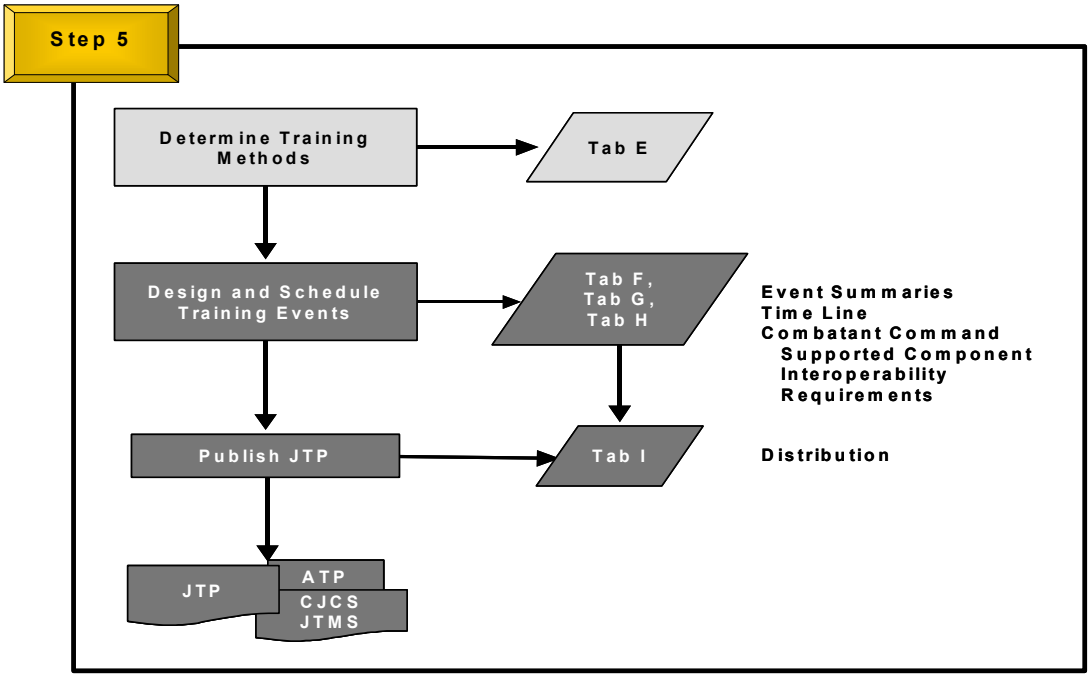

Figure D-10. Step 5- Design and Schedule Training Events and Publish JTP

6. The JTS Planning Continuum

a. The WJTC, held annually in September, sets the stage for planning joint training throughout the upcoming year. The Joint Staff/J-7 sponsors the conference, updates training guidance and resource allocation, resolves training issues, and identifies potential scheduling problems.

b. The annual combatant command scheduling conferences are the coordination forums utilized for developing the combatant command's training program, which are normally scheduled in the October to November timeframe. Representatives from the support component commands, supporting combatant commands, the Joint Staff, Services, and other agencies participate in the conference. Topics include the overall direction of training programs, service force requirements, deconfliction, and resource planning.

c. After the combatant command exercise and training scheduling conference, the applicable combatant command training events able to be supported within available resources become the command's joint training event schedule. This schedule, using the format at Tab F in the JTP (automated in JTIMS), is published via electronic means IAW the

time line in Appendix A to Enclosure B, and becomes the foundation for deconfliction at the WJSC.

d. The WJSC is held each year in February and includes representatives from the Joint Staff, combatant commands, Service components, and other appropriate government agencies. The Joint Staff/J-7 sponsors the conference. The conference goals include: evaluation of the previous year's program, resolution of resource conflicts and distribution of exercises throughout each planning year, assessment of funding levels and program objectives, and briefing of the proposed CJCS exercise evaluation program for the following fiscal year.

e. After this conference, combatant commands update their exercise schedules and publish them in JTIMS in the format from Tab F to the JTP. The overall CJCS JTMS is then available for review within JTIMS.

7. Summary. The outputs of Phase II (Plans) are the combatant commands' JTPs and the CSA ATPs. The planning phase of the JTS identifies the training audiences and objectives, selects training methods, and begins the design and scheduling of the training program. Training objectives are determined based on specific training audience needs. Training methods are selected based on the training objectives, and specific training events are designed and documented in the JTP. (See Figure D-11) Once resourced, valid events are documented in the combatant commander JTS and CJCS JTMS, which provides the transition point from Phase II (Plans) to Phase III (Execution).

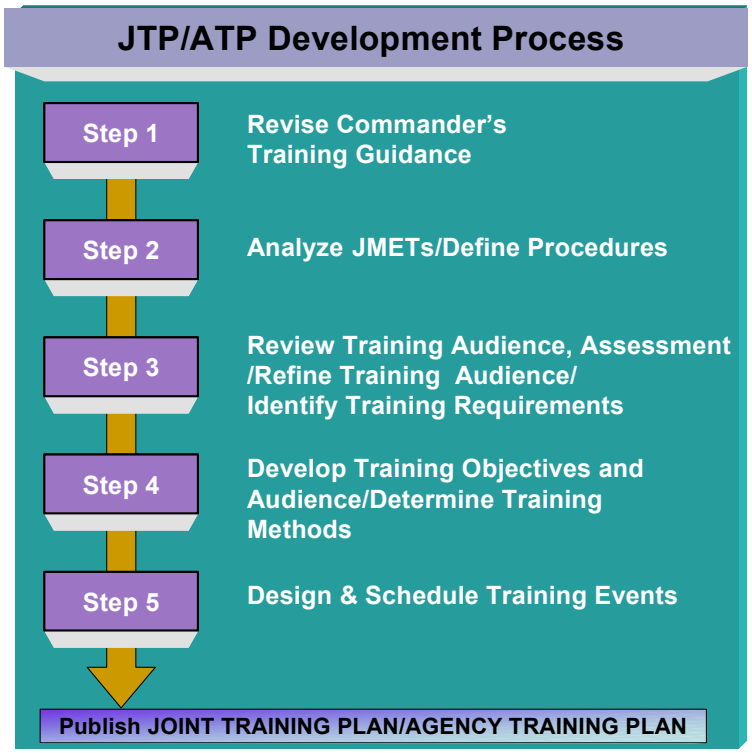

Figure D-11. Joint Training Plan and Agency Training Plan Development Process

ENCLOSURE E

PHASE III (EXECUTION)

1. Introduction. Within the JTS, joint training events are conducted in Phase III (Execution) to achieve the requirements-based combatant commander and/or unit annual training objectives derived in Phase II (Plans). Upon completion of each training event during Phase III, an evaluation is made as to whether the event training objectives were met and how they apply to overall combatant commander and/or unit training objectives. Issues, lessons learned, and observations are also identified during each training event and captured in JAAR format. The products of Phase III are used in Phase IV (Assessment) to determine whether a command is trained to perform the required mission capabilities, defined by JMETs, to standard. This assessment is then used to plan for the next training cycle, to report readiness ratings, to identify procedural practical solutions, and to support issue identification and resolution.

2. Purpose. This enclosure describes the methodology for designing, planning, preparing, executing, analyzing, evaluating, and reporting training events. Academic and/or exercise methods are used to support each training event. Although the methods appropriate for each training objective should be identified in Phase II plans, the matching of specific methods, modes, and media normally is not complete until the execution phase. Real-world conditions, among other factors, may require modification of the content and scope of each scheduled event to maximize the training value.

3. Inputs, Processes, and Outputs. The specific inputs, processes, and outputs associated with Phase III (Execution) are depicted in Figure E-1. The discrete events are orchestrated using the JTP and the JTMS. Pertinent lessons learned from previous command internal and external JAARs are used to identify areas for additional emphasis or revision following publication of the JTP and JTMS. The processes, whether academic or exercise, support the training requirements and provide the following output: TPOs, TPEs, DOTMLPF issues (which reflect successes or opportunities for training improvement) and the JAAR (when required per CJCSI 3150.25 Series, Enclosure D).

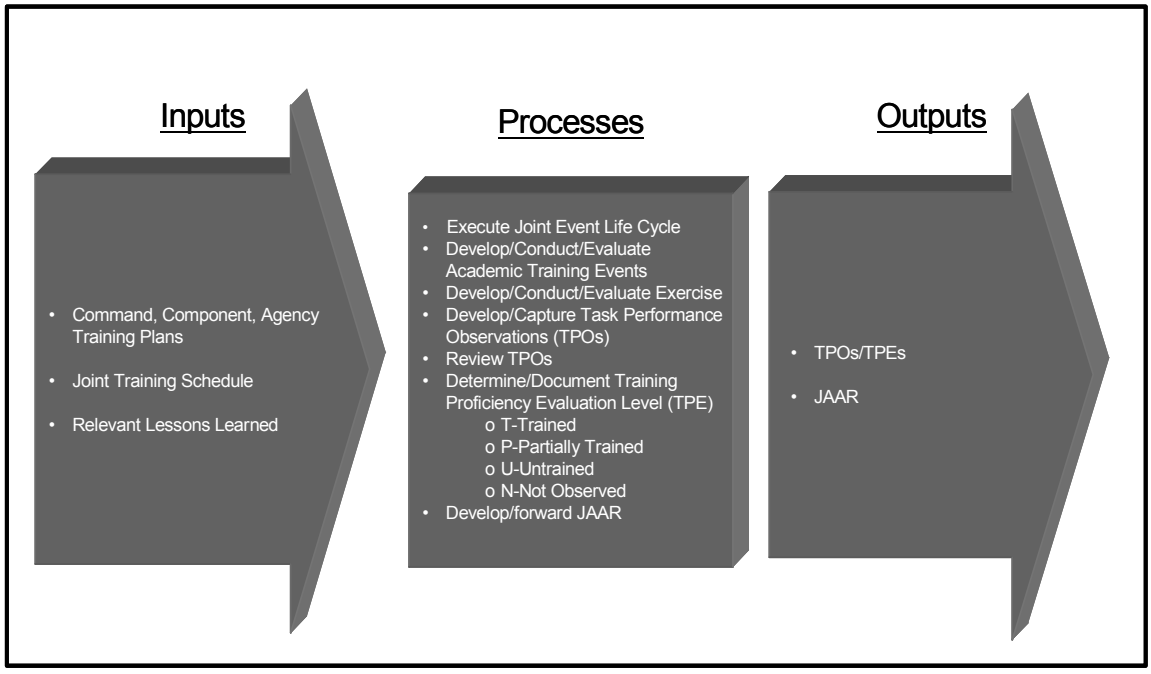

Figure E-1. Phase III Inputs, Processes, and Outputs

4. Academic Instruction. Academic instruction is conducted either as a stand-alone event or as a precursor to an exercise. This method should be selected if the desired outcome is one of the following: moving from a current level of knowledge to a higher level; filling gaps in knowledge from previous knowledge level; or achieving the ability to apply the knowledge. The latter is normally the desired outcome when academic instruction is conducted prior to, but in conjunction with, a joint exercise. Although less rigorous than an exercise, academic instruction must be designed, planned, prepared, conducted, evaluated, and reported the same as an exercise to achieve optimum results.

a. Planning. Prior to the academic event, the targeted training audience and the training objectives should be refined and updated on TPAs and any JTP and/or JTMS changes. The joint training guidance, CCTIs, and lessons learned from JAARs and other sources will be incorporated where possible. Appropriate modes and media supporting the academic method should also be selected. Options include the following: formal instruction identified in the joint course courseware database; deployable instruction; or internal instruction using materials developed internally or externally. Considerations for mode and media selection are described below:

(1) Mode. The nature of the training audience plays a pivotal role in determining the best mode of academic event to meet the desired outcome. Training audiences can be classified based on the level of the staff concerned (command, JTF, or component). Within each level there are also internal staff training audience levels: commander and principal staff; augmentees; liaison officers; and boards, bureaus, centers, and cells. Each level has disparate experiences, functions, and perspectives as well as differing availability for instruction and/or training. Based on the audience, the selection may either be programmed text, platform instruction, facilitated instruction, staff practical exercise, an academic workshop, or distributed learning.

(2) Media. Availability of resources is a determining factor in media selection. The primary consideration is whether the command has the expertise, tools, and/or time internally to prepare for the academic event, or if the command has an opportunity to procure resources from another command or academic institution (e.g., JFSC).

b. Preparation

(1) Developing an academic event may be as simple as updating "on-the-shelf" lesson plans or as complex as preparing instructional materials from scratch. There are three critical factors that should be addressed before developing a lesson plan or curriculum:

(a) Lesson objectives (what the individuals should learn).

(b) Tasks (what the individuals have to do to learn this).

(c) Baseline (what the individuals need to know before they can learn the objective).

(2) Determining these factors in advance will increase the likelihood of developing successful lesson plans. Once a lesson plan and instructional materials are prepared, instructors, facilitators, observers, and evaluators should be identified, trained, and rehearsals conducted. The commander should be briefed on the instructional approach, TPO-supported collection management plan, the after-action review (AAR), if appropriate, and how the TPOs will be translated into TPEs.

c. Execution. Academic events are developed to satisfy specific lesson objectives. Each event must provide:

(1) The means (methods, modes, and media) for the training audience to reach the desired end state of required knowledge (baseline).

(2) The ability to measure whether the training audience achieved the learning outcome (tasks). For example, can the audience perform to the level described in the training objective? Measurements are made through a well-defined TPO-supported collection management plan. TPOs are based on (in order of objective merit): actual demonstrations, written and/or oral tests, practical exercises, briefings, or audience participation. The AAR, as part of the event, provides the commander direct feedback and allows the training audience, through facilitated discussion, to examine actions and results. Deficiencies should be corrected on the spot, when possible, to save the command from conducting remedial action in the next training cycle.

d. Evaluation

(1) The AAR provides a "first look" on whether the training audiences achieved the training objectives. Following execution, command trainers collect the TPOs for each training objective, conduct analysis, and make a formal recommendation (TPE) on whether the training audience achieved the training objective. Figure E-2 demonstrates how TPOs are translated into TPEs. The recommendations are presented to the commander for approval.

(2) During evaluation, observations not related specifically to training objectives, as well as issues and lessons learned, are also collected. They are incorporated in the JAAR submission as required.

e. Lessons-Learned, Case-Based Facilitated Instruction for JTF Commanders and Staff. An effective method for teaching new lessons from past experiences and events is the case-based method for teaching. Case-based teaching emphasizes critical analysis of "real-world" settings and situations and helps senior officers draw on their knowledge base and evaluate doctrine, tactics, techniques, and procedures applicable to future scenarios. Case-based teaching uses a descriptive document (the case), usually presented in narrative form that is based on either a real-world or training event. The case attempts to convey a balanced

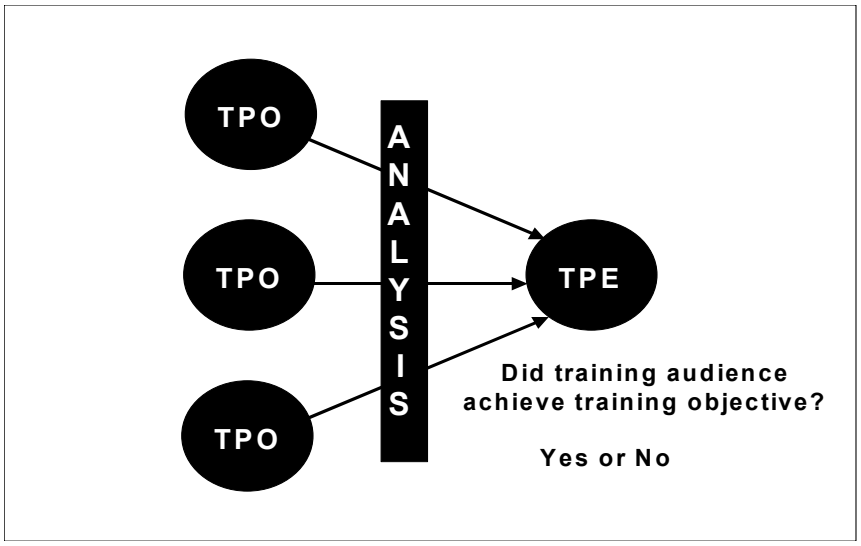

Figure E-2. Evaluation by Event

multidimensional representation of the context, participants, and reality of the situation. Cases are created explicitly for discussion and should include sufficient detail and information to elicit active analysis and interpretation. In joint warfare training and education, the emphasis on reality-based cases is important because it enables officers to explore, analyze, and examine representations of actual events. Cases are historically accurate descriptions of operations (or exercises). A good source to develop a case from is JAARS, which is available from the JCLL. While the name of units and individuals should be protected, the articulation of events should be historically accurate. Use of the case-based method requires a case study approach in a seminar environment. Learning through the case-based method requires active involvement from the participants. Students will quickly achieve the learning objectives through rigorous analysis and internalize those objectives more effectively by discovering the answer themselves.

5. Joint Exercises and Events

a. Joint exercises are characteristically resource-intensive (time, personnel, and equipment), requiring extensive coordination and preparation (see Enclosure L, "Joint Exercise Coordination Procedures," and Enclosure M, "Significant Military Exercises Reporting," for an overview on funding, reporting, political constraints, and resource allocation). However, exercises provide a valuable venue for collective training.

b. Significant military exercises (Enclosure M) are a special category that requires submission of a significant military exercise brief (SMEB) or significant military exercise notification (SMEN) to the Chairman of the Joint Chiefs of Staff for SecDef approval. The specific format for the SMEB message is in Enclosure M. The specific format for the SMEN message is in Enclosure P. Once the SMEB or SMEN has been fully coordinated and approved at the national level, it is the authorization document for combatant commanders to commit designated component forces to participate in the exercise.

6. Joint Event Life Cycle. Exercises or events are designed, planned, and executed using the JELC as a flexible guide that can be modified to apply to various levels of joint-event intensity. The JELC provides an orderly sequence of the inputs, process steps, and outputs necessary to assure successful execution for any size training event. The JELC provides a methodology for joint-event development, resident within Phase III (Execution). The JELC (Figure E-3) consists of five stages: design; planning; preparation; execution; and evaluation. A series of event-planning conferences provide discrete breakpoints between each stage. A complete list of nominal JELC milestones is at Enclosure Q, "Joint Event Planning Milestones." In practice, the JELC "flows" as a nearly continuous process from one stage to the next, and the boundaries between stages become nearly indistinguishable. The individual JELC stages are briefly described in the following paragraphs and reflect the methodology used to conduct an exercise supported by a computer simulation. The JELC, however, provides sufficient flexibility for exercise and event planners to modify the process as needed to meet specific training requirements. Given the complexity of the JELC, the automated JTIMS provides assistance in JELC management. The JTIMS execution phase includes many of these activities to include MSEL and observation collection tool automation.

a. Design Stage. The design stage commences with preparations for, and completion of, the concept development conference (CDC) and ends following the initial planning conference (IPC). Inclusive exercise support actions consist of: forming a joint event team (JET), reviewing and refining training requirements from the command's JTP, developing an exercise concept, determining training method and/or mode, selecting appropriate simulations, developing an MOA (if required), formulating initial plans and/or directives, and defining requirements for AAR collection and analysis. Although activities are compartmentalized for

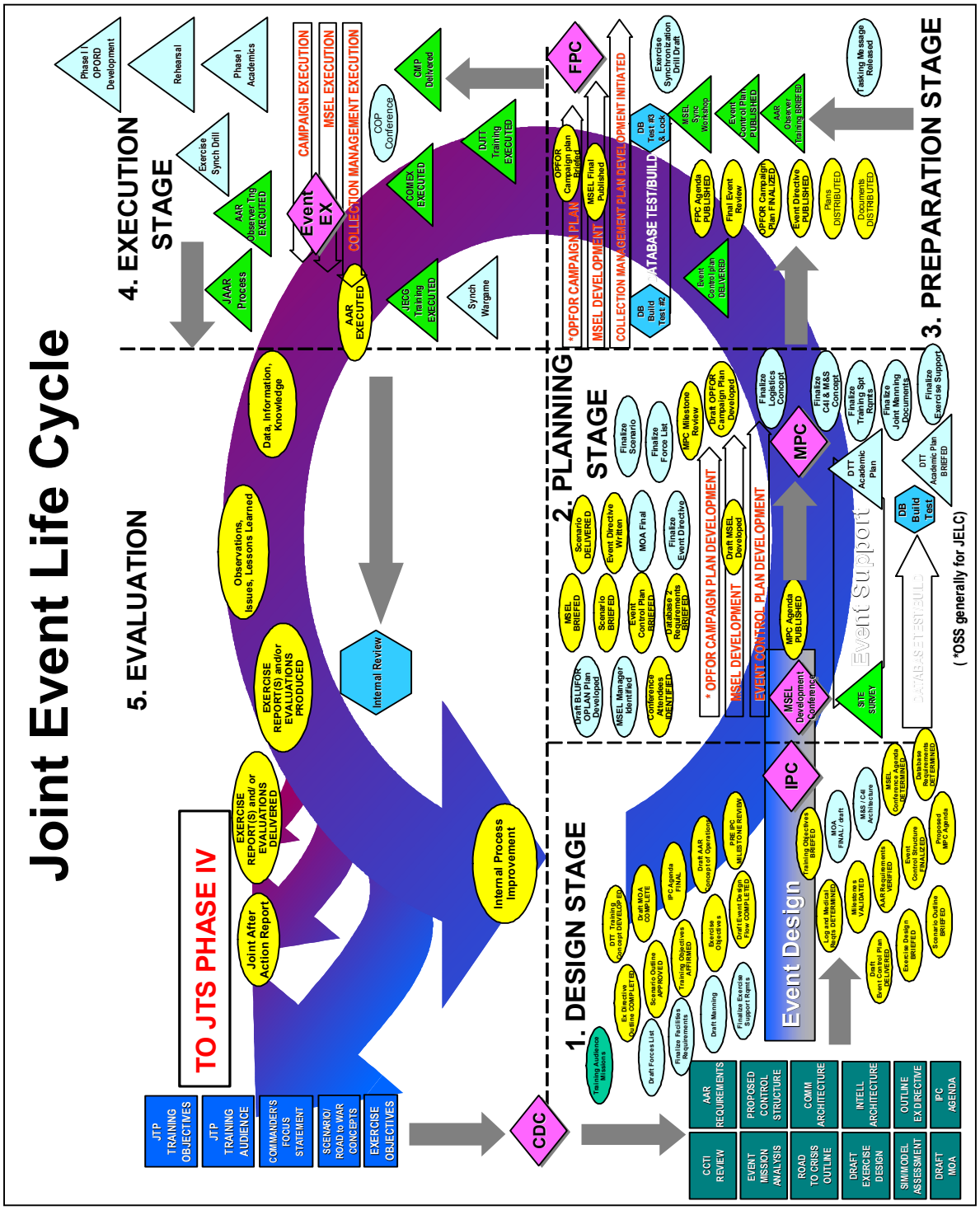

Figure E-3. Joint-Event Life Cycle

the purposes of this discussion, most activities span all facets of the design stage. A formal CDC is conducted at the discretion of the command's event team leader. Figure E-4 shows specific design stage activities prior to, during, and following the CDC through completion of the IPC. Key outcomes of the design phase are exercise objectives, training objectives, training audience and support identification, proposed architecture (exercise control and participant command, control, communications, computers and intelligence (C4I), event flow, and scenario and/or environment. (See details at Enclosure Q, "Joint Event Planning Milestones").

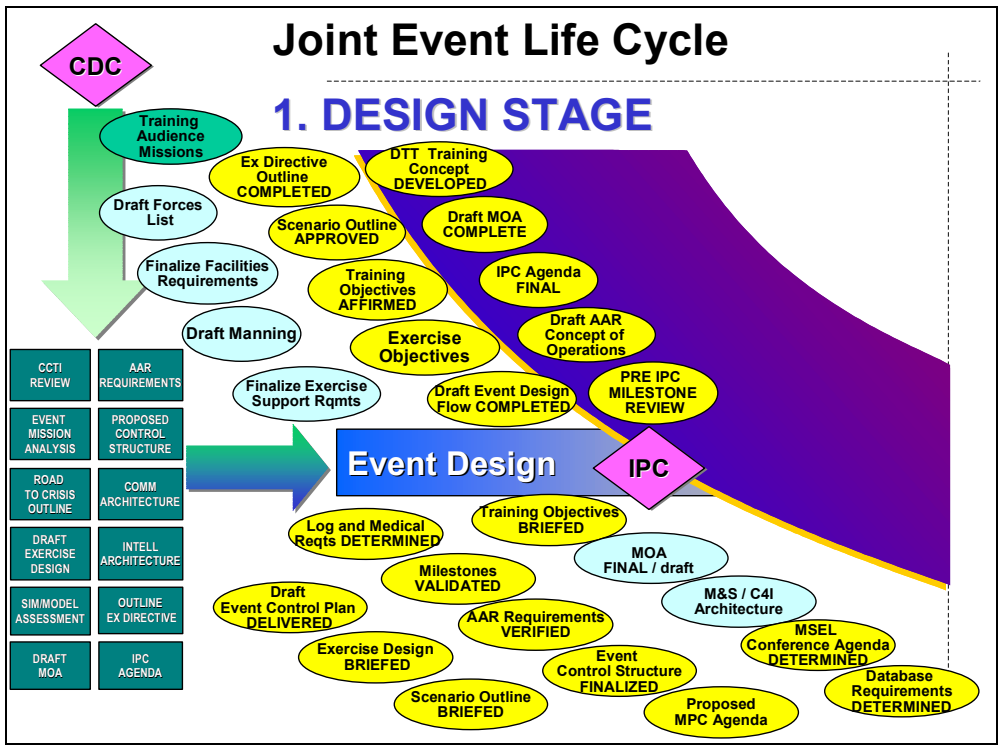

Figure E-4. JELC Stage 1 (Design)

b. Planning Stage. The planning stage officially begins following conclusion of the IPC and ends with completion of the mid-planning conference (MPC). In addition, this stage normally includes the MSEL development conference. During this stage, approved products from the CDC and IPC are presented, an exercise directive is drafted, concepts and supporting plans are developed and finalized, MOAs (if required) between supported command and supporting agencies are signed, database build begins, and a site survey is conducted. In addition, the MSEL development process is initiated and the MSEL development conference completed. The use of the JTIMS MSEL tool assists the user during this stage. Document crosswalks, front-end analysis of MSEL events and training objectives, and initial development of the collection

management plan are conducted. Figure E-5 depicts the flow of activities during the planning stage. Although activities are compartmentalized for the purposes of this discussion, most activities span all facets of the planning stage. Key objectives of the planning stage are an exercise directive and supporting plans, identification of logistic requirements (participant, support organizations, control), participant as well as control group academic and training requirements, and continued scenario development.

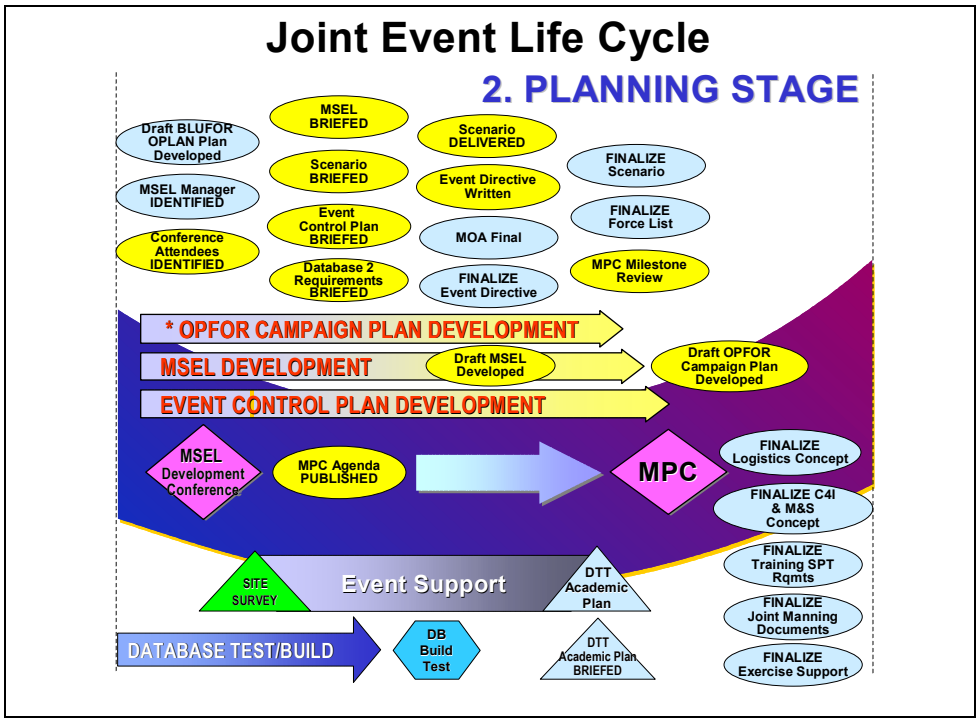

Figure E-5. JELC Stage 2 (Planning)

c. Preparation Stage. Completion of the MPC ends the planning stage and initiates the preparation stage. During this stage, the exercise concepts, exercise directive, supporting plans, MSEL, and training plans are finalized, approved, and published; the TPFDD is validated; and the construct of the mini-exercise is completed. The exercise milestones are reviewed and dates are set for additional database tests. The exercise control plan is completed. The final planning conference (FPC) is convened to confirm completion of all required milestones prior to start of exercise (STARTEX) and/or event and to distribute the required plans and orders. Following the FPC, the site is prepared, training is conducted, and a final modeling and simulation testing is completed as necessary. Document crosswalk and analysis are completed, internal training is conducted, and the collection management plan is finalized. Deployment of personnel and equipment signifies the end of the preparation stage and the beginning of the execution stage. Key

objectives of the preparation stage are database decisions and modeling and simulation testing, and updated commander's guidance. Figure E-6 depicts actions taking place during this stage.

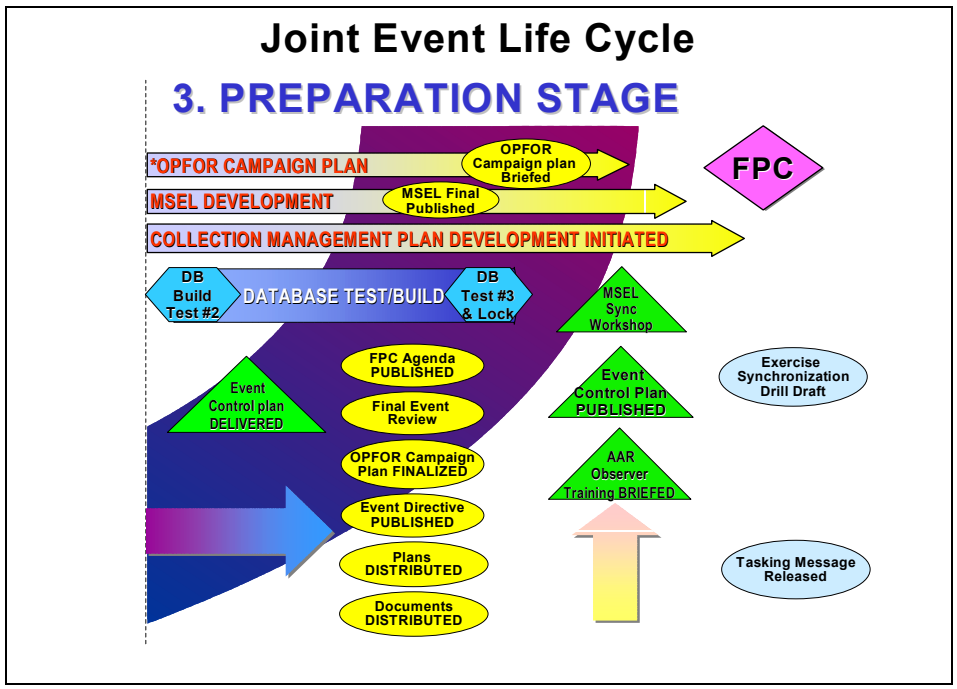

Figure E-6. JELC Stage 3 (Preparation)

d. Execution Stage. The execution stage begins with deployment to the joint exercise or event site and ends with the facilitated AAR and end of exercise (ENDEX) or event activities. Redeployment normally indicates the transition from execution to the final stage: evaluation (Stage 5). Both deployment and redeployment are often phased depending on the number and complexity of setup and takedown functions that need to be performed. During the execution stage, final preparations are made at the exercise site – including communications and simulation setup and checks and various execution rehearsals. The actual exercise, including participant training when required, is conducted. Following ENDEX, the facilitated AAR is convened for the benefit of the training audience. (Generally, the AAR is considered an extension of the training process.) Figure E-7 outlines actions during this stage. Redeployment of equipment and personnel marks the official conclusion of the execution stage.

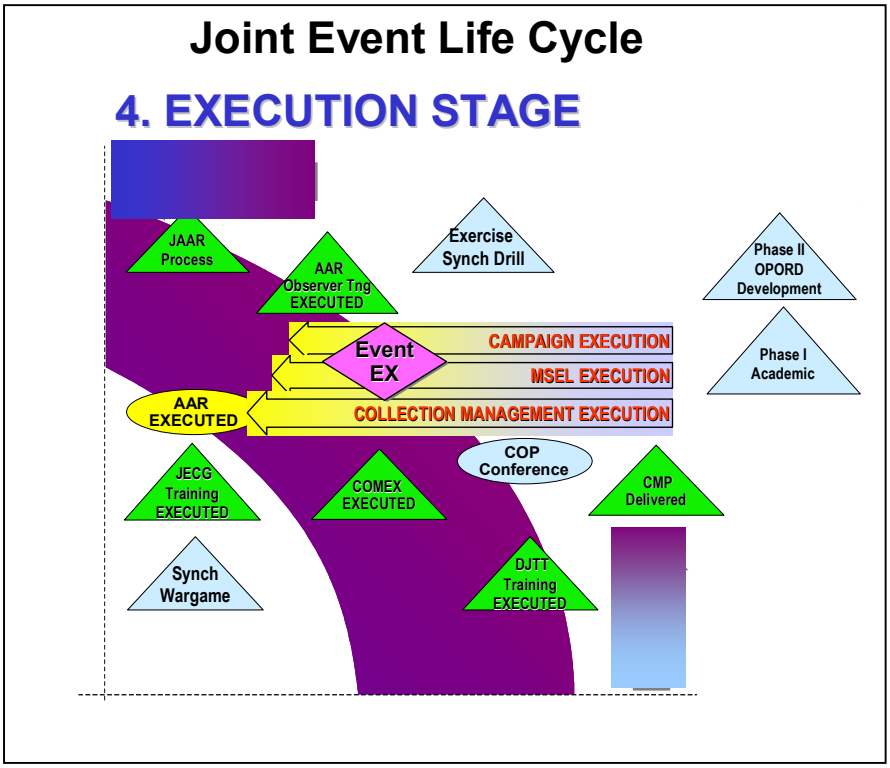

Figure E-7. JELC Stage 4 (Execution)

e. Analysis, Evaluation, and Reporting. Stage 5 completes the JELC. The evaluation stage depicted in Figure E-8 begins with redeployment and ends when finalized data and products are distributed to the end users, to include feedback into JTP. Upon completion of redeployment and equipment recovery, all exercise and event information (observations, documents, model data (if applicable), discussion at the facilitated AAR, etc.) is analyzed, evaluations are determined where appropriate, and written reports (such as the commander's summary report and the JAAR) are prepared. The products, in turn, are used to feed Phase IV (Assessment) of the JTS. The operative construct for the JELC is not a closed loop, but a spiral that moves forward in a process of continual learning, growth, and improvement for the joint community. An internal review is usually held to determine how the exercise might have been improved, and the results are made available for internal use in successive JELC applications.

NOTE: This assures a continuous improvement process in exercise control and may be applied to the JELC Stage 1 (design) of the next exercise or event in the series.

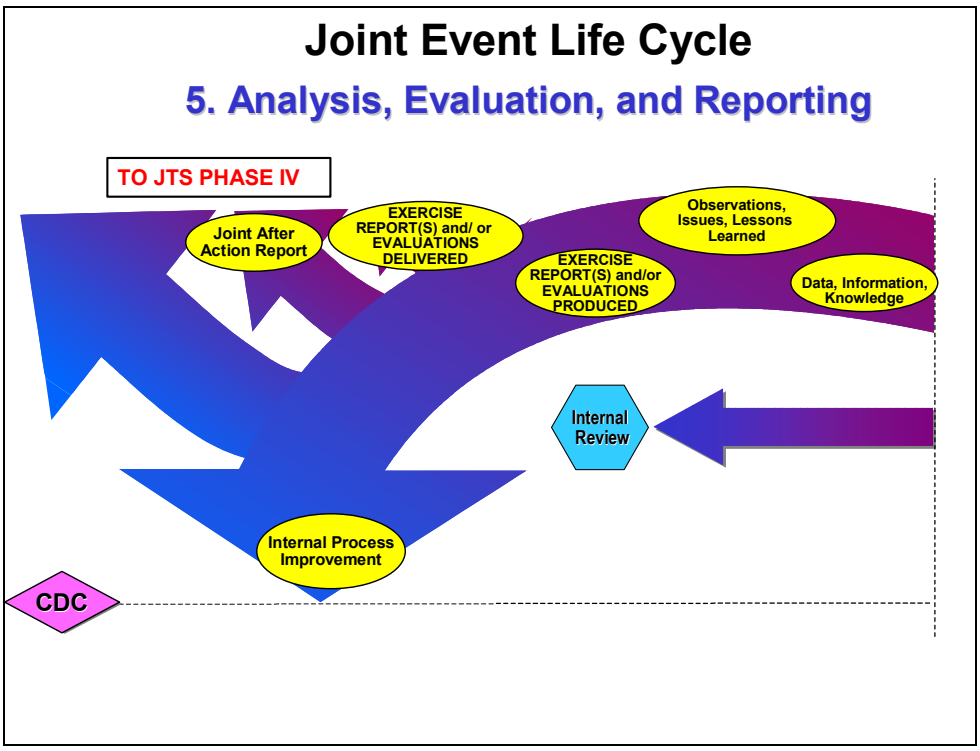

Figure E-8. JELC Stage 5 (Analysis, Evaluation, and Reporting)

7. Summary. Discrete events identified in the JTP and JTMS are conducted in the JTS execution phase. Execution of academic and exercise events provides the opportunity to train and verify the training audiences are trained to the proficiency levels identified in Phase II (Plans). Execution of a training event follows the same methodology that supports the JTS. The products from all events are aggregated to support assessment in Phase IV (Assessment).

ENCLOSURE F

PHASE IV (ASSESSMENT)

1. Introduction

a. This enclosure of the JTM describes how training evaluations from multiple joint training events can be converted into an assessment of training readiness and mission-essential task proficiency.

b. A training assessment is the analytical process used by commanders to determine an organization's proficiency to accomplish the capability requirements defined in JMETs. The assessment phase of the JTS provides the commanders and staffs at each level of command valuable information that describes a direct payoff in terms of improved mission capability for the effort associated with the first three phases of the JTS (see Figure F-1). The goal of the assessment phase is to provide a clear structure to institutionally capture those insights and create a learning organization.[6] The assessment phase of the JTS describes how the collective training results over time are:

(1) Translated into future training requirements for subsequent training cycles.

(2) Developed into lessons learned.

(3) Used to identify and resolve issues.

(4) Made available to other users of training information.

[6] The essence of a military learning organization is the ability to amass a body of operational and training experience, interpret that experience and change behavior to better accomplish the national military strategy. *"Hope is Not a Method,"* General Gordon R. Sullivan, USA Ret., Times Books, Random House, 1996.

The Joint Training System
The Process

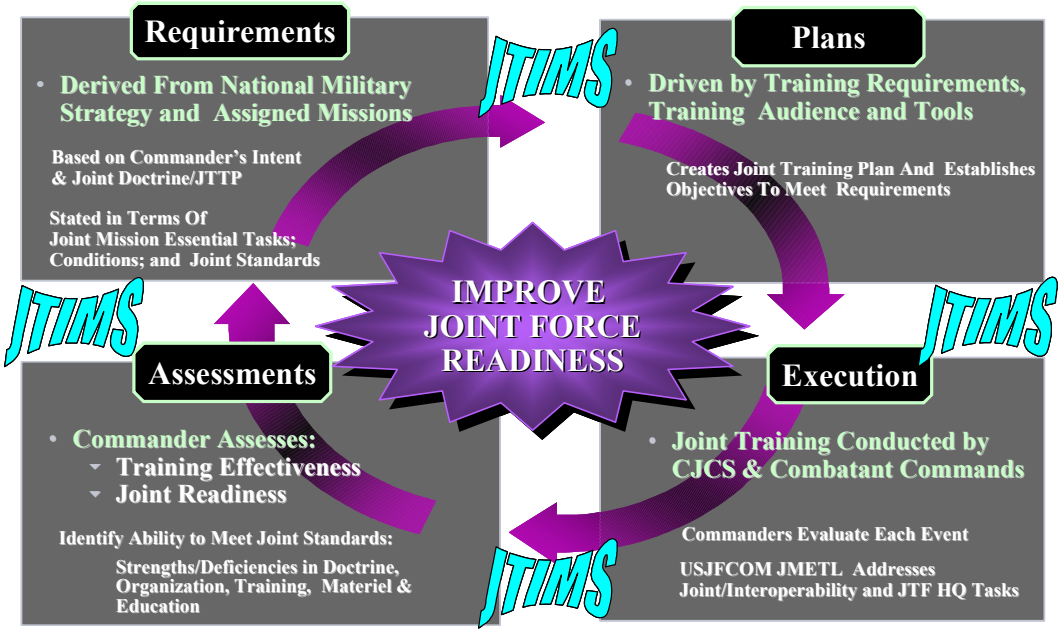

Figure F-1. The Joint Training System Process

2. Purpose. This enclosure describes the methodology for conducting the assessment, documenting the results, and distributing those results internally and externally for action. The methodology is dependent upon three key factors: clear commander's guidance on how to assess the training (the assessment plan), well-documented output from the execution phase, (i.e., lessons learned, issues, TPOs and/or TPEs), and disciplined support of the assessment.

3. Evaluation vs. Assessment. Before discussing the assessment process, leaders must understand the important difference between an evaluation and an assessment. *During the execution phase*, the commander evaluates a specific training audience's performance in relation to a specific task, under specified training conditions, and a designated level of performance during a particular event. *During the assessment phase*, the commander assesses the command's ability to accomplish its JMETL and perform its missions based on the totality of numerous evaluations (TPEs), informal results, actual operations, and any other pertinent feedback available. An evaluation is a "snapshot" of an organization's actual performance. An assessment applies the commander's judgment to those collective "snapshot" data points to determine the organization's capability to perform in the future.

Evaluation looks backward at a specific event while assessment looks forward to readiness.

4. Inputs, Processes, and Outputs. The specific inputs, processes, and outputs associated with Phase IV (Assessments) are depicted in Figure F-2. Although the input and types of output are consistent from command to command, process methodologies will vary because of unique command assessment plans. There are four types of inputs: the current JTP, data gathered during Phase III (Execution), relevant joint lessons learned, and actual operations that may be applicable to the assessment process (see Figure F-2, "Inputs"). The processes' outputs support initial development of the commander's training guidance for the next cycle: the development of TPAs and MTAs; refinement of issues; documentation of lessons learned; and nominations for CCTI.

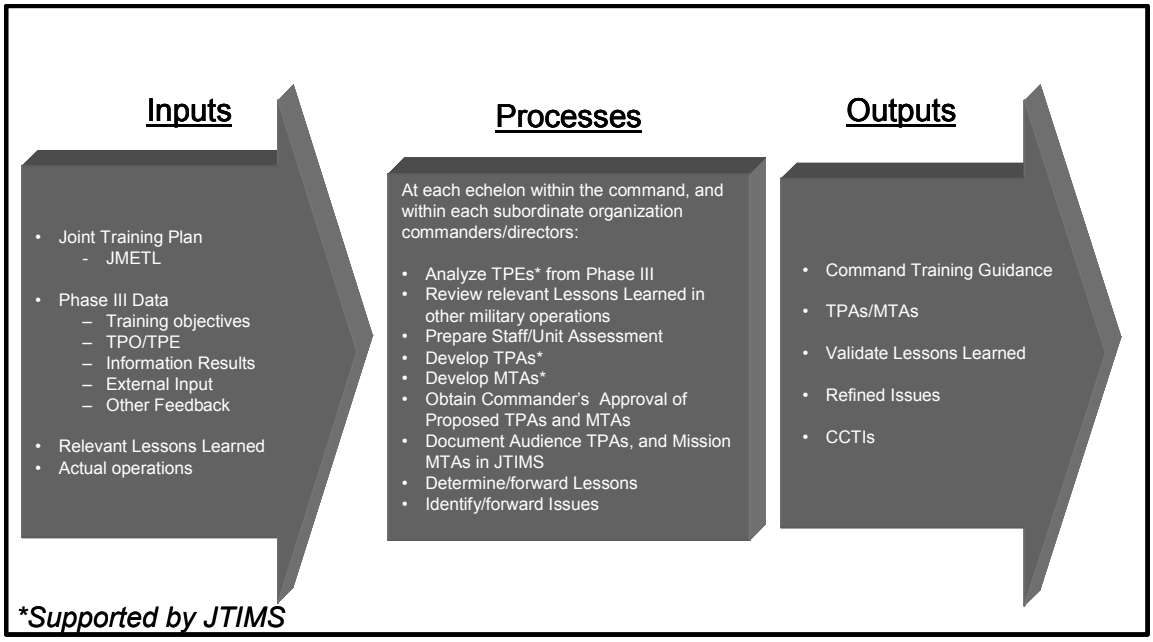

Figure F-2. Inputs, Process, and Outputs

5. Assessment Flowchart. The flowchart for assessment (Figure F-3) depicts the process steps necessary to derive the outputs mentioned above. The JMETL, training objectives, TPOs, and TPEs are the primary data points for assessment in Phase IV (Assessment). Assessment should focus on the uniqueness of each mission and the respective training requirements for developing an overall MTA.

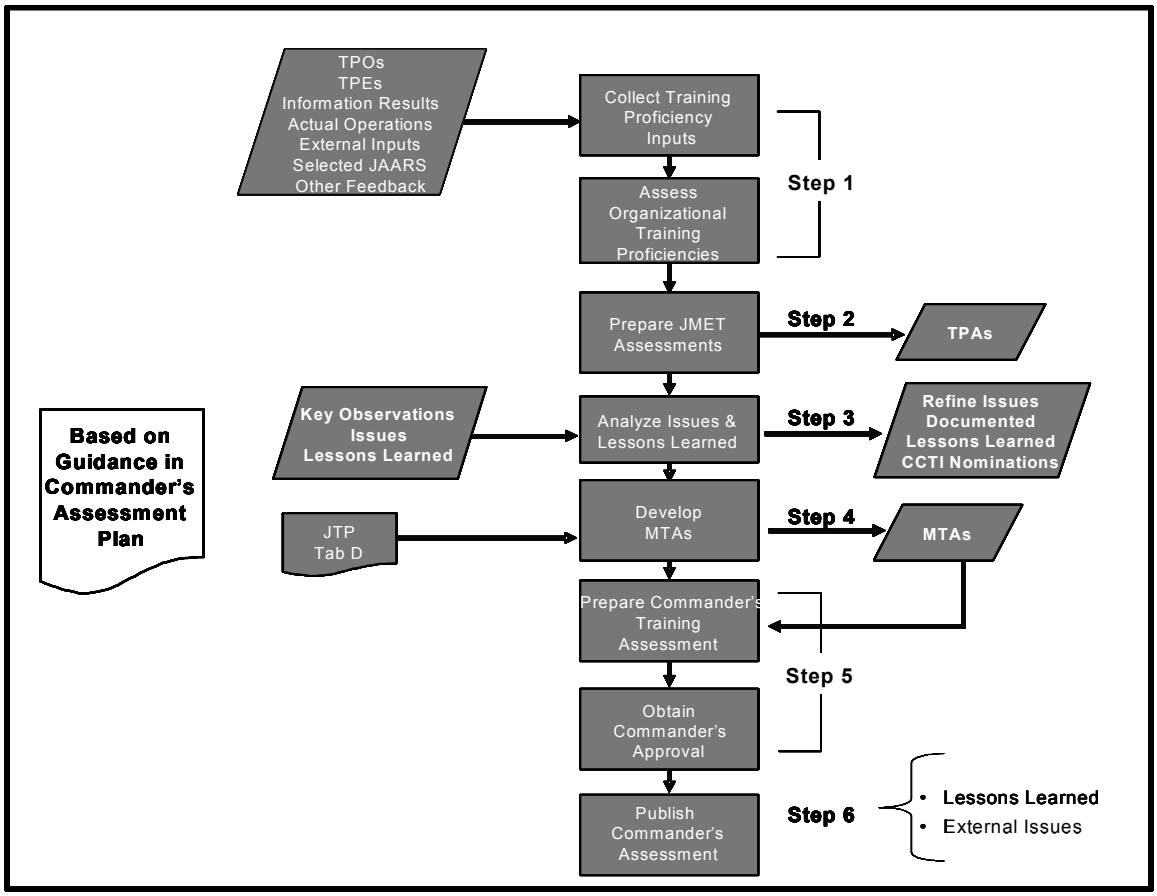

Figure F-3. Assessment Flowchart

a. Step 1. Collect Training Proficiency Inputs. The first step is to review training proficiency data collected from within the command over the period of the assessment (Figure F-4). Most of the data, in the form of TPOs or TPEs, should be collected by the functional leader or trainer for each training audience. For example, the J-2 functional leader or trainer collects all the TPOs and/or TPEs relevant to J-2 training objectives (TPEs are based primarily on TPOs collected in training events in Phase III (Execution)). Other sources include after-action reports from actual operations, informal results from other internal training, selected joint lessons learned, and feedback from external sources such as the operations or training results derived by other organizations.

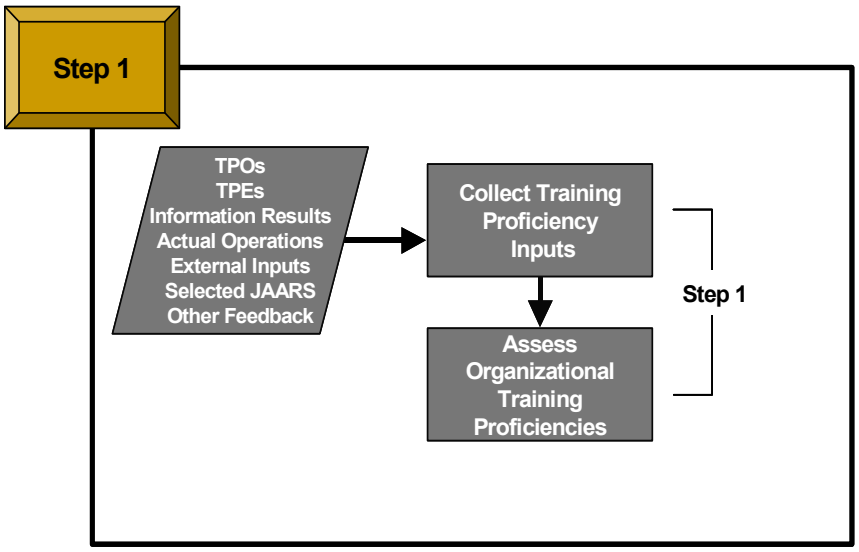

Figure F-4. Step 1 – Review Training Proficiency Inputs

b. Step 2. Develop Training Proficiency Assessments. This is a two-tiered process (Figure F-5). First, conduct an organizational assessment and then associate the results to the JMETs.

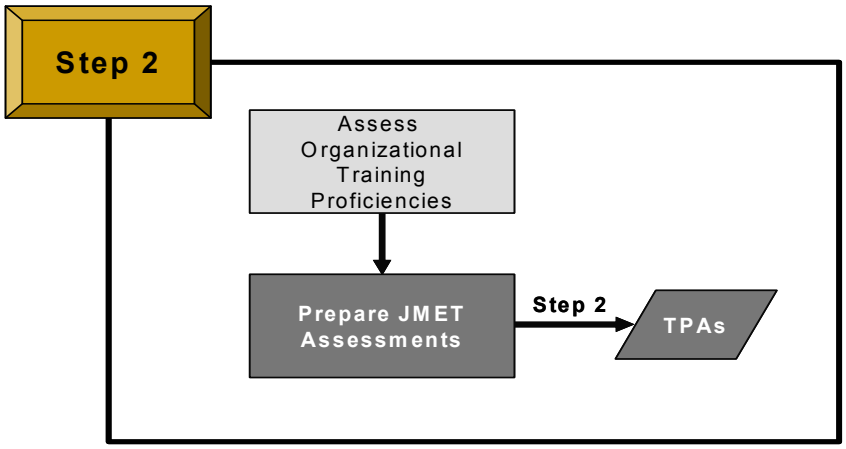

Figure F-5. Step 2 – Develop Training Proficiency Assessments

(1) The commander and/or staff leader of each organization responsible for performing a mission JMET makes an assessment of whether the organization can perform the JMET, (i.e., whether the organization is trained (T), partially trained (P), or is untrained (U)). The following inputs support each decision: all TPEs for each organizational training objective associated with the JMET, external feedback, actual operations, and informal inputs, measured against the JMET standard

(Figure F-6). Information in the current JTP along with the inputs from Phase III (Execution) are used to make these assessments. Organizational TPEs were collected in Step 1 and categorized by training objective. Training objectives are linked to a specific JMET and JMET standard.

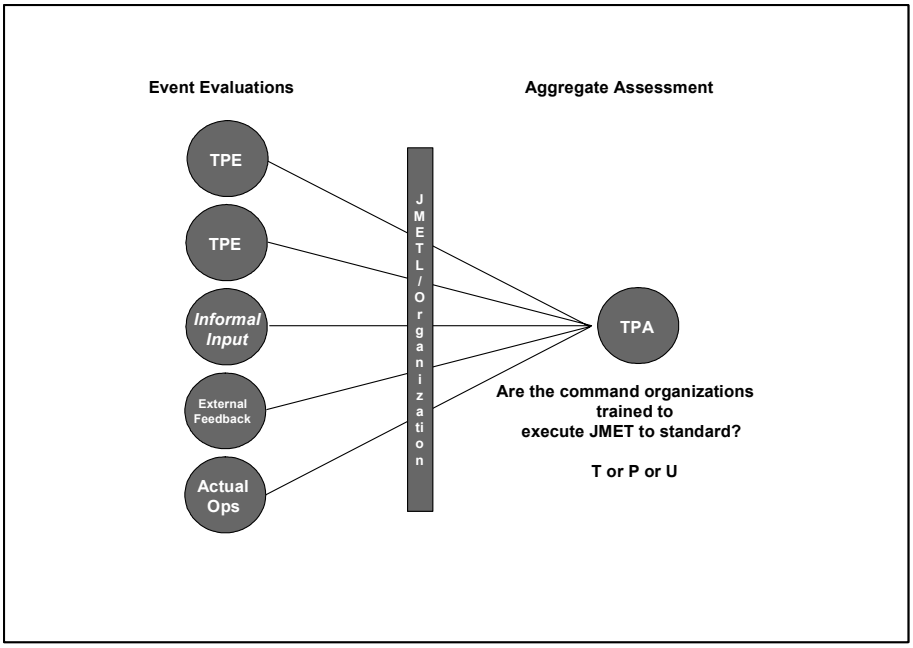

Figure F-6. Organizational TPA Development

c. Step 3. Analyze Observation, Issues and Lessons Learned. Observations and potential issues and lessons learned were developed during Phase III (Execution) and reporting stage of each training event. Appropriate information was forwarded in the JAAR IAW CJCSI 3150.25. During Phase IV (Assessment), the key observations, issues, and lessons learned are collected and reviewed (Figure F-7). Observations are further analyzed to determine validity as either an issue or lesson learned. Issues are refined and categorized as either internal or external to the command. Internal issues are assigned for resolution. Once assigned and resolved, the issue may be documented as a lesson learned. External issues are documented to identify deficiencies, possible causes, and impact on the command's readiness. Lessons learned are documented and, if not already reported through a JAAR, should be put in JAARS format and submitted for inclusion in the JLLP database. Finally, nominations for, or deletions from, the CCTI program are selected for consideration. The lesson learned should be fully documented to include the associated task, conditions, and standards in

order to assist others in determining applicability to their particular operational situation.

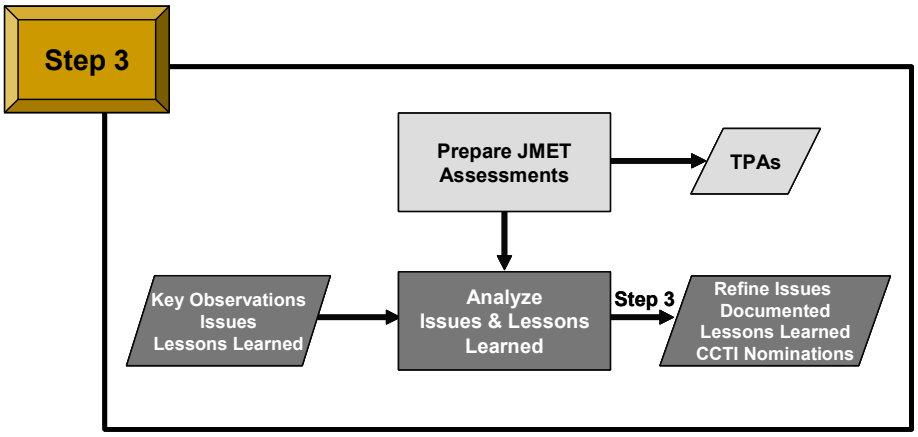

Figure F-–. Step 3 - Analyze Observation, Issues and Lessons Learned

d. Step 4. Develop Mission Training Assessments. Based on the JMET assessments, the command leader or trainer prepares the staff recommendation on the command's training proficiency in performing its missions (see Figure F-8). These assessments are reported in terms of a demonstrated ability of assigned forces to perform the tasks comprising a mission under the conditions and to the standards associated with the commander's concept of operations. Again, Tab D of the current JTP outlines which JMETs support each mission. The following inputs support each decision: TPAs for all JMETs supporting the mission, relevant lessons learned and issues that have an impact on the mission and a standard for measurement. The commander's assessment plan should provide guidance on measurement standards, priorities, and key considerations in making MTAs (Figure F-9). Once the organizational assessments are complete for each JMET, the commander assesses the collective TPAs for the JMETs linked to a specific mission, and assigns an overall assessment MTA of command proficiency for each mission being assessed. This data is entered into JTIMS. JTIMS data includes all JMETs required to accomplish each assigned mission, entered in Phase I (Requirements). Once these assessments are entered into the working matrix and approved by the commander in Step 5, they become the inputs to Tab D for JTP development in the next cycle.

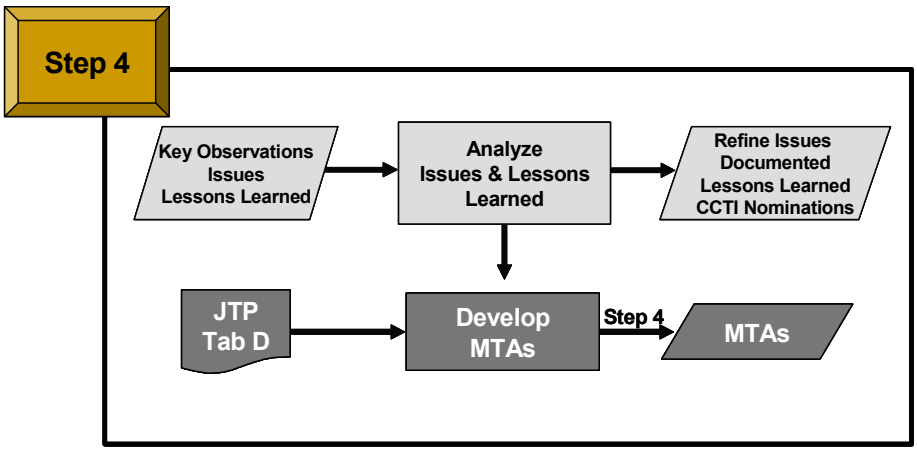

Figure F-8. MTA Development

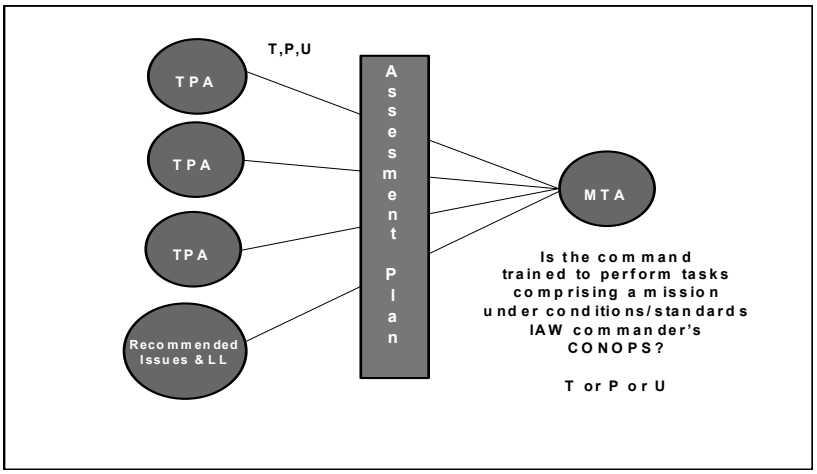

Figure F-9. Mission Training Assessment Development

e. Step 5. Prepare Staff Training Assessment and Commander's Review and Approval. Once all the assessments have been completed, the staff prepares a recommendation for the commander that includes the proposed TPAs and MTAs with supporting documentation, refined issues, documented lessons learned, CCTI nominations, and possible inputs for the commander's training guidance for the next cycle. The commander approves or adjusts the staff recommendations and provides more definitive guidance for the next training cycle. The commander's decisions are then captured in the assessment products, which include the approved assessments (TPAs, MTAs), command nominations to the

CCTI program, lessons learned for inclusion in the JLLP database, and issues for external action (Figure F-10).

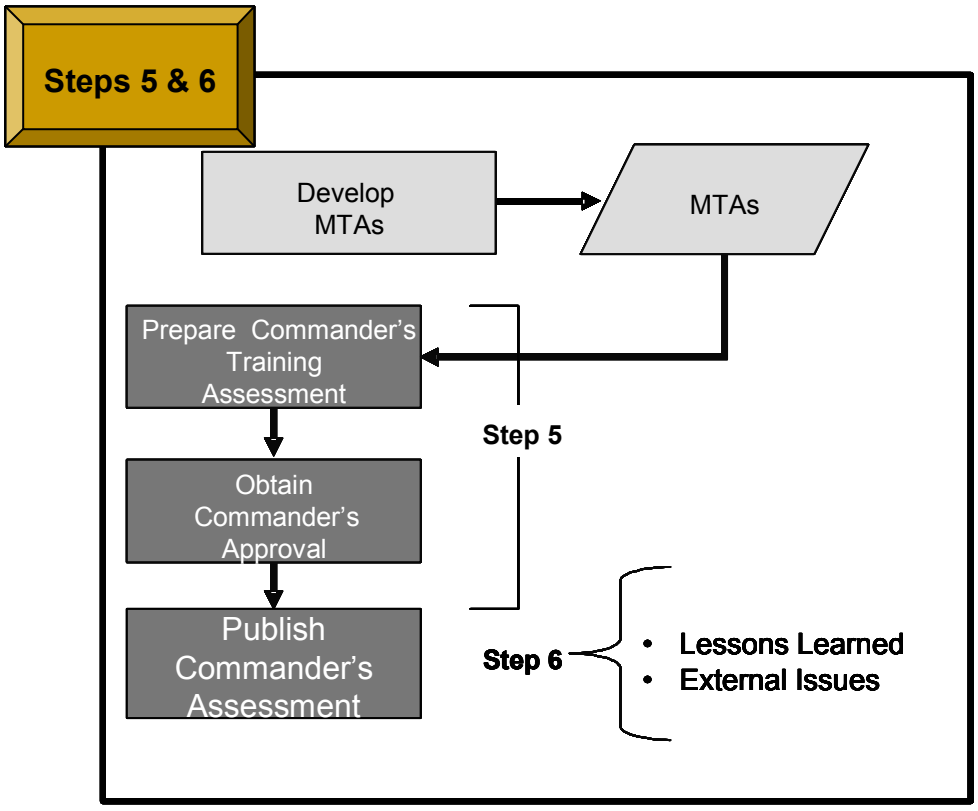

Figure F-10. Steps 5 & 6 – Prepare and Publish Commander's Assessment

f. Step 6. Publish Commander's Assessment. The commander's training guidance (Tab A to the JTP) outlines the commander's objectives and plan for training the force during the current and future training cycles. Most of the information contained in the commander's assessment can be derived by answering three questions: where have we been, where are we now, and where are we going? Drafting answers to these three questions, presenting them to the commander, receiving the commander's feedback, and publishing the commander's assessment at the conclusion of the assessment phase is the process for developing Tab A of the next JTP.

6. Products and Milestones. The JTS Assessment Phase processes generated both internal and external outputs (see Figure F-11).

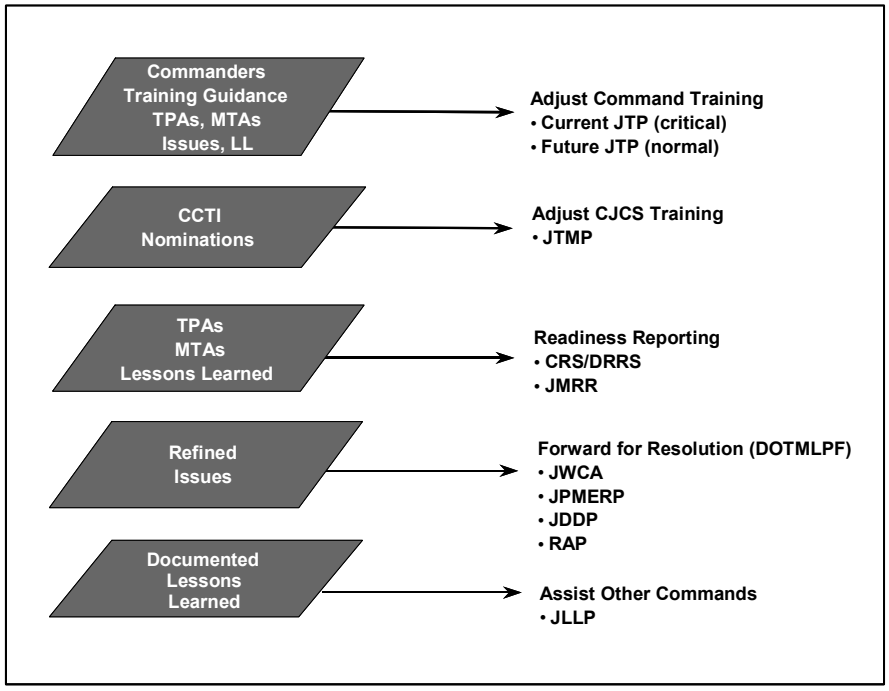

Figure F-11. Assessment Products

a. Internal Uses of Training Products. The training assessment products are the primary tool the commander uses to improve training proficiency. These products will be used to make immediate changes to the current JTP or for input into future JTPs.

(1) Adjust the Current Joint Training Plan. If, during the evaluation of a joint training event, a deficiency or shortfall is deemed critical to mission accomplishment, the commander may elect to revise current training plans to correct the identified deficiency within the current training cycle. Current training plan revision might have significant short-term impacts on joint and Service training events that are already planned.

(2) Input to Future Joint Training Plans. When commanders determine that deficiencies can be corrected with the resources allocated, they direct that assessment results be included in future training. Commanders should focus their training resources and efforts on JMETL tasks assessed "P" (partially trained) or "U" (untrained). However, some tasks assessed as "T" (trained) may still be included as valid requirements for future JTPs because of other factors such as perishability or personnel turnover.

b. External Uses of the Training Product. Collective training results are made available to other users of training products (see Table F-1). The outputs of training assessment can be integrated into many different documents and can be used for short- or long-term issue resolution, readiness reporting, or modifying training requirements. An obvious user would be the JCLL. This organization benefits others by gathering, analyzing, and archiving lessons learned and resources expended for joint training.

(1) Issue Resolution Process. Complex issues should be defined internally in terms of joint doctrine, agile organizations, joint training, enhanced materiel, innovative leadership, high-quality people, and capable facilities (DOTMLPF). External reporting of issues provides a means for commanders to gain visibility and obtain resources for issues outside their internal control.

(2) Joint Monthly Readiness Review. The JMRR is the central component of the CJCS Readiness System (CRS). The CRS focuses on near-term (execution and budget year) readiness issues. If a training strength or deficiency reflects current joint readiness status, the combatant commander may include the assessment in the JMRR. The Department of Defense has recently released the DOD Readiness Report System, dated 3 June 2002. This system measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense. Refer to reference i for amplification of the directive.

(3) Joint Warfighting Capability Assessment. If the strength or deficiency appears to impact long-term readiness, the JMRR may inform the JWCA process. While the JWCA process focuses on long-term issues, the joint readiness JWCA team may review and work short-term readiness issues as well.

(4) Joint Doctrine Development Program (JDDP). This process is used to develop, assess, and revise the current joint doctrine and JTTP. The JDDP is discussed in detail in JP 1-01.

(5) Professional Military Education Review Process. Feedback on PME curricula currency, quality, and validity is available through a variety of sources. The sources include the combined actions of the individual colleges, conferences, Military Education Coordination Conference (MECC) meetings, and formal feedback systems used by the various PME components.

Process/ Product	Originated By	How Utilized	Reference
Issues	Combatant Commander	Inputs into the CJCS JWCA, JMRR, and RAP programs as well as internal combatant commander and Service issue resolution programs	N/A
JMRR	J-3	Primary CJCS assessment of readiness	CJCSI 3401.01
JWCA	OSD, JCS, Unified Commands, & Defense agencies	Recommendations to CJCS for input to CPR and CPA ⇒ OSD for DPG and programs	CJCSI 3137.01
JDDS	JCS, combatant commanders, or Commander, JWFC	Develop and/or change joint doctrine	JP 1-01, CJCSI 5711.01
PME Review Process	Military Education Coordination Conference, PME feedback	Modify PME curricula dependent upon those issues reviewed	CJCSI 1800.01
JSPS	CJCS based on inputs from joint training/exercise results	CJCS reviews results for improving, revising, or deleting existing plans	CJCS MOP 7 (Revision 1)
JAAR	Exercise Sponsor	Inputs into CJCS JLLP and RAP as well as internal command programs	CJCSI 3150.25
JLLP	CJCS J-7	Forwards and monitors issues nominated by the JCLL into an established issue resolution process: e.g. RAP, JWCA, etc.	CJCSI 3150.25
RAP	CJCS J-7	Uses working and steering groups to analyze issues for CJCS	CJCSI 5716.01
CCTI	CJCS, via input from combatant commanders, JCS, and Service Chiefs	CJCS for inclusion in the JTMP for validation and/or review	CJCSI 3500.2
Joint Vision	CJCS	Project future training requirements	JV2020
JROC	Operational Concept Development	Submit a solution to an identified deficiency via a DOTMLPF Change Recommendation	CJCSI 3180.01

Table F-1. Training Products Users Matrix

(6) Joint After Action Report. The JAAR provides the official description of a joint training event or operation and identifies the lessons learned, issues, and/or observations.

(7) Joint Center for Lessons Learned. The JCLL collects, processes, analyzes, maintains, and distributes lessons learned; provides analysis in support of the issue resolution process; and recommends

potential issues to the Joint Staff, J-7 for review and possible incorporation into an issue resolution process.

(8) Remedial Action Program. The RAP process is designed to correct deficiencies identified through operations, the execution of the JTS, or other sources. RAP fills a critical time void between the JMRR and JWCA. A RAP candidate has a shortcoming in existing policies, supporting strategies, plans, procedures, materiel, or forces that may be corrected by specific action. The JCLL supports the RAP working group and steering group by conducting front-end analysis of defined issues and provides defined issues to the RAP working group and steering group for consideration.

(9) CJCS Commended Training Issues. CCTIs are special-interest items developed from all-source lessons learned, readiness reports, operational assessments, and those issues that have been corrected within the joint staff and require combatant command validation. These issues are incorporated into the JTMP to ensure appropriate visibility by the combatant commands in developing their JTPs as part of the Chairman's training guidance.

(a) Commanders and joint training and exercise planners should consider CCTIs for special emphasis in the upcoming training cycle. Moreover, each command should assess the prescribed CCTIs in relation to its theater conditions as a key joint training readiness indicator.

(b) CCTIs are developed from combatant commander, CSA, Service, and Joint Staff inputs. The Joint Staff J-7 will publish a message calling for CCTI inputs for the next CCTI development cycle. The Chairman will review and approve submitted CCTIs and post special interest items in the JTMP.

(10) Other Agencies. The training products identified in Table F-1 should be reported to other agencies requesting status reports. Inputs may also be included in the quarterly Readiness Report to Congress prepared by the Joint Staff. This type of assessment is generally only a reporting venue. However, defined issues requiring correction or validation generated from combatant commander readiness assessments are transferred to the CJCS capability assessments programs for correction.

7. Summary of Phase IV (Assessment). Assessment focuses on the joint force command's capability to accomplish its assigned missions. The commander applies subjective judgment to the aggregate of various objective data available. The assessment phase completes the joint training cycle, and begins the next cycle because it drives future training plans. Phase IV may also impact near-term training if critical shortcomings or deficiencies in a command's proficiency, or in overall joint procedures, are identified. Since the training aspect reflects a command's mission capability, the Assessment Phase also provides input to CJCS and combatant command readiness reporting systems. The main output of Phase IV is the commander's assessment that will be used to develop commander's guidance in Phase I (Requirements).

8. Joint Training System Summary. The JTS provides a systematic approach to training that identifies mission-based capability needs in the requirements phase; identifies and codifies prioritized training requirements in a JTP in the planning phase; conducts and evaluates cost-effective and efficient training in the execution phase; and gathers and analyzes the collective results of joint training in the assessment phase. The JTS is a cycle where all of its phases are being simultaneously conducted at any one time; JMETL is continuously refined, future planning is happening in the midst of execution, and assessments are being updated and reported. In short, the JTS represents an interlocking series of disciplined, logical, and repeatable processes that are designed to continuously improve joint training and readiness.

ENCLOSURE G

US JOINT FORCES COMMAND SUPPORT CAPABILITIES

1. The US Joint Forces Command Concept of Operations

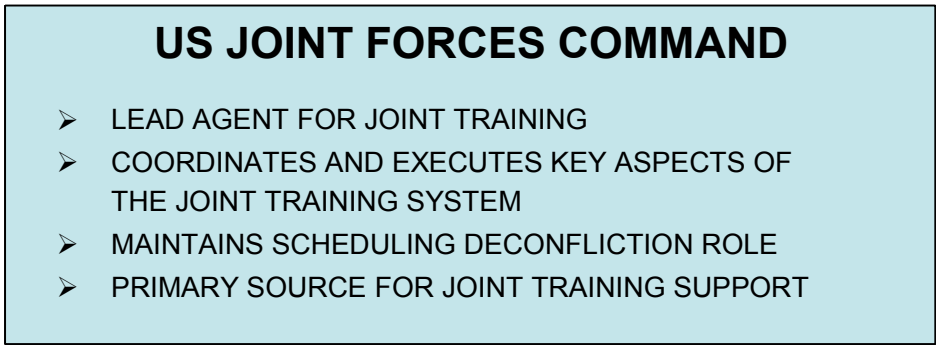

Figure G-1. US Joint Forces Command

a. Simply stated, the USJFCOM joint training support role is to facilitate development of joint doctrine and assist the combatant commanders in training their forces in approved joint doctrine and TTP, and making appropriate use of the best technical tools available. USJFCOM also develops and maintains a JMETL to train its headquarters staff, its component and subordinate commands headquarters and forces, and the forces of other combatant commands and their component and subordinate commands. USJFCOM also provides JTS support to the CSAs.

b. Doctrine is developed to provide a common understanding of how US forces will perform tasks and conduct operations when executing missions. The JTS is designed for commanders to train forces in joint doctrinal procedures and evaluate performance against assigned mission requirements. USJFCOM provides up-to-date doctrinal input to the design and conduct of the combatant commander's joint training events. Similarly, the execution and assessment of performance of the training events feeds back into the doctrine development process.

c. The combatant commanders are responsible for the joint training of their assigned forces as well as the application of the JTS. The USJFCOM directly assists all combatant commanders by providing expertise in the processes used in each phase.

NOTE: In the context of exercise support, the CJCS-sponsored exercises (POSITIVE FORCE/RESPONSE and ELIGIBLE RECEIVER) will be supported in the same manner as the combatant commander-sponsored exercises, with Joint Staff, J-7/JDETD being the supported staff. USJFCOM provides doctrinal, technical, and instructional expertise to assist in the design, planning, preparation, execution and evaluation of a combatant commander's JTP. In support of these efforts, USJFCOM and USEUCOM conducted a pilot program to identify applicable UJTL tasks in all deliberate plans to further solidify the link between the National Military Strategy and joint training.

d. While USJFCOM is responsible as force provider and joint trainer, its JMETL structure is unique. It has responsibility for the USJFCOM HQ JMETL, JTF HQ JMETL, and the interoperability-training program for joint training of units at the tactical level from UJTL 4.2 and Joint Force Air Component Command tasks.

(1) USJFCOM HQ Tasks. This USJFCOM JMETL is comprised of tasks, conditions, standards, and supporting and command-linked tasks. This JMETL is used as the basis for USJFCOM HQ staff training.

(2) JTF HQ Tasks. These tasks are developed by USJFCOM with the consensus of the combatant commanders and Joint Staff for CJCS approval. These tasks reflect activities conducted by or for multiple-supported commands under similar conditions and to a common joint standard in coordination with other combatant commands.

(3) Joint Level Tasks. These tasks are performed by more than one Service component to meet the mission-derived conditions and approved standards of the combatant commands. These tasks are used by USJFCOM in its category 2 training programs for assigned forces. These tasks may be changed based on coordination between commands.

(4) JFACC Tasks. Training objectives are derived from these tasks so the JFACC staff and JAOC personnel are comprehensively trained to accomplish their respective jobs.

e. The USJFCOM JTP focuses on training personnel to operate in JTF and JTF commands and staffs and units ready to meet the joint requirements of supported commands. It also has a unique training role since it deals with dual training audiences at the operational level (J-code personnel) and at the category 2, tactical level (units).

f. USJFCOM, as force provider, rationalizes whether the JTF HQ-level training audience requires training or has already achieved its training standards. If the training audience has demonstrated its ability to perform a selected mission to standard through real-world performance (i.e., II Marine Expeditionary Force has successfully completed a noncombatant evacuation operation (NEO) that will be the basis for a future training event), then there is no requirement to train that mission in the current cycle even though it was scheduled in the USJFCOM JTP. Through the rationalization process developed by USJFCOM, other forces will be selected to participate in the scheduled training event.

g. USJFCOM fulfills its force provider role in the implementation of its JTF HQ UNIFIED ENDEAVOR (UE) training, which focuses on joint operational warfighting. Improvements to the UE program will be incorporated in the USJFCOM JTP. Each component commander's JTP will include those interoperability tasks their forces must perform.

h. USJFCOM has a unique consideration in the selection of training objectives. For the UE exercise at the operational level, there is a listing of operational tasks (159) in the JTMP that is available for initial screening when deriving training objectives. Sixty-six of these tasks, under the same conditions, identify JTF HQ minimal functional tasks. Additionally, the category 2 program (interoperability training) provides a listing of interoperability tactical tasks for early consideration and may be found in Appendix C to Enclosure G of the JTMP.

i. USJFCOM JTP will deviate from the mission capability expressed in its JMETL due to special requirements. Analysis will determine which of the 159 operational tasks for UE will be selected for training objectives. This exception also applies to the category 2 program with respect to selection from the 29 interoperability tactical task lists.

j. USJFCOM has developed a JPOI for UE in view of recent real-world events to ensure assigned forces are trained to meet the needs of supported combatant commanders. UE will shift its focus of training from major combat operations to major theater of war (MTW) for

combatant commander and/or JTF HQs. UE training events will now include MTW scenarios and allow for full component play (159 tasks).

k. USJFCOM focuses its joint training program on operational-level joint tasks to train personnel that could be assigned to JTF commanders and staffs.

l. Category 2 training has previously been identified as both component interoperability and joint interoperability. To clarify the definition, category 2 training has been re-designated simply as interoperability training. Accordingly, interoperability training is military training that ensures the ability of systems, units, or forces to provide services to and accept services from other systems, units or forces, resulting in more effective multi-Service operations. Interoperability training is conducted to ensure that components are prepared to interoperate during multi-Service operations. When the Services conduct interoperability training to develop the ability to interoperate, they will and must include interoperability training objectives to assess their force's ability to perform multi-Service operations and assess performance problems using a holistic DOTMLPF approach.

m. Commanders are responsible for evaluating the training proficiency of the designated training audiences to perform under established conditions and standards. USJFCOM will brief the results of these training evaluations at the WJTC and may be required to report the results of their training to supported commands, as appropriate. These results will be used by the other combatant commands to tailor their training.

n. Tactical tasks in UJTL 4.2 are defined as tasks where the systems, units, or forces from one Service provide services to or accept services from systems, units, or forces of another Service. These services are exchanged to enable the various forces to operate effectively together. The JITs are derived from specified and implied tasks in the MTW OPLANs and have been coordinated through both the combatant commanders and the Services. JITs are those tactical tasks that may require Service component forces to operate in unison to complete them and are documented in UJTL 4.2. The JIT methodology provides the structure for identifying JITs that USJFCOM must ensure are trained before providing forces to combatant commanders. JITs apply to both the active duty and Reserve Component (RC) forces. As an end state, JITs will serve to focus resources and training to better eliminate those friction points that reduce the interoperability of US forces.

2. The US Joint Forces Command Support

a. Phase I (Requirements). The USJFCOM JTSSTs facilitate the requirements identification process. These teams travel to the commands to provide on-site support to the functional experts on combatant commander staffs in the development of joint training requirements. Support is available in both facilitated mission analysis and JMETL refinement. (See Figure G-2) These teams provide support to combatant commands, CSAs, and component commands in the development of the JTPs.

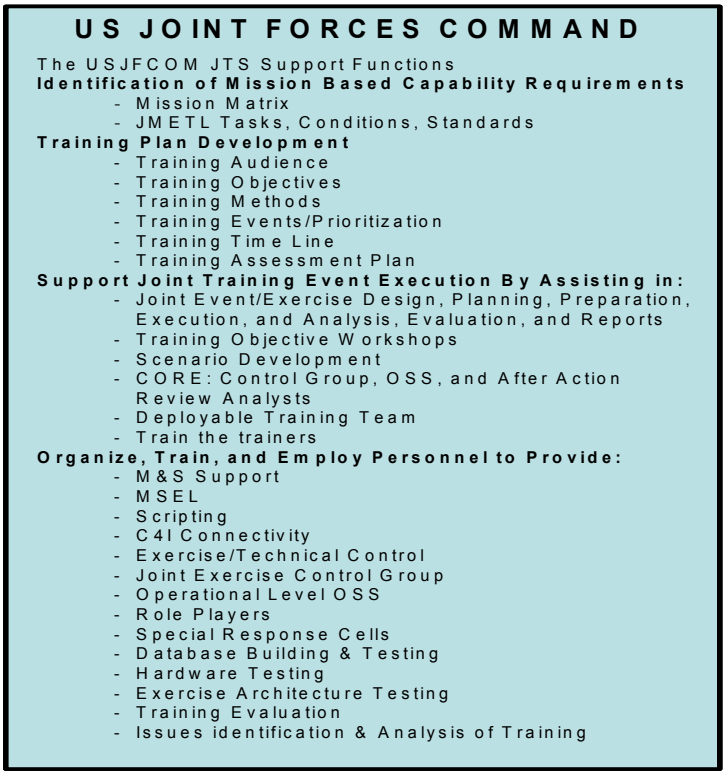

Figure G-2. USJFCOM JTS Support Functions

b. Phase II (Plans). The ultimate product of the JTSST visit is a combatant and/or component commander, CSA JTP, which identifies the joint training audience(s), the joint training objectives, the methods selected to meet the training objectives, and the appropriate tools required to support the events. On request, JTSSTs provide packaged support organized to assist the combatant and/or component, CSA command staffs in identifying the organization(s) and/or individuals responsible for accomplishing the JMETL tasks and assessing the current training status of that audience. Emphasis is placed on developing the JMETL-derived training objectives appropriate to the

collective training audience and the initial selection and sequencing of the appropriate training method(s) (academic, CPX, FTX) (JTP, Tab E). Event design, sequencing, and resource identification assistance is provided through an iterative process between the combatant commander staff and the USJFCOM (both on-site mobile teams and home-station core expertise) (JTP, Tabs F and G). The USJFCOM offers tailored methodologies supporting the combatant commander staff's prioritization process, both for training events and regional engagement exercises. Finally, design of the combatant commander assessment plan is supported with both on-site and home-station input and review of the overall command assessment process.

c. Phase III (Execution). JTSSTs and JETs, consisting of all functional areas of USJFCOM, assist the combatant commander's exercise staffs in the detailed design, execution, and evaluation of the selected events in the JTP. For academic events, USJFCOM provides deployable training teams to train and update the combatant commander's instructors in the latest joint doctrine and JTTP, instructional techniques, and courseware (train the trainers). For CPXs, the USJFCOM assists in the review, refinement, and update of JTP training objectives and training audiences. It also assists in detailed exercise design, scenario development, technical architecture and operations, exercise control, operational-level-of-war opposing forces, situational forces, and scenario operations, and exercise analysis. Event execution support is provided throughout the joint training event life cycle, beginning with execution planning and ending with the facilitated after-action review and the combatant commander's JAAR. This support is outlined as follows:

(1) General. USJFCOM supports joint training events each year. These events fall under three main categories: major exercises, major exercise support, and the UE exercise series. Also, the USJFCOM provides additional support to combatant commanders based upon resources available. USJFCOM conducts semiannual scheduled meetings with combatant commander and Joint Staff representatives in conjunction with WJTC and the WJSC. The exact level of support provided by USJFCOM will be agreed upon at each exercise CDC. USJFCOM is also tasked to support JTF civil support with its exercise series, USJFCOM Joint Experimentation Directorate with its MILLENNIUM/OLYMPIC CHALLENGE series, the JSIMS validation and initial operational capability effort, and the National Defense University's CAPSTONE course for newly selected flag and general officers. Many of these additional requirements such as MILLENNIUM CHALLENGE/JSIMS validation require the same level of support as a major exercise (UE), but over a longer period of time.

(2) Major Exercise Support (MES). Major joint training packages are provided by USJFCOM for the Chairman and combatant commanders. It provides selective enhancements such as senior mentors and trainers and intelligence support, but MES relies heavily on assistance from the supported combatant commander. Included under MES are staff exercises. A staff exercise consists of academic instruction, development, and analysis of OPORDs and OPLANs and may include a short MSEL-driven execution phase. Elements of an MES include model and simulation support (JTLS and joint conflict and tactical simulations (JCATS)). Also included are scenario development, MSEL, C4I connectivity, role players, observer trainers (as available), senior mentors (as available), limited intelligence support, Joint Exercise Control Group (JECG) support, opposing force (OPFOR) and/or situational forces, database building and testing, and AAR support.

(3) Major Exercises. Joint training packages are exported or distributed from the USJFCOM in support of regional combatant commanders. Major exercises have the same level of resource commitment as a UE exercise, but are customized to the specific combatant commander's requirements. All major exercises focus on OP-level warfighting tasks and require full component participation, full intelligence support, full observer trainer participation, and M&S support to multiple distributed locations. M&S support includes joint training confederation as well as JCATS and JTLS.

(4) UE Series. This is joint training conducted by USJFCOM at the Joint Training Analysis and Simulation Center and distributed to USJFCOM component locations. The UE series may be linked to any regional combatant commander's exercise at the request of that combatant commander. The resource support package for UE is identical to that for a major exercise. Allocation of USJFCOM resources and agreements with the Chairman and combatant commanders to support exercises will be based on the priority of the exercises written in the combatant commander's JTPs. The USJFCOM will make every effort to support each combatant commander's number 1 and number 2 priorities each year. The USJFCOM attempts to maximize training by linking joint training events. Good examples of this have been the linking of USSOUTHCOM exercise FUERTAS DEFENSAS with UE and USPACOM exercise TEAM CHALLENGE that linked exercises TANDUM THRUST and COBRA GOLD.

d. Phase IV (Assessment). USJFCOM supports the combatant commander's assessment process, both training and readiness

assessments, through ongoing staff assistance visits and periodic conferences, issue working groups, and newsletters. Event analyses from the execution phase assists combatant commanders in their assessments of their training programs and in meeting the requirements identified in Phase I (Requirements). The assessment phase provides the JFC the capability to make adjustments to the current JTPs, develop and revise future training plans, and support the joint readiness reporting process. Provisions to the assessment process peculiar to USJFCOM follow:

(1) USJFCOM will necessarily modify the assessment procedures in Enclosure F because its joint and interoperability training is based upon all combined commanders' requirements to operate in a common joint environment.

(2) However, USJFCOM will assess the overall status of their joint and joint interoperability training programs. This will be done by describing the status of joint training and how well individuals and units were trained to those joint and interoperability tasks under specified conditions and standards. USJFCOM will report on assessment of these training programs at the WJTC.

e. JTSSTs assist commands in the application of JTS in all four phases. This assistance includes the application of JTIMS to the JTS.

ENCLOSURE H

JOINT TRAINING PLAN FORMAT

1. Purpose. During Phase II (Plans) of the JTS, combatant commands identify the training requirements for the forces and staffs assigned and/or apportioned, the command training goals, and the plans for achieving those goals. The information is incorporated in the combatant command JTP (see Figure H-1). This Enclosure provides a suggested format for and a description of the contents that are included in JTP development using the roadmap described in Enclosure D.

NOTE: The formats for JTIMS reports will vary in some cases from formats suggested in this appendix.

SAMPLE

Cover Page

HEADQUARTERS

XXXXXXXXX

COMMAND

(EMBLEM)

USCINCXXXX

JOINT TRAINING PLAN
FY 02-04

Table of Contents

Figure H-1. Sample of Cover Page and Table of Contents

2. Format. The basis for joint training is the command's JMETL, developed in the requirements phase of the JTS. Once the JMETL is identified, specific products are developed during the Phase II (Plans). These products include: the combatant commander's training guidance; a matrix of the refined JMETL vs. missions (or mission-capability matrix);

a refined JMETL derived from Phase I (Requirements); a matrix of JMETL and/or training audience assessment derived from the assessment phase during the last training cycle; a training objectives versus training audience report; a summary of events required to support the training; and a time line of these events by training audience. These products are consolidated and documented in the command's JTP.

3. Reporting. Geographic combatant commands are required to submit their JTPs to the CSAs, Joint Staff, J-7/JDETD, and USJFCOM by 15 March annually. Functional combatant commands will submit the same information by 15 May annually and CSAs will submit the same information by 15 July annually. Geographical commands will share appropriate information contained in their JTPs with their components and functional commands IAW their distribution policy. JTPs are published in the JTIMS and may be reviewed by all JTIMS users.

4. Cycle. The JTP will address the joint training requirements within a 4-year cycle. For example, the JTP published in JTIMS in March 2001 will address the execution year FY 2002 and joint training requirements for planning years FY 2003, 2004, and 2005. The requirements for FY 03, once resourced, become part of the FY 03 JTMS.

NOTE: Training requirements not identified within the JTP will not be CJCS-funded. The JTP will list required forces in detail for at least the first year of the 3-year planning cycle. Adjustments on a case-by-case basis will be addressed through change requests by the supported command.

5. Summary. The command's JTP identifies and prioritizes training resource requirements. It also provides the components' guidance on developing their supporting plans to include interoperability training.

APPENDIX A TO ENCLOSURE H

JOINT TRAINING MANUAL TAB A, COMMANDER'S TRAINING GUIDANCE

NOTE: The commander's training guidance is a concise narrative describing the focus and objectives of the plan. It outlines the combatant commander's plan for training the force to execute assigned missions and assessing the results in order to attain and maintain a high state of training readiness. Possible topics are identified. Other topics may be included if deemed appropriate.

1. Purpose. State the purpose of this training guidance and the intended audience to which it applies. (Example: This training guidance for FY XX-XX provides goals, priorities, methods, and responsibilities for the training of USXXXXCOM and its subordinate components.)

2. Mission. Insert the command's mission statement. It can be found in the command briefing, theater strategy, etc.

3. Intent. The intent for training is the commander's vision on how training will support the command mission. It should contain a purpose statement, a description of methods to be used and the desired end state to be achieved by the training. (Example: Use contingency operations, joint, and combined exercises to train to JMET standards, guaranteeing the capability to execute command missions.)

4. JMETL Assessment

a. Goals. (Example: All JMETs trained to standard, maximum participation from key players in target audience during exercises, lessons learned incorporated into SOPs, and training programs for new personnel.)

b. Priorities. (Priority of all training 1 – n) Examples:

(1) Maximum use of real-world contingency operations

(2) MTW annually

(3) …

(4) …

(5) (n)

5. Training Philosophy

a. Explains how training will be planned and executed.

b. Defines how assessment results from last cycle will be integrated into the next training cycle.

c. Stresses the importance of identifying and correcting critical deficiencies in the current cycle.

d. Promotes considerations to reduce OPTEMPO and PERSTEMPO.

e. Highlights training strategies for using academic or exercise training events or both to achieve training objectives within resource constraints.

f. Provides guidance to components for conducting interoperability training.

6. Training Principles. Explains the basic principles that will be followed. (Example: All real-world operations and training events will be conducted to meet training objectives, maximize resources, focus on requirements-based training, coordinate with the TSCP, etc.).

7. Training Responsibilities and Procedures. Outlines who is responsible for what in executing the plan, including:

a. Subordinate commanders.

b. Principle staff responsibilities.

c. Primary staff proponent and supporting players for training, evaluation, and assessment.

8. Assessment Plan. Defines the cycle (frequency), what role real-world operations will play in determining proficiency levels, how audiences will be grouped and rated before making overall training proficiency assessments for each JMET, criteria to be used in supporting subjective judgments, thresholds for identifying critical deficiencies, and what organizations should receive the products of this phase (MTAs, TPAs, refined lessons learned, refined issues beyond command's capability to resolve, etc.).

9. Summary. Emphasizes adherence to guidance in this Tab, the importance of realistic training in preparing for missions, and the importance in execution, evaluation, assessment, and feedback, etc.

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APPENDIX B TO ENCLOSURE H

JOINT TRAINING MANUAL TAB B, MISSION CAPABILITY MATRIX

1. Purpose. This tab provides a correlation between each mission and the tasks (capability requirements) that will lead to mission success. It identifies relationships with subordinate commands and other commands and/or agencies through the identification of supporting and command-linked tasks. This correlation provides a direct relationship upon which to assess training.

2. Description. Table H-B-1 lists all command JMETs (bold type). The list also includes supporting (*italicized type)* and command-linked tasks (normal type) required to accomplish each of the combatant command's assigned missions.

	0300	**0400**	**0500**	**Etc.**
ST 1 Deploy, Concentrate, and Maneuver Theater Forces	X	X	X	X
SN 1.2.5 Move Forces from POE to POD (USTRANSCOM)	X	X	X	
ST 1.1.2 Provide Theater Strategic Reception, Staging, Onward Movement, and Integration (Army Component)	X	X	X	
ST 2 Develop Theater Strategic Intelligence, Surveillance, and Reconnaissance	X	X	X	X
ST 6.1 Provide Theater Aerospace and Missile Defense	X			
ST 6.1.5 Provide Theater Missile Defense (Air Force Component)	X	X		
OP 6.2.5 Provide Positive ID of Friendly Forces within Theater of Operations (All Components)	X	X	X	X

Table H-B-1. Mission Capability Matrix

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APPENDIX C TO ENCLOSURE H

JOINT TRAINING MANUAL TAB C, JOINT MISSION-ESSENTIAL TASK LIST

1. Purpose. To identify the list of joint tasks the combatant commander considers essential to accomplish assigned missions. For training purposes, the JMETL provides users an immediate source for data required to understand the JTP. It also reinforces the philosophy that training is requirements-based. The JMETL is the foundation upon which the JTP is built.

Sample Entry

JMET: Conduct Theater-Wide Information Operations (IO) (ST5.5) (J3)

UJTL Description: To conduct offensive and defensive information operations for implementing the national military strategy, policy, objectives, and operations at the theater level. This task includes planning, synchronization and use of operations security, information security, military deception, psychological operations, electronic warfare, computer network attack, and defense; and physical destruction, mutually supported by intelligence, to deny, influence, degrade or destroy adversary information and information systems and to protect friendly information and information systems.

Responsible Organization: J3

Condition(s):
C 2.3.2.3 Flexibility of warfare style (flexible)
C 2.4.4 Theater intelligence organization (mature)

Standard(s):
90 percent of subordinate plans have integrated command and control Warfare (C2W) efforts
Ten (10) days to achieve information superiority

Associated Supporting Task: (Air Component) Determine Enemy's Operational Capabilities (OP2.4.1.2)

Condition(s): C 2.3.2 Military style (predictable)

Standard(s): 10 hours or less required to identify enemy strategic centers of gravity

Associated Command-Linked Task: (USSPACECOM) Support National and JTF Surveillance Reconnaissance Requirements (ST2.2.2)

Condition(s):
C 1.3.2 Visibility (high)

C 2.7.3.2 Space platforms availability (high)

Standard(s): 90 percent of Joint Operating Area has surveillance coverage

---

2. Description. The JMETL is the list of joint tasks the combatant commander considers essential in accomplishing assigned missions using assigned and apportioned forces. This list identifies the command's mission capability requirements and forms the basis for the command's joint training program (requirements-based training). The JMETL includes the JMETs, responsible organization, conditions, and standards. All supporting and command-linked tasks are listed under the appropriate JMET.

APPENDIX D TO ENCLOSURE H

JOINT TRAINING MANUAL TAB D, JMETL AND TRAINING AUDIENCE ASSESSMENT MATRIX

1. Purpose. This tab provides the linkages across Tabs A, B, and C. It should reflect the commander's training assessment of JMETs that should be consistent with the training philosophy and guidance in Tab A, the mission capability matrix in Tab B, the responsible organizations in Tab C, and audiences identified in Tab E. This assessment can be refined further by each of the responsible staff chiefs, functional chiefs, or JTF commander to identify training objectives that support each JMET.

2. Description. Figure H-D-1 identifies those specific individuals, staffs, components, and boards, centers, and cells responsible for supporting execution of each of the combatant commands' JMETs. It also depicts the commander's assessment of each training audience's current proficiency based on completion of Phase IV (Assessment) during the last training cycle. The results of this assessment, in conjunction with the commander's training guidance, are used to determine training requirements for the upcoming training cycle this JTP supports.
NOTE: Sample matrix shows a representative number of training audiences, not all training audiences within the command's purview, for one sample mission.

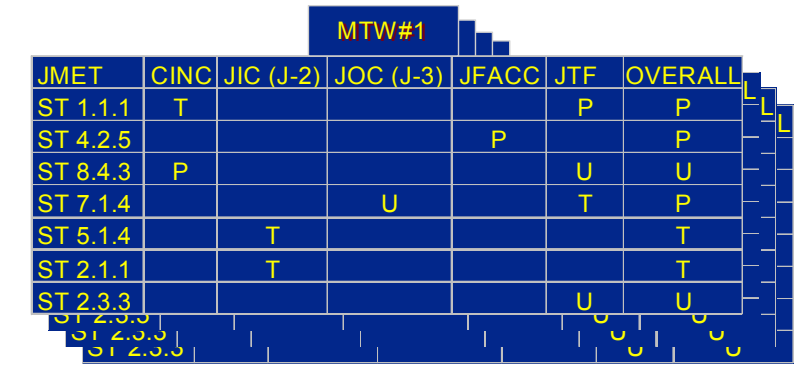

Figure H-D-1. JMETL and Training Audience Assessment Matrix

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APPENDIX E TO ENCLOSURE H

JOINT TRAINING MANUAL TAB E, TRAINING OBJECTIVE, TRAINING AUDIENCE, AND METHODS MATRIX

1. Purpose. This tab associates training objectives with JMETs and the training method. This is a tool for staff chiefs, functional chiefs, and JTF commanders to organize their preparation and involvement in the combatant commander's training plan.

2. Description. Training requirements for the upcoming cycles are based on known deficiencies identified in the last training cycle and skill perishability (by JMET and training audience). Specific training objectives, derived from the JMET, are identified for each training audience. A training objective is a statement that describes the desired outcome of a training activity. It consists of a training audience, performance statement (tied to a specific JMET), training situation, and level of performance required. The complete list of training objectives, training audience, and method shown in Table H-E-1 with Tab D defines the combatant command's training requirements.

Training Objectives	Combatant Commander	JIC (J-2)	JFACC	JTF	J-2 JTF
Demonstrate Knowledge of Alliances Within Command (ST 8.1) In Classroom Environment Brief Back to Staff [1]		A	A	A	
Determine/Prioritize Intel Requirements (OP 2.1) JTF's CONOPS Known in a Saturated Environment 90% of Reports Disseminated to Subordinates [2]					E

1. Sample training objective (performance, training situation, and level of performance) at strategic theater level, requiring academic training across several staff elements (multiple audiences)

2. Sample training objective (performance, training situation, and level of performance) at operational level, requiring exercise training for a staff element in the JTF (single audience)

A – Academic Instruction E – Exercise

Table H-E-1. Training Objective, Training Audience, and Methods Matrix

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APPENDIX F TO ENCLOSURE H

JOINT TRAINING MANUAL TAB F, EVENT SUMMARIES

1. Purpose. This tab provides guidance on how to prepare the event summaries for the JTP that become the input to the CJCS JTMS. The input to the CJCS JTMS is via JTIMS.

2. General. The combatant commander's joint training event schedule is refined and updated each year during the Combatant Commander Exercise and Training Scheduling Conference. The combatant commanders' refined, updated schedules are published in JTIMS (NLT 15 Dec) and become the foundation for deconfliction at the WJSC, normally held each February. The CJCS JTMS is published in JTIMS. The event summaries are structured in the following format:

a. Section 1. Previously Approved Exercises and Training Events. These are training events for the upcoming (execution) fiscal year that are published and updated as required to reflect their latest status.

b. Section 2: Exercises and Training Events in the First Fiscal Year Following the Execution Year. This section contains summaries of exercises occurring in the first fiscal year after the execution year. These exercise summaries are submitted for CJCS approval, subject to funding and other necessary approval. Specific forces will be identified for these training events. Transportation requirements will be approved for planning purposes only. Service coordination of the document indicates agreement to provide resources required to support the training event in this section, subject to available funding and operational constraints.

c. Section 3: Exercises and Training Events in the Second and Third Fiscal Year Following the Execution Year. Specific forces will be identified where possible and transportation requirements will be tentatively identified. After CJCS review, this section will be approved for further refinement, coordination, and submission of budget estimates. These exercises are now initially approved for continued planning and coordination and for the submission of budget estimates.

d. Section 4: Exercises and Training Events in the Fourth and Fifth Fiscal Years Following the Execution Year. Specific forces will be identified where possible, and transportation requirements will be tentatively identified. After CJCS review, this section will be approved for further refinement, planning, and programming.

3. Event Summaries Format

a. This is the format for displaying academic and/or exercise key data for each training event in the combatant commander's JTP. Initially, data is gathered and entered into the format during the Combatant Commander Exercise and Training Scheduling Conference. The completed summaries are placed in the appropriate section defined in paragraph 2 above based on year of execution. JTIMS is the automated system for producing this worksheet. NOTE: JTIMS provides two options for event information – an event summary report and an event details report.

b. The completed summaries comprise the combatant commander's input to the CJCS JTMS. They may be placed on the command's homepage for ease of reviewing within the command and updating as required. Listing a unit on an approved event summary constitutes the approval of that unit's parent Service and combatant commander to deploy for training. The summaries should include the following:

(1) ID Number. Combatant commander code + FY + sequential number (Ex. EC 01-2).

(2) Training Audience. The training audience is described to the level of detail known, i.e., Commander Joint Task Force (6th Fleet), combatant commander staff, J-5.

(3) Type of Training. Academic instruction (seminar, practical exercise, programmed text, etc.) or exercise (scripted, computer assisted, command post, field).

(4) Resources Required

(a) Funding -- $

(b) Personnel -- #

(c) Equipment – Description

(d) Facilities -- Description (National Training Center, Warrior Preparation Center, etc.)

(e) Transportation -- ___hours ___ sea days

(f) Modeling and Simulation Support -- Yes/No (If yes, what type)

(g) Supporting Organizations – Organization and Services required

(5) Shortfalls. (Optional) List shortfalls that will have an adverse impact on training (lack of doctrine and/or TTP, lack of facilities, etc.).

(6) Training Objectives. List the training objectives associated with the event derived from the appropriate UJTL tasks.

(7) Anticipated Scheduling. Desired timing (i.e., 2nd Qtr/FY01).

(8) CJCS-Commended Training Issues. List the CCTIs and how they will be incorporated in the training event derived from the appropriate UJTL tasks.

(9) Component Interoperability Requirements. This list identifies specific tactical-level joint and component interoperability training requirements that must be satisfied prior to this joint training event. It provides the necessary input to the Services and USJFCOM to ensure resources are available to achieve proficiency in those interoperability tasks before the event.

c. The event summaries describe the events required to train the combatant command's targeted training audience. This is the combatant command's initial, unconstrained request that gives providers and supporting components and/or agencies their first look at resource requirements for each command.

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APPENDIX G TO ENCLOSURE H

JOINT TRAINING MANUAL TAB G, TIME LINE

1. Purpose. The time line tab (Table H-G-1) can be used as a deconfliction tool within the command and at the annual WJSC. It can be used to show the chronological building of training events that culminate in a major or high-visibility training event. This is the final tie-in that can show which staff chiefs, functional chiefs, and JTF commanders are involved in training events and show OPTEMPO and/or PERSTEMPO conflicts with training. This is a sample format for the data that should be located on the command's homepage and updated periodically to adjust for changes during the planning process. Eventually, Internet web-based scheduling will eliminate the need for this tab.

NOTE: JTIMS presents this information in a slightly different format.

Training Audience By Quarter	FY 01				FY 02				FY 03			
	1	2	3	4	1	2	3	4	1	2	3	4
COMBATANT COMMANDER	01-1		01-3	01-4	02-1		02-3	02-4	03-1		03-3	03-4
COMBATANT COMMANDER STAFF	01-1		01-3	01-4	02-1		02-3	02-4	03-1		03-3	03-4
JFACC	01-1	01-2		01-4	02-1	02-2		02-4	03-1	03-2		03-4
JFMCC		01-2				02-2				03-2		
JFLCC		01-2				02-2				03-2		
JSOTF		01-2	01-3			02-2	02-3			03-2	03-3	
JTF HQ				01-4				02-4	03-1			

Table H-G-1. Time Line

2. Description. This matrix provides a breakdown of audience participation by event each quarter of the training cycle. This matrix can be used to show the scheduling of pre-exercise training that leads up to the exercise.

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APPENDIX H TO ENCLOSURE H

JOINT TRAINING MANUAL TAB H, COMBATANT COMMAND-SUPPORTED COMPONENT INTEROPERABILITY REQUIREMENTS

1. Purpose. A listing of specific joint and component interoperability training requirements that require joint resources to achieve desired readiness. It provides the necessary input to Services and USJFCOM to ensure adequate component and/or unit training programs have the necessary tools to satisfy the combatant command's requirements. The tasks in this example are based on the joint interoperability tactical tasks in UJTL 4.2

2. Description. This matrix provides a correlation between the selected interoperability tasks and the exercises when they will be executed. (See Figure H-H-1).

	JMETs	EXERCISES													COMBATANT COMMANDER'S GUIDANCE
		BLUE FLAG	BRIGHT STAR	EAGER INITIATIVE	ELLIPSE SERIES	INHERENT FURY	INTERNAL LOOK	IRIS GOLD SERIES	NATURAL FIRE	NECTAR BLEND	NOBIL PIPER	ROVING SANDS	RUGGED SERIES	ULTIMATE RESOLVE	
TA 4	Perform Logistics and Combat Service Support		X	X		X		X	X	X	X		X	X	RSOI
TA 2.4	Disseminate Tactical Warning Information and Attack Assessment		X				X							X	E-W and/or N-OPLANs
TA 3.2.7	Conduct Air and Missile Defense Operations	X	X			X						X		X	TMD
TA 6	Protect the Force		X	X		X		X	X	X	X		X	X	Terrorism
TA 2.2	Obtain/Assess Intelligence Information		X			X		X					X	X	Coalition Intelligence Sharing
TA 6.6	Coordinate for Chemical/Biological Defense		X		X		X	X					X	X	NBC
TA 5.5.1	Conduct Joint Force Link-up Operations		X	X		X		X	X	X	X		X	X	Conduct Multinational Operations
TA 6.1	Conduct Anti-Terrorism Operations		X	X	X	X	X	X	X	X	X		X	X	Terrorism

Table H-H-1. JMETs Exercises and Tasks Guidance

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APPENDIX I TO ENCLOSURE H

JOINT TRAINING MANUAL TAB I, JTP DISTRIBUTION

1. Purpose. This tab provides a final check to ensure the functional commands, CSAs, and joint organizations in the JMETL and JTP are sent a copy of the JTP.

Subject: Tab I, United States _____ Command Joint Training Plan, FY 02-04

External Distribution **No. Copies**

Joint Staff, J-7/JDETD

US Joint Forces Command/J-72

Other Unified Commands

Service Components

Other Agencies

Etc.

Internal Distribution:

Command J-1, 2, 3, 4, 5, 6, etc.

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ENCLOSURE I

JOINT TRAINING COURSE REQUIREMENT AND CERTIFICATION PROCESS

1. Purpose. To describe the Joint Training Course Requirement and Certification Process, the concepts that govern the process, and the responsibilities of the Joint Staff J-7, USJFCOM Joint Warfighting Center (JWFC), combatant commanders, Services, and CSAs.

a. The process establishes:

(1) Responsibilities, and procedures for identification, submission, or decertification of new or modified joint training courses requirements and for development and maintenance of those products.

(2) Guidance on the certification criteria for a joint training course and the process for the submission and execution of the certification process.

(3) A joint training course database.

2. Process

a. This process applies to all elements of the Department of Defense engaged in or requiring a joint related training course. It excludes:

(1) Those training courses developed under the Inter-service Training Review Organization procedures.

(2) Education courses developed and through the Process for Accreditation of Joint Education within the auspices of the Program for Joint Education.

(3) Joint curriculum developed and under the oversight of a college or university.

(4) A joint training course that is developed for internal use within a combatant command, Service, or CSA.

(5) Training developed under the General Intelligence Training System (GITS).

(6) Academics conducted during the several phases of a joint exercise to prepare participants for their roles in that exercise.

3. Goals

a. Establish joint training course standards and certify joint training courses (to include Joint Advanced Distributed Learning courses).

b. Improve the quality of joint training.

c. Assist in preparing individuals for joint operations.

d. Identify joint training course requirements to fill joint training deficiencies.

e. Avoid joint training course duplication.

f. Share expertise and resources among the worldwide joint community by creating a certified joint training course database.

g. Meet the individual joint training requirements of the combatant commands.

h. Joint doctrine will form the foundation.

i. Rely on the Services' responsibility to conduct individual joint training.

4. Responsibilities

a. Joint Staff, J-7/JDETD. Provide policy oversight and arbitrate joint training course certification for courses under appeal.

b. USJFCOM

(1) Lead and manage the Joint Training Course Requirement and Certification Process.

(2) Identify joint training deficiencies as part of the "T" in the DOTMLPF Capability Development Process.

(3) Review joint training course requirements brought forward at the WJTC in accordance with this Enclosure.

(4) Assist the joint training course developer by serving as the lead agent for joint doctrine and repository for lessons learned.

(5) Review, recommend, and approve joint training courses for joint certification.

(6) Serve as central source for availability of joint training courses.

(7) Manage the Joint Training Course Database.

(8) Identify duplication of effort in and of joint training courses.

(9) Identify the executive agent (EA) and LDA accepting funding and management responsibility for the submitted joint training course.

c. Combatant Commands

(1) Submit potential joint training course requirements to Joint Staff, J-7/JDETD and USJFCOM/JWFC prior to the WJTC.

(2) Identify the EA and LDA accepting funding and management responsibility for the submitted joint training course.

(3) Consolidate, analyze, and brief joint training course requirements at the WJTC.

(4) Review joint training courses in development and provide feedback to course LDA, USJFCOM, and Joint Staff J-7.

(5) Support the joint training course certification process.

d. Services

(1) Present potential joint training course requirements at the WJTC.

(2) Identify the LDA and accept funding and management responsibility for the joint training course they submit.

(3) Review joint training courses in development and provide feedback by other organizations to the LDA.

(4) Support the joint training course certification process.

e. Combat Support Agencies

(1) Present potential joint training course requirements at the WJTC.

(2) Support the joint training course certification process.

f. LDA and/or Course Developer

(1) Coordinate through respective chain of command for required resources.

(2) Develop and validate the course using a systematic instructional systems development or similar process.

(3) Coordinate the developed course with the combatant commands, Services, USJFCOM, Joint Staff, and other organizations as applicable to the course content.

(4) Initiate and support joint training course certification.

(5) Maintain the currency of the course to incorporate feedback from course execution and joint doctrinal changes.

(6) Re-certify joint training courses triennially.

g. Defense Intelligence Agency and GITS

(1) Serve as the focal point for all general intelligence training.

(2) Develop, publish, and maintain appropriate procedures and instructions for the management and operation of the GITS.

(3) Receive, process, and take action to satisfy user requirements for new or modified joint and/or executive agent general intelligence training at the GITS schools and at the command Regional Joint Intelligence Training Facilities.

(4) Ensure that general intelligence training requirements are identified in sufficient time so that resources are appropriately programmed and prioritized to satisfy these requirements, particularly those generated by new systems.

(5) Identify the training authority and location for the conduct of joint general intelligence training.

(6) Establish General Intelligence Training Advisory Committees for general intelligence disciplines as the principal mechanism to ensure that job performance requirements are satisfied by GITS curricula.

(7) Establish, as required, ad hoc or standing committees to examine specific training issues.

(8) Establish an evaluation and information feedback system that incorporates Military Service evaluation methods.

(9) Review and coordinate Service and CSA (DIA, NSA, NIMA) planning and programming actions for general intelligence training.

5. Joint Training Course Requirements Identification. Prior to the annual Worldwide Scheduling and Planning Conference, the Joint Staff J-7 will request joint training course requirement inputs from the combatant commanders, Services, and agencies.

a. Combatant commanders, Services, and agencies will identify potential joint training course requirements and present them at the WJTC. The organization submitting the requirement will identify the organization(s) accepting LDA and funding responsibilities for the required course.

b. The joint training course requirements will be analyzed, reviewed, and presented at the WJTC for comments and recommendations.

c. The LDA will develop joint training courses based on the needs of the Services, combatant commands, and CSAs. Courses will meet minimum joint criteria in paragraph 7.b. of this enclosure.

d. Commands, Services, and agencies who have existing training courses, or independently develop training courses with joint applicability, will submit them to JWFC for consideration to be certified as joint.

6. Joint Training Course Funding. The EA and/or LDA will program funding for the joint training course through the appropriate chain of command during the PPBS cycle. Funding requirements must include follow-on support for course maintenance.

a. EAs and LDAs will ensure their joint training courses are submitted to the JWFC for certification.

b. There are no funds associated or available through the certification process.

c. The Joint Staff, J-7/JDETD will serve as the final arbitrator for contentious issues pertaining to the requirement identification and certification of joint training courses.

7. Joint Training Course Certification

a. Joint Training Course Certification Responsibilities

(1) Joint Staff, J-7/JDETD will provide policy oversight for joint training course certification. Contentious courses appealing USJFCOM certification decisions will be forwarded to Joint Staff J-7 for resolution.

(2) USJFCOM is responsible for the management and coordination of the training joint course certification process. The LDA will submit the assessment report and certify that the courses are in complete compliance with the six (6) established Joint Training Course Certification Criteria listed in paragraph b on page I-8 of this Enclosure. By submitting the assessment report, the training course will be entered into the joint training course database (JTCD) as pending. Next USJFCOM will certify joint training courses to be included in the JCD. USJFCOM will attempt to use the resources within the command to assist in the review process. When necessary USJFCOM may contact another unified command or Service to assist in the review. Once all requirements have been met, USJFCOM will certify the course to be "joint," make the necessary changes in the JCD, and notify the LDA.

(3) Training course and/or LDA is responsible for requesting joint certification for any and all courses that they feel meet joint course criteria.

(4) USJFCOM will provide a memo for record to the training course developer or LDA acknowledging receipt of submission.

(5) USJFCOM will insure assessment reports comply with the criteria described in this appendix. If the training course meets the criteria, it will be certified. When the course is certified, USJFCOM will annotate in the database that the training course is "Approved." If the training course does not meet the joint training course criteria, USJFCOM will provide comments and recommendations to the LDA. USJFCOM will annotate in the database that the training course submitted was disapproved for joint certification. The Joint Staff, J-7/JDETD will provide mediation and final certification approval for all contentious courses that are forwarded to them for appeal. USJFCOM will provide an official memorandum validating joint certification to the LDA, and will maintain a file copy of the memorandum.

b. Joint Training Course Certification Criteria. For a training course to be certified joint it must have the following characteristics.

(1) Be in Compliance With Approved Joint Doctrine. Joint doctrine is the fundamental principle that guides the employment of forces of two or more Services in coordinated action toward a common objective. Sources and references used cannot conflict with joint doctrine.

(2) Be Cross-Referenced or Linked to the Most Recent UJTL. The UJTL provides a common language and reference system for joint force commanders, strategic and operational planners, combat developers, combat support personnel, and trainers to communicate mission requirements.

(3) Support the Needs of the Joint Community. Front-end analysis of joint community training requirements is required to determine the need for the joint training course to avoid duplication of effort. In addition, LDAs should conduct periodic surveys of students to determine curriculum and instructional effectiveness. Results of these analyses should be used to refine or develop curricula relevant to the requirements of the joint community. Curriculum evolution should reflect changing realities and should be documented by the LDA.

(4) Identify Joint Learning Objectives. The identification of critical tasks supports the design and development of training by determining the learning objectives and supporting course evaluations.

(5) Assess Student Achievement. Each joint training course should assess its students' performance and determine the degree to which instructional methods achieve the goals and objectives of the course.

(6) Develop Joint Awareness and Perspective. The learning areas and objectives for joint training courses are to prepare graduates to operate at appropriate levels of war in a joint environment and to generate quality tactical, operational, and strategic thought from a joint perspective.

c. Combatant commanders, Services, or other agencies applying for certification of joint training courses will adhere to the following process:

(1) The LDA will develop a self-assessment report in accordance with the JTCD format and procedures and submit it to the JWFC along with joint training course syllabus and course materials such as practical exercises, individual study, lectures, seminars, videotapes, stand-alone handbooks, etc.

(2) The following information will be included in the self-assessment:

(a) Title

(b) Course number

(c) Learning objectives

(d) Course development methodology

(e) Description and/or summary of course

(f) Assessment method

(g) Integration and compliance with joint doctrine

(h) Linkage to UJTL

(i) Target audience

(j) Mediums used

(k) Prerequisites

(l) Security clearance requirements

(m) Length, location, and cost of attending and/or funding process

(n) The feasibility for future distance learning capability

(o) Points of contact information

(3) The LDA will submit the self-assessment report via the USJFCOM www.jwfc.jfcom.mil. (See Figure I-A-1).

(4) The LDA will review the joint training course material and assessment report to ensure that the training course meets joint certification criteria. A course submitted through the assessment report will be maintained in the JCD and available on the USJFCOM website for accessibility by the joint community while pending joint certification.

(5) Reaffirmation of joint training courses

(a) Reaffirmation of joint certification occurs every 3 years from the date of initial certification. Joint training courses in the JTCD will be changed to "Pending" at the 3-year point by the USJFCOM.

USJFCOM will notify the LDA in writing that they are required to review and re-certify their joint training course. The certification process will be repeated. The LDA will review the joint training course and initial self-assessment report and update any necessary changes. The LDA will make these edits to the JTCD.

(b) The LDA will request database access to edit the old self-assessment report. This request will be made to the USJFCOM. Edited training courses will be pending until approved for re-certification by USJFCOM.

(c) Joint training courses that are not re-certified within 90 days after notification from USJFCOM will be removed from the joint certification list and removed from public view in the joint training course database.

8. Joint Training Course Termination. To prevent the termination of a joint training course from adversely effecting joint activities and missions, the EA and/or the LDA must provide 18 months' notice to the Joint Requirements Oversight Council, Joint Staff J-7, USJFCOM/JWFC, and organizations relying upon the course to be terminated. The supported organizations then have three options.

a. Agree to the termination. The LDA can waive the 18-month notice requirement with the concurrence of all affected organizations.

b. Assume the LDA and EA responsibilities, to include funding and course management.

c. Identify the organization accepting LDA and EA responsibilities for the course to include funding and course management.

APPENDIX A TO ENCLOSURE I

JOINT COURSE AND COURSEWARE ASSESSMENT REPORT

Creation of a Joint Course and Courseware Self-Assessment Report

•***Instructions:***
•Please use this form to create and then submit courseware for certification. Provide information for each area or if not applicable, please so indicate with "NA".
•Two control buttons are located at the bottom of the form, *SUBMIT* and *CLEAR*:
•SUBMIT - will submit your course information to the Courseware Branch of the Doctrine Division of the Joint Warfighting Center who will review and then certifiy your course if it meets the Joint Course and Courseware standards.
•CLEAR - will clear the course information currently on the screen.
•**Mandatory information**, so noted by the asterik (*), is required for certification of this course. Information for this course ***must be entered*** into these text areas, even if the information is only NA.

* Course Title:	
Course Number:	
* UJTL Reference:	
* Joint Doctrine Reference:	
* Course Learning Objectives:	
* Course Description/Summary:	
* Assessment Method:	
* Target Audience:	
Security Clearance Requirements:	
Course Prerequisites:	
Course Length:	
Course Location:	
Cost of Attending/Funding Process:	
* VTC / Distance Learning Capability and SCORM compliance:	
Points of Contact: Your Contact Information:	*Name *Phone *E-Mail
Curriculum/Developer Manager:	*Name *Phone *E-Mail *Fax Web Address
Scheduling Activity:	*Name *Phone *E-Mail *Fax Web Address
Reviewing Activity:	*Name *Phone *E-Mail *Fax Web Address

Submit Course | Clear Form | Exit

Figure I-A-1. Joint Course and Courseware Assessment Report

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ENCLOSURE J

EXERCISE-RELATED CONSTRUCTION

1. Exercise-Related Construction. ERC is defined as "an unspecified minor construction project, outside CONUS, in support of an in-progress or planned CJCS exercise that results in a facility, or facilities, that remain, in any part, after the end of the exercise."

2. Facility Construction. The facility is an important element of the CJCS exercise program. Its purpose is to support the scheduling command's readiness objectives in its area of responsibility by improving exercise effectiveness, enhancing safety, facilitating resource savings, and training engineer troops. Additionally, it may foster better relations with host nations; however, it is not a nation-building or a foreign assistance program. ERC is intended to benefit the United States, although corollary benefits may incidentally accrue to host foreign countries.

3. ERC Programming Guidance. The Joint Staff Engineering Division (J-4/ED) will issue ERC programming guidance prior to the beginning of the fiscal year. Guidance will include the status of project approvals for the budget year, a request for the program years (budget year plus one) and other future year submissions, and a projection of ERC fund allocations for the program year. Scheduling commands must alert J-4/ED to unfunded program year requirements and be prepared to defend them during budget deliberations.

4. Request for Approval. By 31 March, scheduling commands will submit a formal request for approval of budget-year ERC projects. Submissions of projected requirements for the program year (plus one), although incomplete in many respects, are also required to help substantiate the multiyear ERC budget. Combatant commands should send ERC project approval requests, by message, to J-4/ED with information copies to the Joint Staff, J-7/JED; Deputy Under Secretary of Defense (Policy Support); Assistant Secretary of Defense (International Security Affairs) (ASD(ISA)); Assistant Secretary of Defense (International Security Policy); and interested Service headquarters. Prioritize projects by fiscal year of planned accomplishment, and include the following information for each project:

a. Associated CJCS exercise.

(1) Brief description of the project.

(2) Inclusive dates and location(s) of construction.

(3) Estimate of total funded project cost and amount of funds to be obligated in the budget year.

(4) Estimate of unfunded project costs (transportation, per diem, and donated resources).

b. Method of accomplishment.

c. Justification, including the impact if not funded.

5. DD Form 1391 Documentation. This documentation must be submitted to J-4/ED for each ERC project by 1 July of the budget year.

a. Unexpected, out-of-cycle requests must be identified to J-4/ED, NLT 45 days prior to desired funding obligation. Requests must include either a suggested funds offset (for inclusion within an approved ERC program) or a new priority order for projects (for inclusion in programs that are awaiting approval).

b. Notify J-4/ED immediately if schedule changes result in a change to fiscal year funds obligations (see paragraph 4 above for project information).

c. DD Form 1391 documentation should include certifications that the project is necessary for the conduct of the exercise and that the project is not associated with a continuous US presence in support of exercises.

6. Congress Notification. Congress will be notified of Joint Staff intent to execute all ERC projects. No funds may be obligated in support of an ERC project until the appropriate congressional committees have expressly approved the project or a period of 30 days has elapsed from the date of notification, whichever occurs first.

7. Approval of ERC Program. J-4 programs, budgets, and approves the ERC program IAW DOD Directive 4270.36, "DoD Emergency, Contingency, and Other Un-programmed Construction." Approval of ERC projects assumes requests have been thoroughly staffed within the

scheduling command, with other commands, and with the Services. Availability of engineer troop units, if scheduled, is critical. The Joint Staff, J-7/JED must coordinate and approve any addition, deletion, or change to the funding of lift requirements associated with ERC project requests. After worldwide priorities and associated fund allocations have been established, scheduling command priorities will be honored. Joint Staff priorities will be based on the extent to which projects:

a. Promote US national interests.

b. Contribute to exercise objectives.

c. Support OPLAN(s).

d. Contribute to the welfare of exercise units.

e. Train engineer troops.

f. Result in net resource savings.

g. Are not eligible for alternative funding.

h. Obligate funds early.

8. House of Representatives Conference Report 100-446. To accompany House Resolution (H.R.) 1748 (17 November 1987), pages 723-724, requires ERC cost accounting principles IAW House of Representatives Conference Report 99-1005 accompanying H.R. 738, the Continuing Appropriations Act for fiscal year 1987, (15 October 1986), page 737, as follows:

a. For the purposes of determining the costs of projects constructed in support of military training exercises, the following **shall not** be included:

(1) Transportation costs of materials, supplies, and government-furnished equipment.

(2) Travel and per diem costs applicable to troop labor; costs of material, supplies, services, and fuel furnished by sources outside of the Department of Defense on a non-reimbursable basis. These costs shall be reported to the extent that such costs exceed $50,000 per project. The costs of supplies or services furnished on a non-reimbursable basis should be estimated on a fair-market-value basis.

(3) Operations and maintenance funds will not be used for construction of ERC projects except for temporary structures that are completely removed at the end of the exercise for which they were constructed (e.g., tent platforms, field latrines, dining shelters, range targets, etc.).

b. For the purposes of determining costs attributable to ERC construction projects, the following costs **shall** be included:

(1) Costs of all materials, supplies, and services applicable to the project, including those furnished on a non-reimbursable basis by other Military Departments and Defense agencies, or (where authorized by existing law) by sources outside of the Department of Defense.

(2) Labor costs, except for US military labor.

(3) Overhead or support costs that can be identified as representing additional costs that would not have been incurred were it not for the project, except for planning and design costs.

(4) DOD-funded costs applicable to the operation of government-furnished equipment, including fuel and maintenance costs.

c. As soon as possible after funding authority is available, J-4/ED will request the Joint Staff Comptroller to formally sub-allocate ERC funds to the comptroller activity for the scheduling commands. Scheduling commands may spend ERC funds for approved projects up to the approved funded costs. A change in scope or project location requires approval by Joint Staff, J-4, and re-notification to Congress. Any cost increase greater than 25 percent of the approved funded cost must be reported to J-4/ED. A change in method of accomplishment (troop or contract) requires formal approval by the Joint Staff, J-4.

d. Although a military construction appropriation is available for use for 5 fiscal years, the DOD goal is for 90 percent of the exercise-related, unspecified minor construction obligations to occur within the first year of an appropriation. Any remaining funds should be obligated by the end of the second fiscal year. This action will preclude undermining current budget requests by carrying significant amounts of un-obligated balances forward into succeeding fiscal years. This will also minimize the potential impact from sequestration if a balanced budget or emergency deficit control act is passed by Congress.

9. Scheduling. Commands will report project obligations by message to J-4/ED, with information copies to the Joint Staff Comptroller IAW Table J-1. Starting in the fiscal year of project approval, report obligations for funded projects as soon as possible after 1 January, 1 April, 1 July, and the first of each month thereafter until obligations are complete. Reports must either originate with, or indicate coordination with, the combatant command's office responsible for officially recording obligations in the accounting system (usually the comptroller). ERC project costs will be developed IAW Table J-1 and the established construction practices and cost-accounting procedures.

PROJECT	FUNDS FY	FUNDS APPROVED	FUNDS RECEIVED	CURRENT FUNDS ESTIMATE	PERCENT OBLIG	OBLIG
AAA	XX	AA	AA	AA	AA	AA
BBB	XX	BB	BB	BB	BB	BB
TOTAL FY	XX	--	--	--	--	--
CCC	YY	CC	CC	CC	CC	CC
DDD	YY	DD	DD	DD	DD	DD
TOTAL FY	YY	--	--	--	--	--

Table J-1. Exercise-Related Construction Program Obligation Report Format

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ENCLOSURE K

DEVELOPING COUNTRIES COMBINED EXERCISE PROGRAM

1. IAW Title 10, US Code, Section 2010. The Secretary of Defense, after consultation with the Secretary of State, may pay the incremental expenses that are incurred by a developing country while participating in a multinational exercise. Incremental expenses are the reasonable and proper costs of goods and services that are consumed by a developing country as a direct result of that country's participation in a multinational exercise with the United States, including rations, fuel, training ammunition, and transportation. Pay, allowances, and other normal costs are not included. Any developing country can qualify for this program if the exercise participated in meets the following criteria:

a. The exercise is undertaken primarily to enhance US security interests.

b. The country supported is considered a developing country.

c. The 'developing country's participation is necessary to achieve exercise objectives, and those objectives could not be achieved without the United States providing the incremental expenses.

2. Program Management. Joint Staff, J-7/JED coordinates this program between combatant commands and OSD through the development of a 2-year combined exercise program. Combatant commands develop the exercises in support of this program and submit a 2-year plan annually NLT 31 March.

a. The Joint Staff validates the combatant commands' requirements and submits a consolidated plan to ASD(ISA), whose approval authorizes execution of the first year of the plan.

b. Proposed additions or significant modifications during the execution year should be submitted to Joint Staff, J-7/JED (with information copies to J-5 and ASD(ISA)) for coordination and approval.

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ENCLOSURE L

JOINT EXERCISE COORDINATION PROCEDURES

1. Coordination Requirements

a. The supported combatant commands must coordinate directly with other supporting commands, Services, and agencies on all relevant matters pertaining to the planning and execution of joint exercises. Coordination should be conducted as early as possible in the planning cycle. The use of collaborative tools is highly recommended during the coordination process. The Joint Staff need only be kept informed through each command's point of contact in Joint Staff, J-7 Combatant Commander Exercise Branch. Special attention should be given to exercise timing, force lists, and force protection requirements. When two or more commands expect to use the same forces in exercises, force requirements should be exchanged to facilitate the planning effort. USFJCOM is responsible for deconfliction of assigned forces by UIC and/or time and training objectives. USJFCOM will maintain a scheduling deconfliction role for assigned forces, to include worldwide joint exercise and training event scheduling. The supported commander is responsible for ensuring that exercise forces protection is an integral part of the planning process. This coordination occurs throughout the entire planning and execution phases of an exercise.

b. Normally, USJFCOM and USEUCOM will perform direct liaison with their respective NATO commanders for all aspects of US participation in NATO exercises.

c. The supported command will also validate exercise transportation requirements to USTRANSCOM. USTRANSCOM will then task appropriate transportation component commands (TCCs) to schedule the required lift. The following "training only" requirements should not be misconstrued as practice for wartime tasks. "Training only" requirements simulate the process of deploying forces. Timeline maybe different:

(1) Exercise-sponsoring commands will consolidate and submit validated common-user airlift requirements to USTRANSCOM NLT T-50 IAW CJCSM 3122.02 Series dated 25 May 01. T-day is the first day of the month in which an exercise deployment or redeployment begins.

(2) Exercise-sponsoring commands will consolidate and submit validated common-user sealift requirements (other than US Navy amphibious sealift) to USTRANSCOM NLT T-60 IAW CJCSM 3122.02 Series dated 25 May 01.

d. JOPES will be used in conjunction with all combatant commander-sponsored or CJCS-sponsored exercises that involve movement of forces. For command post exercises, separate TPFDD will be built for exercise play as well as for the actual movement of exercise players. When used, JOPES system performance and user capability will be an evaluated training objective within combatant commander JAARs.

e. Requests for mobile communications support and equipment controlled by the Joint Staff, J-6, should be submitted IAW CJCSI 6110.01A, "CJCS-Controlled Tactical Communications Assets." The command requesting these assets will fund all associated costs including transportation and personnel support, less pay and allowances, incident to deployment and recovery.

f. Detailed requests for tanker support will be submitted to AMC Tanker Airlift Control Center (TACC)/Operational Training Division, Directorate of Operations and Training NLT 60 days before the quarter for which an exercise is planned. A request update for exercises scheduled in second and third months of the quarter should be submitted 90 days prior to STARTEX. Requests should include specific dates, air refueling control times, track, number and type of receivers, altitude, on load, whether probe or drogue, and other pertinent data.

g. Intelligence support is an inherent part of the joint training process. Use and evaluation of national intelligence assets should be considered in the development of joint training activities. To ensure effective and efficient national-level intelligence support from the relevant CSAs (DIA, NSA, NIMA) and other intelligence support organizations (i.e., National Reconnaissance Office), exercise planners should involve these organizations at the earliest possible exercise planning stage. Requests for support should include J2/DIA Exercise Branch (J2O-2) as an addressee. The Defense Support Project Office can provide specific training and exercise assistance with regard to national systems and may be contacted directly through the J2/DIA.

h. The Space Operations Division, J-38, Joint Staff, is the space point of contact for exercise use of DOD space systems. Assistance in developing space scenarios is available from USSPACECOM, J-3.

2. Political Constraints. Political considerations can significantly impact the joint training process. Many training events and joint exercises are driven by the need to maintain military presence, provide visible support to allied nations, or warn potential opponents of US resolve to meet treaty obligations. Some of these events cannot be altered or canceled without significant coordination with allies. Also, combatant commands must continually review their training programs in an era of rapid geopolitical change to ensure exercise objectives remain valid; some training requirements may not be met as a result of exercise changes caused by political sensitivities.

3. SMEBs. DOD Directive C-5030.43, "Significant Military Exercises," requires the Joint Staff, J-7/JED to inform the Secretary of Defense of significant military exercises (via SMEBs). OSD then coordinates with the National Security Council (NSC) Staff. Enclosures M, N, O, and P define significant exercises and provide the SMEB and SMEN formats.

4. Resources. Transportation, personnel, and equipment are critical issues that must be coordinated throughout the training process. Initially, commands should receive estimates of resource availability from the Joint Staff, J-7/JED and USTRANSCOM during the WJTC in September each year. These estimates will allow the combatant commander to conduct initial planning for the out-years and to continue to refine near-term years in final coordination. Combatant commanders need to be flexible in the planning process, for real-world events and shrinking defense budgets can have drastic effects on the worldwide exercise picture. Force protection for exercises will be considered exercise requirements and must be considered carefully and planned for throughout the planning process. If force protection resources are deemed inadequate, the exercise must be scaled down or cancelled.

5. Natural Resources Management. Scheduling commands will ensure that participating units comply with federal, state, local, and applicable host-nation laws and regulations concerning protection of the environment. Exercises conducted in the United States will comply with DOD Directive 6050.1, "Environmental Effects in the United States of DoD Actions," and DOD Directive 4700.4, "Natural Resource Management Program." Exercises conducted outside the United States must comply with DOD Directive 4715.II, "Analyzing Defense Actions with the Potential for Significant Environmental Impacts Outside the United States," as well as any applicable foreign laws or international agreements.

a. Exercises likely to result in significant diplomatic, interagency, NGO, or media attention due to environmental considerations should be reported in advance in accordance with DOD Directive 4715.II.

b. To the maximum extent feasible, advance environmental analysis and planning will be incorporated in the JOPES military operations and exercise planning system. Documentation should normally appear as an annex to the applicable exercise plan or OPORD.

6. CJCS Exercise Funding. Exercise funding is programmed and managed by several headquarters activities. The Joint Staff, J-7/JED is the OPR for exercise transportation funding to include airlift, sealift, port handling (PH) and inland transportation (IT). Exercise-related construction is also centrally managed by the Joint Staff, J4/ED. The Services and USSOCOM are responsible for funding all other exercise expenses, known as incremental expenses, such as consumable supplies, per diem, non-aviation fuel, and communications. Incremental funding does not include those outputs funded in other Service accounts such as flying hours, steaming days, or tank miles.

7. Transportation Funding

a. Background. Transportation funding is managed by the Joint Staff, J-7/JED IAW CJCSI 3511.01, "CJCS Exercise Program Funding." The current management process with its coordinated planning, centralized funding, and decentralized execution is intended to prevent degradation of the overall program that could result from conflicting interests among combatant commands and the Services. The process also allows the commanders the flexibility to determine how to best apply available resources to accomplish their training requirements. Therefore, the combatant commands design their own joint training programs consistent with their regional and/or functional combatant command priorities, while the Joint Staff coordinates exercise scheduling and allocates exercise funding.

b. Planning. For combatant commander-sponsored exercises, transportation requirements are refined for the current year and estimated for the subsequent 5 years. These requirements are then electronically submitted to the Joint Staff, J-7/JED for inclusion in the JTMS. This document then serves as the planning document for programming transportation resources. Hence, the planning phase of the PPBS is primarily a combatant command responsibility.

c. Programming. Transportation cost planning factors (for example airlift hours and steaming days) contained in the JTMS are developed by the CJCS exercise program manager J-7/JED using inflation factors

contained in OSD's POM guidance. These airlift and sealift costs, together with PH and IT estimates provided by the Services, serve as the foundation for the POM submission. The POM submission is reviewed during the summer months, with the program manager typically addressing requirements, shortfalls, and their impact to various levels of leadership as required. Any adjustments to program funding made by OSD are then transmitted through a program decision memorandum, which is the mechanism used to adjust the Future Year Defense Program in preparation for the budgeting phase.

d. Budgeting. Typically, not all transportation requirements identified in the POM are funded. Consequently, Joint Staff, J-7/JED must apply resource constraints to combatant command transportation requirements and issue specific funding targets to the combatant commands (airlift and sealift) and the Services (PH and IT). Budget year funding targets (usually current year plus 2) are usually released in early July. Combatant commands must then update their programs accordingly in JTMS, reflecting funded and unfunded exercises. Combatant commands will provide the Joint Staff, J-7/JED with a separate spending plan by exercise, reflecting both funded and unfunded requirements by airframe hours and sealift platform steaming days. Services will submit spending plans indicating PH and IT cost estimates by exercise. These resource-constrained, updated requirements form the basis for the budget estimate submission to OSD in September. Any further adjustments to program funding made by OSD as part of the budget review are transmitted via Program Budget Decision. At the very least, program adjustments are usually required to reflect revised airlift and sealift rates. Program adjustments (whether increases or decreases) result in changes to combatant command and Service spending targets, requiring further revision to spending plans. This revised program becomes the basis for the President's Budget Submission to Congress in January.

e. Execution. Joint Staff, J-7/JED will confirm final combatant command and Service transportation spending targets for the execution year, once Congress enacts the appropriation. Several items specific to program execution merit attention:

(1) Realignment of Funds. Excess funds resulting from the cancellation or downscaling of an exercise revert to Joint Staff control. These funds are then used to offset execution year program funding reductions or are reallocated to other high-priority requirements. The affected combatant command or Service may request to internally realign the funds to unfunded requirements.

(2) Distribution of Funds. Transportation funds are distributed from the Joint Staff to AMC for airlift, MSC for sealift, and to MTMC and the Services for PH and IT. An exception to this distribution of funds is the Commercial Ticket Program (CTP), discussed in Appendix B to Enclosure U of this manual.

(a) Authorization. Once a combatant commander validates a TPFDD to USTRANSCOM and AMC recommends exercise participants travel via commercial ticketing, USTRANSCOM will coordinate the commercial ticket decision with the combatant commander. This coordination will focus on whether the combatant commander endorses commercial ticketing, as well as whether units should be approved for one-way or round-trip tickets. –USTRANSCOM (TCJ3 -OD) will authorize use of the CTP only after TPFDD validation and consultation with the combatant commander. Once CTP is approved, USTRANSCOM (TCJ3-OD) will release an authorization message to include:

1. The number of passengers by unit line number (ULN) or force module authorized movement under CTP.

a. Unit designation.

b. The ULN's port of embarkation.

c. The ULN's port of debarkation.

d. Whether the ULN is approved for one way or round trip.

2. The Service responsible for CTP funding.

3. The amount authorized.

The authorization message will be addressed to cognizant office codes at the Service headquarters and Joint Staff, J-7/JED. After receipt of the authorization message from USTRANSCOM, the combatant command will retransmit the CTP authorization message to appropriate commands for action. Any modification to an authorization message to increase the amount of CTP funding for an exercise must be directed to USTRANSCOM (TCJ3-OD) through the combatant commander.

NOTE: It is the combatant commander's responsibility to ensure Service components are informed of CTP authorizations. Failure to do so may result in movement disconnects.

(b) Funding. The Joint Staff, J-7/JED will pre-position CTP funding with each Service at the beginning of the fiscal year and replenish it as necessary at the beginning of each subsequent quarter. Mid-quarter adjustments may occur if warranted by large authorizations. It is the responsibility of each Service to develop a mechanism to use these Joint Staff monies for CTP and prevent any drain on unit mission dollars. If a ULN is joint, the Service acting as the fiscal executive agent for those exercise participants will fund their commercial tickets. CTP authorizations are ultimately charged back to scheduling combatant commanders from the exercise airlift target.

(c) Reporting. USTRANSCOM (TCJ3-OD) will track total authorizations by exercise and Service and ensure CTP authorizations are included in monthly airlift reports from AMC/TACC. The Services will, in turn, provide Joint Staff, J-7/JED with quarterly reports of expenditures, by exercise, by the 30th day of the month following the quarter.

8. Combatant Commander and Service Roles in the Funding Process. The importance of the roles of the combatant commanders and Services in the funding process cannot be overemphasized. POM transportation requirements are based on combatant command and Service estimates. The accuracy of combatant command and Service estimates and the viability of the combatant command's training program contribute to the Joint Staff's ability to successfully describe and defend the program. Quality input with regard to the impact of reduced funding levels provides background used to answer questions, which arise during the budget review process, and defend exercise requirements against proposed reductions. Combatant commands may also verbalize the importance of exercise funding via other avenues such as integrated priority lists and direct input to OSD or Congress. A strong position supporting exercise requirements, submitted by the combatant commands in a timely manner, contributes significantly to program resource development.

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ENCLOSURE M

SIGNIFICANT MILITARY EXERCISE REPORTING

1. Criteria. The CJCS exercise program consists of exercises utilizing CJCS exercise program funds (transportation and exercise-related construction as discussed in Enclosure L). Exercises not nominated by the scheduling commands for use of CJCS exercise program funding, but requiring a SMEB, will be included in JTIMS for tracking and/or reporting purposes. These "SMEB-only" exercises are not considered part of the CJCS exercise program and are ineligible for program funding.

2. SMEB Requirements. See Presidential Decision Directive (PDD)-33, dated 23 January 1995, for SMEB reporting criteria.

3. SMEB Requirement Exceptions. Exercises that do not meet PDD-33 criteria, but still are determined by the sponsoring combatant commander to be potentially sensitive or an exercise that the Chairman, Department of Defense, Department of State, or elements of the interagency should be aware of require a SMEN. Examples are certain non-SMEB exercises that might gain media interest or second and subsequent year small-scale Partnership for Peace exercise. An exercise notification sample format is found at Enclosure P. Exercise notification messages are due no later than 40 calendar days prior to the employment start date.

4. Schedule of Significant Military Exercises

a. Scheduling combatant commanders will ensure their exercises are updated in real time in the JTIMS database. The requirement for providing quarterly updates to the Joint Staff has been eliminated; however, exercises in JTIMS will be updated on a continuous basis. Combatant commanders are required to keep JTIMS up to date on a continuous basis. Significant military exercises must be published in JTIMS before any firm commitment is made to other governments. A minimum of 60 days must be allowed between the first publication of an exercise in JTIMS and the employment start date to permit time for consideration by the Joint Staff, J-7/JED and appropriate interagencies.

b. In addition to the continuous update above, the Joint Staff will notify scheduling combatant commanders via message to ensure final accuracy of their exercise in the JTIMS database in preparation for the deconfliction conference and annual WJSC.

5. SMEB

a. Significant military exercises, as defined by PDD-33, require submission of a SMEB to the Chairman for NSC concurrence. The specific formats for the SMEB and SMEN are in Enclosures N, O, and P, respectively. Once the SMEB has been fully coordinated at the national level, the Joint Staff, J-7/JED will send an exercise approval message.

b. For exercises requiring a SMEB, scheduling commands will submit a detailed SMEB by message to Joint Staff, J-7/JED NLT 40 days before the established critical cancellation date (CCD). Format, addresses, and guidance are listed at Enclosures N, O, and P.

c. The CCD is determined by the scheduling command and is the **last date** on which the exercise can be canceled without a severe impact on political, financial, or force commitments. The CCD will normally be a date (other than weekends and holidays) from 7 to 30 days in advance of the employment start date. An earlier date may be necessary when a long-lead commitment is required for exercise or host-country planning.

d. After Joint Staff coordination, and at least 30 days prior to the CCD, Joint Staff, J-7 will forward copies of the SMEB to USD(P)/Policy Support for coordination with the Department of State before transmission to the NSC. **Final review and concurrence** of the exercise is provided by the NSC Staff on behalf of the President of the United States. Joint Staff, J-7/JED will notify the scheduling command of final approval.

e. No public announcement of the exercise will be made by the scheduling command until exercise approval has been received. ASD(PA) must approve exercise public affairs releases.

f. Combatant commands will ensure that, with regard to exercises involving US and foreign forces, the appropriate US embassy is notified before any firm proposals are made to foreign military officials. This procedure will provide the Department of State an opportunity to assess political ramifications early in the exercise planning.

6. Amendments. The scheduling command will report significant amendments to submitted exercise briefs without delay to the same

addressees as the original SMEB. Major changes include scope, dates, force levels, training objectives, and major combatants.

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ENCLOSURE N

SIGNIFICANT MILITARY EXERCISE BRIEF FORMAT

(USE GENADMIN MESSAGE TEXT FORMAT)

(FROM): (APPLICABLE COMBATANT COMMANDER)//J3 (OR J7)//

(TO): JOINT STAFF WASHINGTON DC//J7-JED//

(INFO): JOINT STAFF WASHINGTON DC//J3/J4/J5//

SECDEF WASHINGTON DC//ASD:ISA (FMRA)//
(FOR ALL)

SECDEF WASHINGTON DC//ASD:SO/LIC/SOPS/SOP//
(FOR ALL)

SECDEF WASHINGTON DC//ODTUSD(P)/PS//
(FOR ALL)

SECDEF WASHINGTON DC//ASD: ISP (FP)//
(NORAD OR STRAT)

SECDEF WASHINGTON DC//ASD:ISA (EUR)/ASD:ISA (NATO)//
(FOR EUROPE AND NATO)

SECDEF WASHINGTON DC//ASD:ISA (A&PA)//
(FOR PACIFIC)

SECDEF WASHINGTON DC//ASD:SOLIC (IAA)//
(FOR CENTRAL/SOUTH AMERICA)

SECDEF WASHINGTON DC//ASD:ISA (NESA)//
(FOR NEAR EAST/SOUTH ASIA)

SECDEF WASHINGTON DC//ASD:ISA (AA))//
(FOR AFRICA)

SECDEF WASHINGTON DC//ASD (PA)//
(FOR ALL)

SECDEF WASHINGTON DC//ASD:ISP (RUE)//
(FOR FORMER SOVIET UNION AND EASTERN EUROPE)

SECSTATE WASHINGTON DC//PM-ISP//

(AS APPLICABLE)

AMEMBASSY

COMPONENTS

MIL SPT GP

OTHER COMBATANT COMMANDERS

SERVICES

APPROPRIATE DEFENSE AGENCIES

SUPPORTING UNITS

USTRANSCOM/AMC/MSC/MTMC

(CLASSIFICATION)

EXER/(EXERCISE NAME)//

MSGID/GENADMIN/(ORIGINATOR)//

SUBJ/SIGNIFICANT MILITARY EXERCISE BRIEF (U)//

REF/A/(AS APPLICABLE)//

POC/(NAME)/(RANK)/(PRIMARY PHONE)/-/(LOCATION) (INCLUDE FULL CLASSIFIED EMAIL ADDRESS)//

RMKS/
1. ( ) EXERCISE NAME.

2. ( ) GEOGRAPHIC AREA. PROVIDE THE NAMES OF CITIES, PORTS, BASES, ISLANDS, SEA AREAS, ETC., WHERE THE EXERCISE WILL OCCUR. (PROVIDE ENOUGH INFORMATION FOR JOINT STAFF TO PLOT THE EXERCISE AREA ON A MAP FOR NSC).

3. ( ) DATES. (EMPLOYMENT DATES OF THE EXERCISE)

4. ( ) CRITICAL CANCELLATION DATE.

5. ( ) TYPE. (FTX, CPX, CAX)

6. ( ) PURPOSE. (INCLUDE VERBIAGE ON JMETS EXERCISED AND OVERALL EXERCISE OBJECTIVES.)

7. ( ) OPERATION PLAN EXERCISED.

8. ( ) POLITICAL IMPLICATIONS.

A. ( ) US COMMITMENTS TO ALLIES.

B. ( ) DATES COMMITMENTS MADE. (FOR COMMITMENTS WITH PARTICIPATING NATIONS AND EMBASSIES).

C. ( ) OTHER POLITICAL IMPLICATIONS. (NOTE ANY NOTIFICATION REQUIREMENT UNDER TREATIES OR INTERNATIONAL AGREEMENTS. SHOULD THE EXERCISE INCLUDE THE SIMULATED USE OF NUCLEAR OR OTHER UNCONVENTIONAL WEAPONS, DESCRIBE ANY EXPECTED POLITICAL IMPLICATIONS. NOTE ANY SPECIFIC EXERCISE ACTIVITY REQUIRING CONSIDERATION BY AN INTERAGENCY GROUP. IF HOST NATION APPROVAL IS NEEDED TO BEGIN EXERCISE PLANNING, STATE WHEN APPROVAL IS REQUIRED.)

9. ( ) POLITICO-MILITARY SCENARIO SUMMARY. (ANY SCENARIO SHOULD HAVE BEEN INITIALLY COORDINATED THROUGH THE APPROPRIATE US EMBASSY. IF NO SCENARIO EXISTS OR IF ANY SCENARIO CONTAINS NO POLITICAL ASSUMPTIONS, A STATEMENT TO THAT EFFECT SHOULD BE MADE.)

10. ( ) SUMMARY OF KEY EXERCISE EVENTS. (PLACE IN CHRONOLOGICAL ORDER, WITH LOCATIONS. SPECIFICALLY, IDENTIFY ANY EXERCISE EVENT REQUIRING CONSIDERATION BY AN INTERAGENCY GROUP.)

11. ( ) DIRECTING HEADQUARTERS.

12. ( ) PARTICIPATING COMMANDS, HEADQUARTERS, AND FORCES.

A. ( ) UNITED STATES. (LIST IN ORDER OF ARMY, NAVY, AIR FORCE, AND MARINE CORPS. AVOID ABBREVIATIONS OF COMMANDS. INCLUDE MAJOR UNITS AND APPROXIMATE NUMBER AND TYPE OF PERSONNEL, SHIPS, AND AIRCRAFT. INCLUDE TOTAL US FOOTPRINT ASHORE.)

B. ( ) OTHER FEDERAL AGENCIES OR DEPARTMENTS.

C. ( ) ALLIED. (LIST BY COUNTRY, IF NECESSARY.)

D. ( ) TOTAL. (APPROXIMATE NUMBER OF US AND TOTAL NUMBER OF ALLIED PERSONNEL (BY COUNTRY. IF ONE COUNTRY, THEN BY SERVICE) PARTICIPATING, FOLLOWED BY NUMBER OF US PARTICIPANTS BY SERVICE.)

13. ( ) SIMULATED USE OF WEAPONS OF MASS DESTRUCTION. (STATE "NONE," IF APPLICABLE).

14. ( ) COUNTERDRUG-RELATED OPERATIONS OR TRAINING IN EXERCISES. (IF NONE, SO STATE. IF YES, PROVIDE THE INFORMATION IN ENCLOSURE O FOR EACH PORTION OF THE EXERCISE THAT IS CD-RELATED.)

15. ( ) RECOMMENDED PUBLIC AFFAIRS POLICY.

A. ( ) (INCLUDE ACTIVE OR PASSIVE, WITH RATIONALE. GIVE STATEMENT OR QUESTIONS AND ANSWERS TO USE. PROVIDE AGENCY RESPONSIBLE FOR POLICY. PROVIDE PROPOSED GUIDANCE TO ASD(PA) NLT 2 WEEKS PRIOR TO EXERCISE EMPLOYMENT START DATE. INITIAL NEWS RELEASE SHOULD NORMALLY COINCIDE WITH THE EMPLOYMENT START DATE. ANY EXCEPTION TO THIS POLICY SHOULD BE REQUESTED AND JUSTIFICATION PROVIDED.)

B. ( ) (IDENTIFY HTTP ADDRESS WHERE BRIEFING SLIDES AND ADDITIONAL ELECTRONIC INFORMATION FOR THIS EXERCISE CAN BE FOUND.)

16. ( ) GENERAL POLICY CONSIDERATIONS.

A. ( ) DIPLOMATIC INFORMATION. (INCLUDE COORDINATION WITH EMBASSY, IF APPLICABLE.)

B. ( ) SECURITY RESTRICTIONS.

C. ( ) FORCE PROTECTION. (PROVIDE FORCE PROTECTION PLAN INFORMATION. INCLUDE, AS A MINIMUM, HOW FORCE PROTECTION PROCEDURES AND TRAINING WILL BE IMPLEMENTED. ALSO INCLUDE THE CURRENT THREAT CONDITION (ALPHA, BRAVO, ETC.) FOR THE LOCATION OF THE EXERCISE AND THE TERRORIST THREAT LEVEL (SIGNIFICANT, HIGH, ETC.)

17. ( ) PERCEPTION MANAGEMENT. (ASSESSMENT OF PERCEPTION OF US AND ALLIED STRATEGY AND MILITARY CAPABILITY.)

18. ( ) ADDITIONAL REMARKS.

A. ( ) DESIRED OR ALTERNATE ROUTING OF FLIGHTS FOR BOTH DEPLOYMENT AND RETURN ROUTES.

B. ( ) APPROXIMATE NUMBER OF FLIGHTS INVOLVED IN EACH EN ROUTE AND DESTINATION STOP.

C. ( ) EN ROUTE SUPPORT REQUIREMENTS: (TANKER AIRLIFT CONTROL ELEMENT, STAGE CREWS)

D. ( ) PRE-DEPLOYMENT SURVEY TEAM REQUIREMENTS.

E. ( ) NUMBER OF US FORCES AND EQUIPMENT REMAINING IN COUNTRY AS A RESULT OF ANY PREVIOUS EXERCISE.

F. ( ) NUMBER OF US FORCES AND EQUIPMENT REMAINING IN COUNTRY AS A RESULT OF THIS EXERCISE.

G. ( ) ENVIRONMENTAL CONSIDERATIONS. (REPORT ENVIRONMENTAL SURVEYS OR IMPACT STATEMENTS ON FILE. INCLUDE SIGNIFICANT INITIATIVES TO MINIMIZE EXERCISE IMPACT ON THE ENVIRONMENT. IDENTIFY AGENCY CONDUCTING ENVIRONMENTAL SURVEY OR ASSESSMENT, IF APPLICABLE.)

DECL/(DOWNGRADING INSTRUCTIONS)// (INCLUDE WHO CLASSIFIED THE MATERIAL AND THE DECLASSIFICATION DATE).

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ENCLOSURE O

COUNTERDRUG SMEB GUIDELINES

SMEBs for exercises that include counterdrug-related operations or training will provide the following information for each portion of the exercise that is CD-related:

a. Specific mission of the military unit involved in this portion of the exercise and the source of US support (in-theater or CONUS). If intelligence assets will be supporting, then Service General Counsel approval must be obtained.

b. Proposed dates of arrival in and departure from the host nation for the unit(s) involved in this portion of the exercise.

c. Status of approval of host country, US ambassador, and appropriate combatant commander. If host-nation approval is not yet obtained, SMEB must contain a statement as to when such approval is expected.

d. Funding arrangements (mission statements must be consistent with funding determination).

e. Statement of established chain of command for the unit(s) participating in this portion of the exercise.

f. Assessment of threat to US personnel involved in this portion of the exercise.

g. Numbers of personnel and arms involved in this portion of the exercise.

h. Rules of engagement and/or use of force measures and a statement that US military forces will not accompany host-nation or DEA forces on counterdrug missions or participate in any activity in which hostilities are imminent.

i. Proposed public affairs policy and objectives for this portion of the exercise should be included in accordance with DOD Instruction 5405.3, "Development of Proposed Public Affairs Guidance," 5 April 1991.

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ENCLOSURE P

SIGNIFICANT MILITARY EXERCISE NOTIFICATION FORMAT

(USE GENADMIN MESSAGE TEXT FORMAT)

(FROM): (APPLICABLE COMBATANT COMMANDER//J3 (OR J7)//

(TO): JOINT STAFF WASHINGTON DC//J7-JED//

SECDEF WASHINGTON DC//USD(P)/PS/EP//

(INFO): JOINT STAFF WASHINGTON DC//J3/J4/J5//

SECDEF WASHINGTON DC//ASD:ISA(FMRA)//
(FOR ALL)

SECDEF WASHINGTON DC//ASD:SOLIC(SOP)//
(FOR ALL)

SECDEF WASHINGTON DC//ODTUSD(P)/PS//
(FOR ALL)

SECDEF WASHINGTON DC//ASD:S&TR(FP)//
(FOR NORAD OR STRAT)

SECDEF WASHINGTON DC//ASD:ISA(EUR)/ASD:ISA(NATO)//
(FOR EUROPE AND NATO)

SECDEF WASHINGTON DC//ASD:ISA (A&PA)//
(FOR PACIFIC)

SECDEF WASHINGTON DC//ASD:SOLIC (IAA)//
(FOR CENTRAL/SOUTH AMERICA)

SECDEF WASHINGTON DC//ASD:ISA (NESA)//
(FOR NEAR EAST/SOUTH ASIA)//

SECDEF WASHINGTON DC//ASD:ISA (AA)//
(FOR AFRICA)

SECDEF WASHINGTON DC//ASD:PA//
(FOR ALL)

SECDEF WASHINGTON DC// ASD:S&TR (RUE)//
(FOR FORMER SOVIET UNION AND EASTERN EUROPE)

SECSTATE WASHINGTON DC//PM-ISP//
(FOR ALL)

AMEMBASSY
(AS APPLICABLE)

COMPONENTS
(AS APPLICABLE)

MIL SPT GP
(AS APPLICABLE)

OTHER COMBATANT COMMANDERS

OTHER SERVICES

APPROPRIATE DEFENSE AGENCIES

SUPPORTING UNITS

USTRANSCOM/AMC/MSC/MTMC

(CLASSIFICATION)

EXER/(EXERCISE NAME)//

MSGID/GENADMIN/(ORIGINATOR)//

SUBJ/SIGNIFICANT MILITARY EXERCISE NOTIFICATION (SMEN) ( )//

REF/A/(AS APPLICABLE)//

POC/(NAME)/(RANK)/(PRIMARY PHONE)/-/(LOCATION)//

RMKS/1. ( ) EXERCISE NAME:

2. ( ) GEOGRAPHIC AREA:

3. ( ) DATES:

4. ( ) TYPE: (I.E., BILATERAL, FTX, CPX)

5. ( ) TRAINING SCENARIO:

6. ( ) SUMMARY OF KEY EXERCISE EVENTS:

7. ( ) PARTICIPATING COMMANDS:

A. ( ) UNITED STATES: (INCLUDE # US PERSONNEL, TOTAL US FOOTPRINT ASHORE, #/TYPE OF US AIRCRAFT, NAMES OF US SHIPS.)

B. ( ) ALLIED: (LIST BY COUNTRY, IF NECESSARY.)

C. ( ) TOTAL: (APPROXIMATE # OF US AND ALLIED PERSONNEL PARTICIPATING, FOLLOWED BY THE # OF US PARTICIPANTS BY SERVICE.)

8. ( ) PARTICIPATING/COORDINATING FEDERAL AGENCIES OR DEPARTMENTS: (INCLUDE US EMBASSY AND DTG OF COORDINATING MESSAGE.)

9. ( ) PARTICIPATING NATIONS:

10. ( ) RECOMMENDED PUBLIC AFFAIRS POLICY:

11. ( ) FORCE PROTECTION. (PROVIDE FORCE PROTECTION PLAN INFORMATION. INCLUDE, AS A MINIMUM, WHO IS DEVELOPING PLAN, ROE IN EFFECT, SIGNIFICANT MEASURES AGAINST ANTICIPATED THREAT, WHO WILL REVIEW PLAN, AND DATE PLAN AVAILABLE.)

12. ( ) ADDITIONAL COMMENTS:

DECL/(DOWNGRADING INSTRUCTIONS)// (INCLUDE WHO CLASSIFIED THE MATERIAL AND THE DECLASSIFICATION DATE).

(INTENTIONALLY BLANK)

ENCLOSURE Q

JOINT EVENT PLANNING MILESTONES

The following items represent the major events, milestones, products, and services associated with joint event support beginning with a concept development conference and ending with evaluation and reporting stage deliverables. The OPR is listed to the right of the task or event. The sequence below in Table Q-1 generally follows the JELC in this manual. The sequence should be used as a guide and may be tailored to meet the specific needs of the combatant commands. Some variations may exist in terminology and execution among the combatant commands.

Days Before E-Day/T-Day	Event	OPR
E-270-220	INITIAL PLANNING	
	• Review lessons learned	All
	• Develop concept and objectives	Sponsoring combatant commander
	• Develop force list	Sponsoring combatant commander
	• Review JMETLs	All
	• Provide inputs to sponsoring combatant commander on concepts, objectives, JMETLs, and forces	Supporting combatant commander
	• Initiate TPFDD	Sponsoring combatant commander
T-220	EXERCISE DEVELOPMENT	
	• Conduct Initial Planning Conference (IPC) teleconference	Sponsoring combatant commander
	• Determine JOPES	Sponsoring combatant commander
	• Establish GCCS training requirements	All
	• Finalize concept and objectives	Sponsoring combatant commander
	• Network exercise TPFDD	USTRANSCOM
E-180	TPFDD FILE DEVELOPMENT	
	• Source force requirements in TPFDD file	Supporting cmd

Days Before E-Day/T-Day	Event	OPR
	• Initial transportation feasibility and cost estimates • Initial unit equipment lists for sealift • Publish C-Day/L-Hour for exercise	USTRANSCOM Supporting cmd Sponsoring combatant commander
E-150	Provide draft transportation concept	USTRANSCOM
T-130	Final unit equipment list to MTMC	Sponsoring combatant commander
T-150-120	TPFDD FILE REFINEMENT • Conduct Mid-Planning Conference • TPFDD file adjustments to match budget, forces, and transportation availability • Identify potential commercial airlift requirements • Transportation mission support force requirements entered in TPFDD • Build redeployment TPFDD	 Sponsoring combatant commander All Sponsoring combatant commander USTRANSCOM Sponsoring combatant commander
T-100	Validate sealift requirements for deployment and redeployment to USTRANSCOM	Sponsoring combatant commander
E-100-90	TRANSPORTATION REFINEMENT • Complete redeployment TPFDD • Ensure deployment and redeployment TPFDD files are free of fatal errors	 Sponsoring combatant commander Sponsoring combatant commander
T-85	Conduct Final Planning Conference	Sponsoring combatant commander
T-70	Validate deployment and redeployment airlift requirements to USTRANSCOM	Sponsoring combatant commander
T-60	Provide aircraft load plans to AMC	Units shipping cargo
T-50	Refine and source transportation	USTRANSCOM
T-30	TRANSPORTATION SCHEDULING • Sealift schedules entered into JOPES (approximately 30 days prior to ship-on-berth date) • Airlift schedules entered into JOPES for up to first 30 days of deployment	 USTRANSCOM
T-00	Exercise starts with deployment of first ship or plane load	USTRANSCOM

Table Q-1. Major Events, Milestones, Products, and Services

ENCLOSURE R

GCCS SUPPORT FOR JOINT TRAINING EVENTS

1. Purpose. This appendix describes automated systems that can provide simulation or modeling capability to support joint training events such as CPXs, CAXs, and war games. It provides procedures for using the JOPES as a simulation tool.

2. General. A variety of modeling and simulation tools are available to support joint training events. Modeling is using computer programs to process user-provided data yielding results that approximate reality. Modeling tools primarily are useful in answering "what if" questions. Simulation is similar to modeling, but more dynamic and interactive. Simulation tools use manual and automated systems to process user-provided data and real-time inputs yielding results that approximate reality. JOPES can be used as a simulation tool to support joint training; procedures are described in paragraphs 3 - 5 below. Enclosure S provides a list of some GCCS tools that may be useful in joint training event planning and execution. Complete information is available from Joint Staff, J-3/CSOD. The aggregate-level simulation protocol confederation is a group of simulation and modeling tools that also can support joint training events.

3. GCCS Capability. As the joint command and control system, JOPES provides the warfighter a near, real-time, fused, and correlated picture of the reported battlespace. JOPES can be used as a decision-making tool, which provides the ability to order, respond, and coordinate vertically and horizontally to the degree necessary to prosecute the mission in that battlespace. JOPES provides both simulation and modeling capabilities to support joint training. An important utility, however, is in its capability to support dynamic play of crisis action procedures during a CPX. The actions and reactions of major participants in the crisis action system can be simulated using JOPES. JOPES can support joint training (see Enclosure S) in any of the six crisis action phases (see CJCSM 3122 Series, "Joint Operation Planning and Execution System, Volume I, Planning Policies and Procedures"), but best supports course-of-action (COA) development (Phase III), COA selection (Phase IV), and execution planning (Phase V). Other modeling and simulation tools, in concert with JOPES, better support joint training in situation development (Phase I), crisis assessment (Phase II), and execution (Phase VI).

4. JOPES Procedures. Using the procedures in the following paragraphs will greatly improve JOPES support to CPXs, CAXs, and war games. Figure R-1 is a process map of the procedures that illustrates the progress of JOPES information and database development over time. Throughout these

procedures, the day the event starts is referred to as E-day or E00; the day deployment commences, as C-day or C000. Definitions of other JOPES terms are in CJCSM 3122.02. Starting the training event earlier in the crisis action procedures requires modification of the milestones in Table R-1 and the process in Figure R-1.

a. Crisis Action Phase Selection and Joint Training. The sponsoring command selects the crisis action phase that best supports the JMET. Then the sponsoring command must determine if the exercise is to test compressed or sequential execution of the CAP phases. An important utility of JOPES is its capability to support dynamic play of crisis action procedures during a CPX. If sequential execution of CAP phases was selected, all JOPES data that would have been granted before the start of the event should be in place to support the start position and conditions. Training events that start after execution (Phase VI) require the most JOPES data development. If compressed execution of CAP phase is selected, no JOPES front load of data is required. (Most exercises are executed using sequential execution of CAP phase in order to ensure the maximum amount of time and effort is focused on specific training objectives associated with a given CAP phase.)

b. Participation and Support Requirements. Based on the crisis action phase selected, the sponsoring command should identify the commands and agencies whose participation or support is needed to make the training event a success. The sponsoring command should invite needed participation or support in the training event and negotiate each organization's role in information and database development. If supporting commands or agencies are unable to provide participation or support, then their part of information and data development must be simulated (if possible), assumed away, or the training event must be changed.

c. Start-of-Event Information and Databases (Sequential Execution of CAP Phase). The sponsoring command must develop and publish adequate information to set up a starting position that is both believable and extensible. To be believable, the start position must be congruent with current DPG, OPLANs, national intelligence estimate, and the JSCP. Wide divergence from these authoritative sources increases the risk that training event participants will not understand the start position well enough to accomplish joint training. To be extensible, the start position must contain a major part of the information that should be procedurally generated up to the start point. Event planners extend this information into exercises within the play window. Participants react to events based on the start information and the events themselves. For example, if the training event starts with issuance of a CJCS

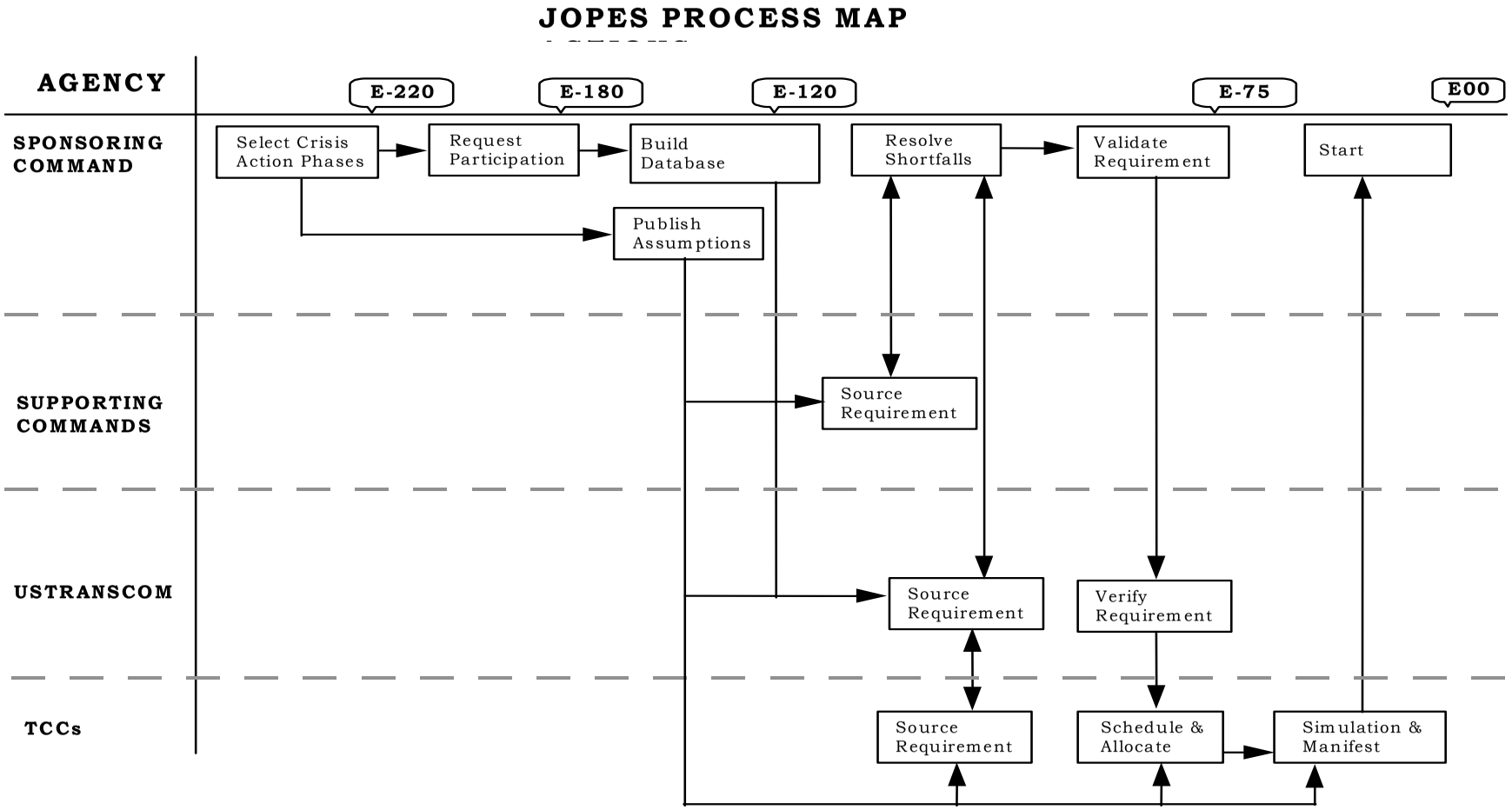

Figure R-1. JOPES Process Map

alert order, signifying the beginning of execution planning (Phase V), then all crisis action information that should have been generated up to that point must be created and entered into appropriate information systems, including JOPES, prior to the start of the training event. In the case of a Phase V start, a representative start position should include: CJCS and combatant commander warning or planning orders; combatant commander's estimate; combatant commander's COA databases; feasibility estimates from supporting commands and agencies; intelligence estimates; transportation requirements database for selected COA; combatant commander's JOPES instructions; and the CJCS alert order.

d. Requirements and Transportation Data. To start training event any time after deployment commences, i.e., after C-day, the sponsoring command must accomplish the actions described below with the cooperation of other DOD components. Milestones are shown in Table R-1. E00 is the date on which the exercise starts.

Event	**OPR**	**Milestone**
Select Crisis Action Phases	Sponsoring Command	E-220
Request Participation and Support	Sponsoring Command	E-180
Publish Assumptions	Sponsoring Command	E-120
Complete Requirements Database and Direct Sourcing	Sponsoring Command	E-120
Complete Requirement Sourcing	Supporting Commands and Agencies	E-85
Validate Requirements for Transportation Scheduling	Sponsoring Command	E-75
Verify Requirements and Direct Scheduling	USTRANSCOM	E-70
Complete Scheduling and Allocation of Transportation Assets	USTRANSCOM	E-40
Complete Simulation of Transportation Execution	USTRANSCOM	E-30
Training Event Starts	Sponsoring Command	E00

Table R-1. JOPES Data Planning Milestones

(1) Develop and Publish Assumptions. The sponsoring command develops and publishes assumptions about events happening prior to training event start. For a Phase VI (Execution) start, assumptions must include: mobilization condition and dates, forces readiness and allocation, transportation allocation, port capacities, and threat environment.

(2) Create Requirements Database and Direct Sourcing. The sponsoring command creates, modifies, or updates an existing OPLAN requirements database. When the requirements database is complete, the sponsoring command requests supporting commands and agency's sourcing. Record communications should be used.

(a) Source Requirements. Supporting commands and agencies review the requirements database and update sourcing data consistent with training event assumptions (see CJCSM 3122 Series for data requirements). Requirements that cannot be sourced will be marked as shortfalls. Using record communication, supporting commands and agencies will notify the sponsoring command when sourcing is complete.

(b) Resolve Shortfalls. The sponsoring command should review the requirements database and attempt to resolve shortfalls. If shortfalls cannot be resolved, then the sponsoring command may need to change assumptions, change requirements, or revise the joint training event.

(3) Validate Requirements and Set C-day. The sponsoring command will evaluate the requirements database and correct any errors that would preclude allocation of requirements to transportation assets (see CJCSM 3122 Series for additional information on validation). Also, the sponsoring command will set C-day according to assumptions. The sponsoring command will execute the JOPES function that identifies requirements valid for transportation scheduling. Valid requirements will be free of errors and contain data at the required level of detail to allow allocation to transportation assets. Quantity of requirements to validate is shown in Table R-2. In Table R-2, the start of training event is E00, which is equal to C030 (the 31st day of deployment). Quantity of requirements for validation is based on procedures in CJCSM 3122 Series. The sponsoring command should use GCCS and/or JOPES news groups to notify USTRANSCOM that requirements are validated for transportation scheduling.

Transportation Mode and Source	Requirements Validated at Start	Example for validation due (COA = C030)
Air AMC	EAD minus 6.	Validate requirements with an EAD of C024
Sea MSC	EAD minus 44	Validate requirement with an EAD on N013

Table R-2. Requirement Validation

(4) Verify Requirements and Direct Scheduling. USTRANSCOM will verify that validated requirements are ready for scheduling. Then, USTRANSCOM will execute JOPES function that marks requirements as pulled for transportation scheduling. USTRANSCOM will notify its Service components to start transportation scheduling, allocation, and manifesting.

(5) Schedule and Allocate Transportation Assets. AMC, MSC, and MTMC will schedule and allocate transportation assets (aircraft and ships) moving the sponsoring command's validated requirements. Schedules are developed based on sponsoring command-provided assumptions and validated requirements. AMC develops aircraft schedules and requirement allocations and enters them into JOPES Scheduling and Movement (S&M). All aircraft scheduled to move unit requirements are allocated. MSC, in cooperation with MTMC, develops ship schedules and enters them into JOPES S&M. The quantity of schedules and allocations to enter into JOPES S&M are shown in Table R-3. In Table R-3, the start of training event is E00, which is equal to C030 (the 31st day of deployment). Quantity of schedules and allocations is based on procedures in CJCSM 3122 Series. AMC and MSC will notify USTRANSCOM when scheduling and allocation are complete; USTRANSCOM will notify sponsoring command.

(6) Simulate Transportation Execution. Transportation simulation includes entering actual departure and arrival times of aircraft or ships, and entering manifests for aircraft or ships into JOPES S&M. AMC enters aircraft departure and arrival times to simulate actual aircraft movement. The command operating the APOE enters final manifest information in JOPES not later than 1 hour after aircraft departure. MSC enters actual ship departure and arrival times to simulate ship movement. The command operating the SPOE enters final manifest information in JOPES not later than 2 hours after ship departure from SPOE or 48 hours before ship arrival at SPOD, whichever

Mode and Source	Quantity of Schedules	Example for scheduling on C030 (ALD = C030))
Air AMC	ALD minus 3 Day	Schedule for aircraft departing the APOE on or before 2359Z on C027.
Sea MSC	ALD minus 7 days	Schedule for ships departing the SPOE on C023.

Table R-3. Transportation Scheduling and Allocation

is first. Ship manifests include unit or non-unit requirements with quantity of cargo or number of passengers. AMC, MSC, and MTMC will notify USTRANSCOM when transportation execution data is complete; USTRANSCOM will notify sponsoring command.

e. Event Execution and Transportation Data. If USTRANSCOM and its component commands have agreed to participate in the training event, JOPES can support simulation of incremental transportation requirement validation and scheduling process as described in CJCSM 3122 Series. If joint training does not require this simulation, or if USTRANSCOM support is not available, then quantities of transportation requirements for validation (Table R-2) and transportation assets scheduled, allocated, and manifested (Table R-3) can be adjusted to support the entire training event time period.

5. Planning Conferences and JOPES Support. Sponsoring commands normally use planning conferences to ensure CPX, CAX, or war game planning fully supports execution. Simulation planning at each conference is important, so last minute data development is not required. Exercise planning normally includes an IPC, MSEL conference, MPC, and FPC. Table R-4 shows relationship between JOPES simulation planning steps and planning conferences. In Table R-4, each conference is related to the JOPES data development steps. The second column indicates whether the JOPES data development step should be completed before or after the associated conference.

Conference	Should happen (Before/After)	JOPES Data Development Step
Initial Planning	After	Conduct Concept Development Conference
	After	Select Crisis Action Phases
	Before	Request Participation and Support
	Before	Publish Assumptions
	Before	Complete Requirements Database and Direct Sourcing
MSEL Conference	After	Complete Requirement Sourcing
Mid Planning	After	Validate Requirements for Transportation Scheduling
	After	Verify Requirements and Direct Scheduling
Final Planning	After	Complete Scheduling and Allocation of Transportation Assets
	After	Complete Simulation of Transportation Execution
	Before	Training Event Starts

Table R-4. Conferences and JOPES Data Planning

ENCLOSURE S

GCCS COMPONENTS

This Enclosure briefly describes automated components of the GCCS that are useful for supporting joint training. Joint Staff, J-3/CSOD is the functional proponent for GCCS. (See Table S-1)

Component Name	Description	Application to Joint Training
Airfields	Provides access to worldwide airfield information database.	Support assumptions and events about airfield availability and capacity.
APPLIXware	Office automation software for word processing, graphics, and spreadsheet.	Office automation functions
Automated Message Handling System (AMHS)	Provides user access to electronic messages in Automated Digital Network (AUTODIN).	Transmit and receive event-planning messages. Transmit and receive event-implementer messages.
Common Mission Planning Support Strategy (COMPASS)	A digital information infrastructure common operating environment-compliant application that uses the COMPASS client libraries to exchange planning, modeling, and simulation information with other COMPASS-capable systems.	Provides GCCS interface with Air Force Mission Support System(AFMSS) and Contingency Theater Automated Planning System(CTAPS), Defense Special Weapons Agency (DSWA) Omega, Hazard Prediction Assessment Capability (HPAC), and CAPS modeling systems, and Modular Semi-automated Force, (ModSAF) simulation system.
GCCS Status of Resources and Training System (GSORTS)	Provides identification, location, deployment status, and other unit data. Also uses NIMA maps to display information.	Supports assumptions about units. May allow construction of custom unit database for training event.
Information Management System (IMS)	Allows user to move TPFDD files among GCCS applications.	Allows exercise planners to move TPFDD files among GCCS applications.

Table S-1. GCCS System Components and Joint Training

Component Name	Description	Application to Joint Training
Internet News	Bulletin board-style communication tool for uploading and downloading files to communication servers.	Provides communication tool that can support planning and execution.
Common Operational Picture (COP)	Provides a common graphical depiction of the battlespace of an area of operation. Uses NIMA geospatial data.	Depicts and amplifies current disposition of forces used in the exercise, enabling the commander to predict and influence future disposition.
Rapid Query Tool (RQT)	Generates queries and reports against core database.	Execute queries and reports during planning and execution.
Force Validation Tool (FVT)	Allows scheduling and movement data to flow into GCCS scheduling and movement.	Support simulated generation of transportation schedules, allocations, manifests, and transportation execution.
Web Browser	Provides access to World Wide Web. Allows communication and file transfer.	Supports event planning and execution coordination requirements.
JOPES Editing Tool	JOPES External System Interface-Allows validation of requirements prior to scheduling.	Modify exercise JOPES requirements database.
Scheduling and Movement (S&M)	Provides in-transit visibility of requirements and transportation assets.	Produce and maintain transportation schedules, allocations, and manifests. Simulate execution of transportation.
Theater Analysis and Re-planning Graphical Execution Toolkit (TARGET)	Provides capability to do distributed-collaborative planning. Supports rapid COA development, assessment, selection, and execution.	Repository for start-of-event information. Display start-of-event conditions. Employ during event execution.

Table S-1. GCCS System Components and Joint Training (cont'd)

ENCLOSURE T

JOINT TRAINING MANAGEMENT: THE JOINT EXERCISE DIRECTIVE

1. General. Joint exercises serve a multitude of purposes -- from joint training evaluations (as the basis for training assessments and training readiness inputs), concept analysis, doctrine validation, and verification of TSCPs. This Enclosure establishes the management of joint training events and evaluation through the publication of the joint exercise directive. JTIMS software contains templates to assist commands in developing and publishing joint exercise directives and a collection management plan.

2. Purpose. This Enclosure establishes common descriptions and formats for the joint exercise directive. These formats provide the joint training event participants information concerning the planning and conduct of the event. Many of the support and technical plans are attached to the joint exercise directive. Selected portions of the directive become key components of the Exercise Director's Handbook.

a. The Joint Exercise Directive. Provides information to joint training event participants on its mission, organization, and conduct. Many of the support and technical plans are attached to the exercise directive and it is a key component of the Exercise Director's Handbook.

b. Collection Management Plan. Developed in the joint exercise preparation phase and serves as the guide for the AAR collection effort. It is based on the supported commander's JMETL-derived training objectives and includes tasks, responsibilities, and training required to support the collection and evaluation requirements of the joint exercise AAR.

3. Joint Exercise Directive Sample Format. (Note: This example is for a computer-assisted event and should be tailored to the specific training event.)

a. Description. The joint exercise directive is organized and constructed along the line of a joint operations plan.

b. Format

(1) Cover Page. Command, joint exercise name, date of publication, highest classification.

(2) Record of Changes

(3) Plan Summary. The plan summary contains the following:

(a) Purpose

(b) Conditions for implementation

(c) Operations to be conducted

(d) Key assumptions

(e) Joint exercise constraints

(f) Joint exercise time line

(g) Command relationships

(h) Logistic appraisal

(i) Personnel appraisal

(j) Consolidated listing and impact assessment of shortfalls and limiting factors

(4) Security Instructions and Classification Guidance

(5) Table of Contents and List of Effective Pages

(6) Basic Plan

(a) Situation - General. Includes the sponsoring combatant command or CJCS authority, training audience(s), purpose, tasked units, and exercise overview.

(b) Area of Concern. Describes the joint training event "play box."

(c) Deterrent Options. Discussion of possible actions that might preclude combat operations if applicable.

(d) Enemy Forces. Type and nature of opposition forces. References the scenario background in the exercise background in the appropriate annex to the joint exercise directive.

(e) Friendly Forces. Includes all units and their command relationships. Includes supporting combatant commands and relationships. Augmentee and liaison-tasked units are also identified.

(f) Assumptions. List all assumptions that were made relevant to the scenario and lead-in actions.

(g) Legal Considerations. Describes all considerations, both real-world and scenario-relevant to the joint training event, scenario, and participants.

(h) Joint Exercise Objectives. Separate paragraphs to discuss combatant command, task organization, and supporting command joint exercise objectives. These joint exercise objectives may or may not be directly related to training objectives.

(i) Training Objectives. Separate paragraphs to state all training objectives by source and UJTL (JMETL) references.

(7) Mission. Full mission statement – task and purpose. Includes the who, what, where, when, why, and how (relevant doctrine and JTTP).

(8) Execution

(a) Concept of Operations. Summary of organization and responsibilities to accomplish the stated mission. Joint exercise phasing is included (if applicable). Identifies the model and/or simulation and what will be simulated.

(b) Tasks. Joint exercise development and execution tasks are described for all participating and supporting units and/or agencies.

(9) Administration and Logistics. References the logistics support annex and all other support annexes.

(10) Command and Control. Physical locations of the command and control and/or headquarters structure. Reference to the communications support annex.

c. Annexes, as required (examples follow):

(1) Annex A, Task Organization

(2) Annex B, Intelligence

(3) Annex C, Operations

(4) Annex D, Logistics

(5) Annex E, Personnel

(6) Annex F, Public Affairs

(7) Annex G, AAR Collection Management Plan

(8) Annex H, Environmental Services

(9) Annex J, Command Relationships

(10) Annex K, Command, Control, and Communications

(11) Annex L, Operations Security

(12) Annex M, Geospatial Information and Services

(13) Annex Q, Medical Services

(14) Annex S, Joint Visitor Operations

(15) Annex U, Reports

(16) Annex V, Space Operations

(17) Annex X, Execution Checklist and Milestones

(18) Annex Y, Definitions and Glossary

(19) Annex Z, Distribution

ENCLOSURE U

TRANSPORTATION PLANNING

1. Purpose. This Enclosure provides guidance and procedures for planning and executing transportation in support of joint training events including field training exercises and real-world movement associated with command post exercises, computer-assisted exercises, or war games.

NOTE: Information contained in this Enclosure is derived from CJCSM 3122 Series Manuals, dated 25 May 2001. Commands are responsible to verify CJCSM currency.

2. General. For a joint training event to be effective, all participants must be at their designated place at the selected time. Careful planning and execution of transportation is necessary to make this happen. Transportation normally includes movement of passengers or cargo from home or mobilization location (origin), to a port of embarkation (POE), to a port of debarkation (POD), and to a destination in or near the exercise area. The Services normally pay for transportation from origin to POE for personnel going to the exercise, and from POD to origin for personnel returning from an exercise. Personnel who cannot be accommodated by DOD transportation use procedures for the commercial ticketing in Enclosure U, Appendix B. Joint Staff "inland transportation" funds pay for transportation of equipment from origin to POE (going) and from POD to destination (returning), unless equipment is moved by Service-owned vehicles. The scheduling command normally pays for movement from POE to POD and from POD to destination (see Enclosure U, Appendix B) for CTP procedures. USTRANSCOM, as single manager for DOD transportation, works with scheduling and sponsoring commands to ensure transportation assets and resources are used effectively to support the joint training program. Planning, scheduling, and executing transportation involves national and theater-level joint tasks (see Table U-1). Scheduling commands should coordinate training and assessment of these tasks with supporting commands when creating their JTPs.

Task Level	Task Number	Task
SN	1	Conduct Strategic Deployment and Redeployment
SN	1.1	Determine Transportation Infrastructure and Resources
SN	1.1.1	Determine Transportation and Support Availability
SN	1.1.2	Coordinate and Match Transportation Resources and Requirements
SN	1.1.3	Determine Possible Closure Times
SN	1.1.4	Provide For En Route Support and Clearances
SN	1.1.5	Determine Impact of Climate and Geography on Deployment
SN	1.1.6	Determine the Impact of Threat Activity on Strategic Mobility
SN	1.2	Conduct Deployment and Redeployment
SN	1.2.1	Integrate Deployment Systems
SN	1.2.2	Provide Forces and Mobility Assets
SN	1.2.3	Conduct Terminal Operations
SN	1.2.4	Provide Movement to POE
SN	1.2.5	Move Forces from POE to POD
SN	1.2.6	Conduct Redeployment or Retrograde of Equipment from Theater
SN	1.2.7	Coordinate Global Strategic Refueling
SN	1.2.8	Provide Global Patient Movement and Evaluation
SN	3.1.2	Coordinate Periodic and Rotational Deployments, Port Visits, and Military Contacts
SN	3.1.3	Support Establishment of Access and Storage Agreements
SN	3.1.4	Coordinate Joint and Multinational Training Events
SN	4.2.5	Coordinate Defense Wide Base Operations Support
SN	4.2.9	Acquire Host-Nation Support
SN	5.1.1	Communicate Strategic Decisions and Information
SN	5.1.2	Establish a Direct National Military C4 System Worldwide for Communicating Strategic Information
SN	5.4.2	Coordinate Support for Unified, Joint, and Multinational Operations
SN	6.1.2	Develop and Exercise RC Unit and Individual Mobilization Plans
SN	6.2	Alert Forces for Mobilization
SN	6.3	Mobilize at Home Station
SN	6.4	Move to Mobilization Station
SN	6.5	Prepare Units and Individuals at Mobilization Station or CONUS Replacement Center for Deployment
ST	1	Deploy, Concentrate, and Maneuver Theater Forces
ST	1.1	Conduct Intratheater Strategic Deployment

Task Level	Task Number	Task
ST	1.1.1	Process Requests for Forces to be Deployed
ST	1.1.2	Coordinate Theater Strategic Joint Reception, Staging, Onward Movement, and Integration (JRSOI)
ST	1.1.3	Conduct Intratheater Deployment of Forces
ST	1.1.4	Provide Command and Control of Deploying Units
ST	4.3.1	Establish and Coordinate Movement Services Within Theater
ST	2.2.4	Obtain Logistic Intelligence of the Theater
ST	5.1.3	Maintain Strategic Information, Data, and Force Status
ST	5.1.2	Determine and Manage Theater C4I Requirements
ST	5.3.3	Issue Planning Guidance
ST	5.4.1	Issue Theater Strategic Operation Plans, Orders, and ROE
ST	5.4.2	Synchronize Joint Operations and Subordinate Campaign Plans
ST	7.1.1	Provide OPLANs for Mobilization and Deployment Planning and Execution
ST	7.1.2	Determine Deployment Requirements
ST	7.1.3	Tailor Joint Forces for Deployment
ST	7.1.4	Determine and Validate Forces and Cargo to be Deployed or Redeployed
ST	8.3.1	Arrange Stationing of US Forces
ST	8.3.2	Establish Bilateral or Multilateral Arrangements

Table U-1. JMETS Associated With Transportation Planning

3. Terms. The terms listed below have special meaning within this enclosure and the transportation planning and execution function.

NOTE: The verbs "will," "should," and "may" have specific meaning in this Enclosure. "Will" indicates doctrine or procedures that must be followed. "Should," indicates procedures that will increase the effectiveness of transportation planning. "May" indicates procedures and techniques that have consistently increased the effectiveness of transportation planning.

Term	**Meaning**
Allocation	Designation of all or part of a valid requirement for transportation aboard a transportation asset.
Aerial Port of Embarkation	The aerial geographic point in a routing scheme from which cargo or personnel depart.
C-day	Unnamed day on which deployment operation commences or is to commence.
Manifesting	Designation of all or part of a valid requirement as loaded on a transportation asset.

Term	**Meaning**
N-day	The unnamed day before C-day when a unit commences deployment or redeployment. For example, the last day before C-day is N001; the next to last is N002.
Scheduling Command	Command that entered the training event into the CJCS Joint Training Master Schedule.
Sponsoring Command	Command that is responsible for planning, executing, and assessing a joint training event. (May not be the same as the scheduling command.)
Supporting Command or Agency	DOD component that provides actual passengers or cargo to the sponsoring command for employment in a joint training event.
T-day	First day of the calendar month in which deployment or redeployment for a training event starts. Example: If deployment starts on 16 March, then T-day is 1 March.
Transportation Asset	A vehicle, such as an aircraft, ship, or truck, on which passengers or cargo are moved.
Transportation Component Command (TCC)	One of USTRANSCOM's Service components: Air Mobility Command (AMC), Military Sealift Command (MSC), or Military Traffic Management Command (MTMC).
Valid Requirement	Transportation requirement that: • contains data technically free of errors; • defines a number of passengers or quantity cargo with the required level of detail; • requires transportation as part of the joint training event; • has transportation funds available to pay for move.
Validation	Execution procedure used by combatant commander components, supporting commanders, and providing organizations to confirm to the supported commander and the USTRANSCOM that all the information records in a TPFDD not only are error-free for automation purposes but also accurately reflect the current status, attributes, and availability of units and requirements. Unit readiness movement dates, passengers, and cargo details should be confirmed with the unit before validation occurs.
Verification	TCC contacting unit, passenger, or cargo owner to confirm readiness for transportation and schedule.

4. Exercise Size. The size of an exercise determines some transportation planning considerations. Table U-2 shows exercise criteria.

Exercise Size	Criteria
Small	Airlift: C-141 equivalent flying hours less than 599 or C-17 flying hours less than 499. AND Sealift: dedicated ship not required.
Medium	Airlift: C-141 equivalent flying hours 600-1,499 or C-17 flying hours 500-1,399. AND Sealift: dedicated ship not required.
Large	Airlift: C-141 equivalent flying hours 1,500 or more or C-17 flying hours 1,400 or more. OR Sealift: dedicated ship.

Table U-2. Exercise Size Criteria

5. Transportation Planning Steps. Exercise transportation planning involves the steps shown below including the coordination necessary to ensure transportation funds are used effectively. This paragraph describes transportation planning steps used when the exercise or training event is linked to unique deployment and redeployment databases. Participation in the process may also support accomplishment of JMETs shown in Table U-1.

a. Identify Requirements and T-day. The sponsoring command develops a requirements database from the list of forces and resources necessary for training event execution. The JOPES will be used to identify joint training transportation requirements. The sponsoring command will complete requirement data entry IAW CJCSM 3122 Series. When the requirements database is complete, the sponsoring command will notify the supporting commands and agencies (including USTRANSCOM) of T-day and establish the date by which requirement sourcing must be completed.

b. Set C-day. The sponsoring command will determine C-day for the exercise and execute JOPES function to set C-day.

c. Source Requirements. Supporting commands and agencies will review the sponsoring command's requirements database and identify those requirements for which they are requested to provide units, passengers, or cargo. The supporting commands and agencies then select organizations from which the requirements are filled and enter necessary data into the requirements database. If the requirement cannot be sourced, the supporting command or agency will notify the sponsoring command of the shortfall and

will code the requirement as shortfall in the database. The sponsoring command should attempt to find another source for the needed unit, passengers, or cargo. If the requirement cannot be filled, then the sponsoring command may revise the training event concept, objectives, scenario, or schedule. Supporting commands and agencies will notify the sponsoring command when sourcing is complete. All requirements will be source or shortfall prior to validation.

d. Validate Requirements. The scheduling command will review the requirements database and ensure it represents an accurate and feasible statement of transportation needs. Each transportation requirement will contain all data required to allow its allocation to a transportation asset. The sponsoring command will execute JOPES functions required to mark valid requirements. The scheduling command will then notify USTRANSCOM using GCCS and/or JOPES news groups official record communication that selected requirements are valid (see definition of terms). Air and sea transportation requirements may be validated separately, but NLT shown below.

(1) Sea Validation Deadline. For exercises, the supported commander validates sealift requirements for deployment and redeployment to USTRANSCOM not later than T-60. This allows for commercial-contracting lead-time necessary to ensure most effective use of transportation funds and assets.

(2) Air Validation Deadline. For exercises, the supported commander validates airlift requirements to USTRANSCOM not later than T-50. This allows for commercial-contracting lead-time necessary to ensure most effective use of transportation funds and assets.

e. Military Standard Transportation and Movement Procedures (MILSTAMP). In addition to the procedures listed above, organizations shipping cargo by sea will comply with MILSTAMP (DOD 4500.32R), 4-01, "Joint Doctrine for the Defense Transportation System," and applicable Service directives.

f. Verify Requirements. USTRANSCOM will verify that validated requirements are technically accurate, execute JOPES functions required to mark valid requirements as pulled for transportation scheduling, and notify the appropriate TCCs to begin scheduling. AMC and MTMC should contact units, passengers, and cargo owners to verify readiness for movement and to coordinate port calls. Units shipping cargo by air will provide aircraft load plan to AMC no later than IAW CJCSM 3122.02B.

g. Schedule Transportation Assets. Exercise schedules are normally entered into JOPES no later than the exercise deployment or redeployment

start date minus 14 days for airlift (E-14). Exercise schedules are normally entered into JOPES no later than the exercise deployment or redeployment start date minus 21 days for sealift. (See Appendix B to Enclosure U for CTP information.)

h. Requirement Allocation (Sea). Most training events require movement of cargo aboard one ship. Less-than-shipload lots may be booked aboard civil common carriers. MTMC will issue port calls to units or cargo owners at least 30 days before available-to-load date (ALD) at SPOE. Supporting commands and agencies will exercise necessary control over subordinate units to ensure compliance with port-call arrivals to prevent unnecessary disruption in port operations and delays in processing and loading.

i. Requirement Allocation (Air). AMC will allocate requirements to aircraft when the aircraft schedules are entered into the JOPES S&M database. These allocations show the ULN(s) from the requirements database, the quantity of cargo, and number of passengers that AMC plans to move aboard each aircraft. Supporting commands and agencies will ensure correct units, passengers, or cargoes are available to load each aircraft.

j. Transportation Execution. Aircraft and ships will move according to the transportation schedule as much as possible. USTRANSCOM, through AMC or MSC, will update aircraft or ship departure and arrival times in JOPES S&M. Lift providers enter actual movement data in JOPES not later than 2 hours after an event occurs for airlift, or 96 hours after an event occurs for sealift (upload, departure, arrival, offload, etc.).

k. Manifest Ships. Normally, the commander responsible for operating the POE (in the case of exercises, the commander assigned EA responsibility for a specific exercise as tasked in JTPs) is responsible for entering actual manifested ULN passenger and cargo information in JOPES during execution. Normally, MTMC accomplishes this function. When an organization other than MTMC operates the SPOE and loads the ship, then they will pass ship manifest data through command channels to a level where it can be entered into JOPES S&M. The command operating the SPOE enters final manifest information in JOPES not later than 2 hours after ship departure from SPOE or 48 hours before ship arrival at SPOD, whichever is first.

l. Manifest Aircraft. AMC will report aircraft manifest data in JOPES S&M for aircraft under AMC operational control. The command operating the APOE enters final manifest information in JOPES not later than 2 hour after aircraft departure from APOE.

m. Joint Reception, Staging, and Onward Movement and Integration (JRSOI). The sponsoring command will plan and execute JRSOI of units, passengers, and cargo arriving at SPODs and APODs for the training event.

JRSOI planning starts, during the requirements-development process, prior to T-160 so necessary augmentation forces can be identified prior to transportation validation. The sponsoring command will coordinate necessary transportation support forces, such as transportation terminal units or tanker airlift control elements, prior to requirement validation. These requirements may need refinement after transportation scheduling. USTRANSCOM will initiate this refinement with the scheduling command upon advice of the TCCs.

6. Redeployment

a. Planning. Planning and executing redeployment of units, passengers, and cargo from the exercise area is not simply a reversal of the deployment process. It requires the same planning steps shown in paragraph 5 with some modifications listed below. Redeployment also may start before the employment phase of the training event is completed, so redeployment requirements may require validation at the same time as deployment requirements. For small or medium exercises (see Table U-2) the scheduling command shall use the same T-day for deployment and redeployment.

b. Identify Requirements. The sponsoring command develops a redeployment requirements database from the deployment requirements database. The sponsoring command should reverse the POE and POD pairs, and then set ALD at POE, earliest arrival date (EAD) at POD and latest arrival date (LAD) at POD. In some cases the sponsoring command may change the transportation mode and source for redeployment because of operational considerations. For example, equipment deployed by sea may be redeployed by air so it can be rapidly recovered for a subsequent operation.

c. Check Requirement Sourcing. The sponsoring command's Service components will review the redeployment requirements database and identify those requirements for which they are responsible. They will ensure the redeployment data accurately shows the numbers of passengers and quantities of cargo to be returned from the exercise area. The Service components will notify the sponsoring command when requirements are confirmed. Requirements that will not be redeploying from the exercise area will be deleted or coded in place.

d. Validate Requirements. The scheduling command will review the redeployment requirements database and ensure it represents an accurate and feasible statement of transportation needs. Each transportation requirement will contain all data required to allow its allocation to a transportation asset (see Appendix A to Enclosure U). The scheduling command will execute JOPES functions required to mark valid requirements. The scheduling command then will notify USTRANSCOM using official record communication that redeployment requirements are valid. Air and sea transportation requirements may be validated separately, but NLT shown below.

(1) Sea Validation Deadline. For exercises, the supported commander validates sealift requirements for deployment and redeployment to USTRANSCOM at T-60. This allows for commercial contracting lead-time necessary to ensure most effective use of transportation funds and assets.

(2) Air Validation Deadline. For exercises, the supported commander validates airlift requirements to USTRANSCOM at T-50. This allows for commercial contracting lead-time necessary to ensure most effective use of transportation funds and assets.

e. MILSTAMP. In addition to the procedures listed above, organizations shipping cargo by sea will comply with MILSTAMP (DOD 4500.32R), JP 4-01, and applicable Service directives for redeployment.

f. Verify Requirements. USTRANSCOM will verify that validated redeployment requirements are technically accurate, execute JOPES functions required to mark valid requirements as pulled for transportation scheduling, and notify the appropriate TCCs to begin scheduling. The sponsoring command's Service components should contact units, passengers, and cargo owners to verify readiness for redeployment and to coordinate port calls with AMC and MSC.

g. Schedule Transportation Assets. Exercise schedules are normally entered into JOPES no later than exercise deployment or redeployment start date minus 14 days for airlift (E-14). Exercise schedules are normally entered into JOPES no later than the exercise deployment or redeployment start dates minus 21 days for sealift.

h. Requirement Allocation (Sea). Most training events require movement of passengers or cargo aboard one ship. Less-than-shipload lots may be booked aboard civil common carriers. Sponsoring command's Service components will issue port calls to units, passengers, or cargo owners after the requirement has been allocated to a ship.

i. Requirement Allocation (Air). AMC will allocate requirements to aircraft when the aircraft schedules are entered into the JOPES S&M database. These allocations show ULN from the requirements database, quantity of cargo, and number of passengers that AMC plans to move aboard that aircraft.

j. Transportation Execution. Aircraft and ships will move according to the transportation schedule as much as possible. USTRANSCOM, through AMC or MSC, will update aircraft or ship departure and arrival times in JOPES S&M. Lift providers enter actual movement data in JOPES not later than 2 hours after an event occurs for airlift, or 96 hours after an event occurs for sealift (upload, departure, arrival, offload, etc.).

k. Manifest Ships. Normally, the commander responsible for operating the POE (in the case of exercises, the commander assigned EA responsibility for a specific exercise as tasked in JTPs) is responsible for entering actual manifested ULN passenger and cargo information in JOPES during execution. MTMC may operate overseas ports and accomplish this function. When the sponsoring command's Service component operates the SPOE and loads the ship, then they will pass ship manifest data through command channels to a level where it can be entered into JOPES S&M. The command operating the SPOE enters final manifest information in JOPES not later than 2 hours after ship departure from SPOE or 48 hours before ship arrival at SPOD, whichever is first.

l. Manifest Aircraft. AMC will report aircraft manifest data in JOPES S&M for aircraft under AMC operational control. The command operating the APOE enters final manifest information in JOPES not later than 2 hour after aircraft departure from APOE.

m. Reception Staging, and Onward Movement. The providing organizations will plan and execute JRSOI of redeploying units, passengers, and cargo arriving at SPODs and APODs from the training event area. Redeployment JRSOI planning starts during the requirement development process prior to T-160 so that necessary augmentation forces can be identified prior to transportation validation. The providing organizations will coordinate necessary transportation support forces prior to requirement validation. These requirements may need refinement after transportation scheduling. USTRANSCOM will initiate this refinement with the scheduling command upon advice of the TCCs.

7. Small Exercise-Consolidated Database. Some scheduling commands have several small training events each year that require force sourcing and common-user transportation for deployment and redeployment (see Table U-2 for exercise size criteria). The scheduling command may choose to use one database for deployment and redeployment or to use one database for deployment and another database for redeployment. Database may be built for

each calendar year. Use of a single exercise database does not negate the planning steps or milestones shown in paragraphs 5 and 6. However, the procedures are modified as shown below.

a. Requirements identification, sourcing, validation, and allocation are done using force module identifications (FMIDs) within the larger database.

b. C-day should be set so it corresponds to the correct Julian date. A separate T-day for each deployment and redeployment FMID is then provided in the scheduling command's exercise directive. Validation data requirements and milestones remain the same for each FMID as shown in paragraphs 5 and 6.

c. USTRANSCOM and TCCs will verify, schedule, and allocate requirements to aircraft and ships as described in paragraphs 5 and 6, but restricted to the requirements in a single FMID.

d. Manifesting of aircraft and ships will be accomplished as described in paragraphs 5 and 6.

e. The necessity to plan and execute JRSOI is equally important for all training events.

8. Changing Requirements and Schedules. In a dynamic operations environment, changes to both requirements and schedules due to forces beyond the control of the sponsoring command, supporting commands and agencies, and USTRANSCOM are expected. However, keeping controllable changes near zero will improve use of transportation resources and assets.

a. Requirement Changes. Changes to requirements after transportation validation often result from poor planning and represent a joint training deficiency in associated joint mission-essential tasks. Sponsoring commands will publish requirement change procedures in their exercise directive or in command standard procedures that implement the principles shown below.

(1) Before transportation validation, all deployment and redeployment requirements will be identified and either source or shortfall.

(2) After transportation validation, requirements will not be changed without permission of the scheduling command and coordination with USTRANSCOM.

(3) In addition, after transportation scheduling is complete, requirements will not be changed without scheduling command's flag-officer approval.

(4) Permitted magnitude of change without approval is shown in Table U-3. Process for coordinating changes is shown in Table U-4. Addition or deletion of a validated requirement requires scheduling command approval. Change of any of the following data elements after validation requires scheduling command approval: ALD, EAD, LAD, POE, or POD. Even small changes should be coordinated with both the scheduling command and USTRANSCOM to ensure effective use of transportation resources and assets.

Transportation Mode	**Revalidate When**	**Remarks**
Sea, Dedicated Ship	10% increase or decrease in validated square feet or measurement tons for any requirement. Any change in number of passengers.	Any requirement changes that exceed capacity of single ship require scheduling command approval.
Sea, Less-Than-Ship-Load	Change within contracted capacity.	Terms of contract will dictate need for additional transportation funds and requirement for scheduling command approval. Coordinate with USTRANSCOM.
Air Passengers	Increase or decrease of 5 or more passengers for any validated ULN.	Multiple changes causing change in number and type of scheduled aircraft require scheduling command approval.
Air Cargo	Increase or decrease of 2 short tons or more for any validated ULN.	Multiple changes requiring additional aircraft require scheduling command approval. Addition of oversize cargo to bulk-only ULN or addition of outsize cargo to any ULN requires scheduling command approval.
Air or Sea	Addition or deletion of any ULN, HAZMAT, change of ALD, EAD, LAD, POE, or POD.	Changes to HAZMAT impart diplomatic clearance requirements.

Table U-3. Transportation Requirement Change Parameters

b. Schedule Changes. Aircraft and ship schedules in JOPES S&M are basis for arranging transportation from origin to POE and from POD to destination. Changes to these schedules must be kept to a minimum. USTRANSCOM, through the TCCs, will update schedules in JOPES S&M as soon as change information is known and coordinate support requirement changes with transportation customers. USTRANSCOM will inform the scheduling command and affected transportation customers when any of the following happen:

Step	Process	OPR	Approval by
1	Forward change request, through command channels, to supporting command or agency.	Subordinate organization	Chain of command
2	Evaluate change request. Then either approve and forward to sponsoring command or disapprove and return to originator.	Supporting command or agency	Supporting command or agency*
3	Evaluate change request and coordinate with USTRANSCOM. Then either approve and forward to scheduling command or disapprove and return to supporting command or agency.	Sponsoring command	Sponsoring command*
4	Evaluate change request. Then either validate and forward to USTRANSCOM and sponsoring command or disapprove and return to sponsoring command.	Scheduling command	Scheduling command*
5	Reset Transportation Status Flags to allow data changes after validation but before USTRANSCOM pull.	Scheduling command	Scheduling command
6	Reset Transportation Status Flags to allow data changes after USTRANSCOM pull.	USTRANSCOM	Scheduling command*
7	Update requirements database(s).	Sponsoring command	Scheduling command
8	Change transportation schedules.	TCC	Scheduling command
*After transportation scheduling is complete, general/flag officer request and/or approval required.			

Table U-4. Post-Validation Transportation Requirement Change Process

(1) Addition or deletion of an airlift mission.

(2) Addition or deletion of a ship voyage or cargo booking.

(3) Change of 2 hours or more in aircraft departure or arrival times at APOE or arrival at APOD. USTRANSCOM may advise transportation customers of changes at intermediate locations.

(4) Change of 12 hours or more in ship departure or arrival times at SPOE or arrival at SPOD.

9. Planning Conferences and Transportation Planning. Transportation planning should be a part of each planning conference. Scheduling the conferences before major transportation planning events and ensuring the correct people attend promotes effective use of resources and assets.

a. The IPC should be held NLT T-220. Sourcing is normally completed after the IPC.

b. The MPC should be held NLT T-120. The MPC should include adequate time and space for representatives from the sponsoring command, supporting commands and agencies, USTRANSCOM, and the TCCs to meet and work transportation requirements. Additionally, JRSOI plans and arrangements should be confirmed and requirements added to the database as necessary. The sponsoring command will record negotiated changes to deployment and redeployment requirements that are generated at the conference. The sponsoring command will update the deployment and redeployment databases prior to validation. Sealift requirements must be refined to a level that can be validated NLT T-100.

c. The FPC should be held NLT T-85. This allows the airlift requirements to be finalized before validation at T-50. Final confirmation of JRSOI arrangements and redeployment requirements must be completed at the FPC.

APPENDIX A TO ENCLOSURE U

DATA REQUIRED FOR TRANSPORTATION SCHEDULING

Data Element	**Data Owner**
Unit Line Number (ULN)	Sponsoring Command
✋Unit Type Code (UTC)	Sponsoring Command
Providing Organization (PROVORG)	Sponsoring Command
Service	Sponsoring Command
✋Transportation Mode to POD	Sponsoring Command
✋Transportation Source to POD	Sponsoring Command
✋Port of Debarkation (POD)	Sponsoring Command
✋Port of Embarkation (POE)*	Sponsoring Command
Destination	Sponsoring Command
✋Transportation Mode to Destination	Sponsoring Command
Transportation Source to Destination	Sponsoring Command
✋Earliest Arrival Date at POD	Sponsoring Command
✋Latest Arrival Date at POD	Sponsoring Command
Required Delivery Date (RDD) at Destination	Sponsoring Command
Priority	Sponsoring Command
Unit Identification Code (UIC)	Sourcing Command or Agency
Unit Level Code	Sourcing Command or Agency
Unit Name	Sourcing Command or Agency
Origin Location	Sourcing Command or Agency
Transportation Mode to POE*	Sourcing Command or Agency
Sourcing Command or Agency	
Ready-to-Load Date at Origin	Sourcing Command or Agency
Available-to-Load Date (ALD) at POE*	Sourcing Command or Agency
✋Number of Passengers	Sourcing Command or Agency

Data Element	Data Owner
Cargo Heavy Lift Code	Sourcing Command or Agency
✋Short Tons of Bulk, Oversize, Outsize, Not-Air-Transportable, and Total Cargo	Sourcing Command or Agency
✋Measurement Tons of Bulk, Oversize, Outsize, Not-Air-Transportable, and Total Cargo	Sourcing Command or Agency
Cargo and Equipment Detail**	Sourcing Command or Agency
Average Passenger Weights (If over 315 pounds)***	Sourcing Command or Agency
Hazardous Cargo Information***	Sourcing Command or Agency
Special Mission Support Requirements***	Sourcing Command or Agency
ULN POC and Phone Number***	Sourcing Command or Agency

Notes:

✋ - Data elements are locked after transportation schedule status flag is set to V, T, A, M, or B.

* - MTMC may change data element in coordination with sealift customer command and unit.

** - Includes cargo category code, cargo type, pieces, dimensions (length, width, height in inches), short tons, measurement tons, square feet (Level IV detail).

*** - Required information for airlift requirements. Enter ULN POC and phone number information in non-baseline data field of ULN details.

APPENDIX B TO ENCLOSURE U

COMMERCIAL TICKET PROGRAM

1. Purpose. This annex explains procedures for using the Joint Staff, J-7/JED CTP to support joint training events. The CTP is intended to provide a mechanism for individual commercial air travel during exercise execution in circumstances where military airlift or commercial air charter is not efficient or economical.

2. General. The CTP distributes funds for those units that are validated in TPFDD. CTP funds transportation from APOE to APOD only. CTP does not cover per diem or movement to the APOE or from the APOD. The Joint Staff, J-7/JED manages the program. Scheduling commands and USTRANSCOM use the CTP to make best use of transportation assets.

3. Procedures. CTP can be used only to move government personnel between APOE and APOD who are participating in a joint training exercise. Participants include USJFCOM exercise controllers, data collectors, evaluators, players, and support staff. It does not include people who are visiting the exercise site but not participating in joint training. CTP is used only when USTRANSCOM-provided, common-user transportation cannot satisfy the scheduling command's requirements. CTP includes the following steps:

a. Select CTP Requirements. During the air transportation scheduling and requirement allocation process, AMC may discover requirements that are not airlift-feasible. These requirements normally are moving from a location or at a time that precludes airlift service. Additionally, the AMC verification process may reveal an inability of a requirement owner to change its APOE or ALD to meet AMC-provided airlift. For example, a Reserve unit may not be able to activate 2 days early to move to an APOE to meet AMC airlift and can not be forced to curtail their joint training in the exercise area to meet a predetermined inactivation date. AMC will identify candidate CTP requirements to USTRANSCOM (information copy to scheduling command) using record communications NLT 20 days after scheduling command validation.

b. USTRANSCOM CTP Requirement Certification. USTRANSCOM will review AMC-identified CTP requirements to determine if other transportation options may be available and coordinate necessary

changes with transportation customers. Within 5 days of AMC notification, USTRANSCOM will certify requirements that need CTP funds to the scheduling command using record communications.

c. Scheduling Command Approval. The scheduling command will review the certified requirements and either approves the use of CTP funds or disapproves and directs appropriate changes to requirements database or the training event. Approval or disapproval will be completed NLT 5 days after USTRANSCOM transmitted certification. Upon approval, the scheduling command will notify USTRANSCOM, AMC, sponsoring command, and supporting commands and agencies of approval using record communications.

d. USTRANSCOM Authorization. USTRANSCOM will send an authorization message to Joint Staff, J-7/JED, appropriate Service headquarters, supporting commands and agencies, and the scheduling command authorizing use of CTP funds to move requirements. Authorization may be for one-way or round trip. If authorization is for one-way as part of deployment, the scheduling and sponsoring command must ensure return transportation is arranged. For each authorized requirement, the USTRANSCOM message will include: ULN, unit name, POE, number of passengers, round trip or one way, and cost of ticket(s) for ULN. Additionally, the USTRANSCOM message will include a unique CTP authorization number, the total dollar amount authorized by the message, and the total dollar authorization by Service. The scheduling command is responsible for ensuring Service component and major commands participating in the CJCS exercise are notified of CTP authorization.

e. Purchase Commercial Tickets. Passengers approved for CTP will follow Service procedures for purchase of commercial tickets for official government travel.

ENCLOSURE V

JOINT STAFF MASTER SCENARIO EVENTS LIST ITEM LEVELS

1. Purpose. This Enclosure defines the MSEL item levels used for planning CJCS-sponsored exercises. They also serve as a guide to other DOD components in planning exercises.

2. General. JTIMS MSEL software allows four MSEL levels. The levels are used to determine who manages MSEL development and implementation for that MSEL item. MSEL event levels are determined primarily based on the level of command that resolve the event. In most cases, the command level of event resolution is estimated early in the planning process (MPC or events conference); however, the MSEL item level normally is not changed once the event implementers are drafted.

3. Preliminary Estimate. The MSEL level Table V-1 may need to be estimated early in the planning process (between IPC and MPC and/or events conference). To assist in estimating, the four MSEL item levels can be equated to UJTL levels: SN, ST, OP, and TA. All events should be linked to an exercise objective, training objective, JMET, and UJTL, so the preliminary event level can be determined using the JMET number from the UJTL. Table V-1 shows the MSEL level and event manager in a CJCS-sponsored exercise based on UJTL level.

UJTL Level	**MSEL Item Level**	**Event Manager**
Strategic National	1	Joint Staff J-7
Strategic Theater	2	Combatant Commander Headquarters or Service Headquarters
Operational	3	Component Command or Major Command Headquarters
Tactical	4	Below Component Command or Major Command Headquarters

Table V-1. MSEL Level and Manager

4. MSEL Item Management Assignment. Table V-2 is a decision-logic matrix for determining MSEL level and manager when more detailed information is known. This information is normally available at the MPC or MSEL conference.

In some cases, an event is resolved (completes its life cycle) several command levels above its origin. In these cases, the last organization receiving joint training is the highest command level that plays the event. Because of the requirement to collect data and assess training at all levels, events are generally managed at the highest command level where joint training happens.

When Event Originates at	**And Event Tasking is Sent to**	**And Expected Resolution Level is**	**Then MSEL Event Level is**	**And Event is Managed by**
Federal Department or Agency or Non-Government Agency	Combatant Commander, CSA, or Service Headquarters; Joint Staff, OSD; Federal Department or Agency	Combatant Commander, CSA, or Service Headquarters; Joint Staff, OSD; Federal Department or Agency	1	Joint Staff J-7
Combatant Commander, CSA, or Service Headquarters; Joint Staff; OSD	Combatant Commander, CSA, or Service Headquarters; Joint Staff; OSD	Combatant Commander, CSA, or Service Headquarters; Joint Staff; OSD	1	Joint Staff J-7
Combatant Commander's Component, Major Command	Combatant Commander, Service Headquarters	Joint Staff, OSD, CSA, Federal Department or Agency	1	Joint Staff J-7
Combatant Commander's Component, Major Command	Combatant Commander, Service Headquarters	Combatant Commander, Service Headquarters	2	Combatant Commander or Service Headquarters Where Resolution is Expected
Organization Subordinate to Combatant Commander's Component or Major Command	Combatant Commander's Component, Major Command	Combatant Commander, Service Headquarters	2	Combatant Commander or Service Headquarters Where Resolution is Expected
Combatant Commander's Component, Major Command	Combatant Commander's Component, Major Command	Combatant Commander's Component, Major Command	3	Component or Major Command Headquarters Where Resolution is

When Event Originates at	**And Event Tasking is Sent to**	**And Expected Resolution Level is**	**Then MSEL Event Level is**	**And Event is Managed by**
				Expected
Organization Subordinate to Combatant Commander's Component or Major Command	Combatant Commander's Component, Major Command	Combatant Commander's Component, Major Command	3	Component or Major Command Headquarters Where Resolution is Expected
Combatant Commander, CSA, or Service Headquarters	Organization Subordinate to Originating Headquarters	Combatant Commander, CSA, or Service Headquarters	3	Combatant Commander or Service Headquarters Where Resolution is Expected
Organization Subordinate to Combatant Commander's Component or Major Command	Organization Subordinate to Combatant Commander's Component or Major Command	Organization Subordinate to Combatant Commander's Component or Major Command	4	Headquarters Where Resolution is Expected
Combatant Commander, CSA, or Service Headquarters	Organization Subordinate to Originating Headquarters	Organization Subordinate to Originating Headquarters	4	Headquarters Where Resolution is Expected

Table V-2. MSEL Item Management Decision Table

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ENCLOSURE W

METHODS, MODES, AND MEDIA

1. Purpose. This Enclosure describes a methodology for applying a logical process to select training tools and to train to a task given the audience, the expected outcome, and the resources available.

2. General. The selection of the most appropriate training method is important to the entire requirements-based training system. There are two primary training methods – academics and exercises. Additionally, there can be a combination of the two. Each of the two primary methods can be further divided into ways (modes) and specific tools (media) to conduct the training event (see Figure W-1). At the highest level are methods, or basic ways to conduct training. Methods are broken down into modes, or different ways in which each method can be accomplished. Media refers to the specific tools available to conduct or support each mode for each method. Matching tools, together with training required, help to train efficiently and effectively.

Figure W-1. Hierarchy of Training Tools

3. Methodology. The process or methodology for selecting a training tool is depicted in the diagram below (Figure W-2). It provides a flow diagram of the method, mode, and media selection process. Once a method (academic or

exercise) is selected, further decision trees will assist in defining the specific mode and media to support that selection.

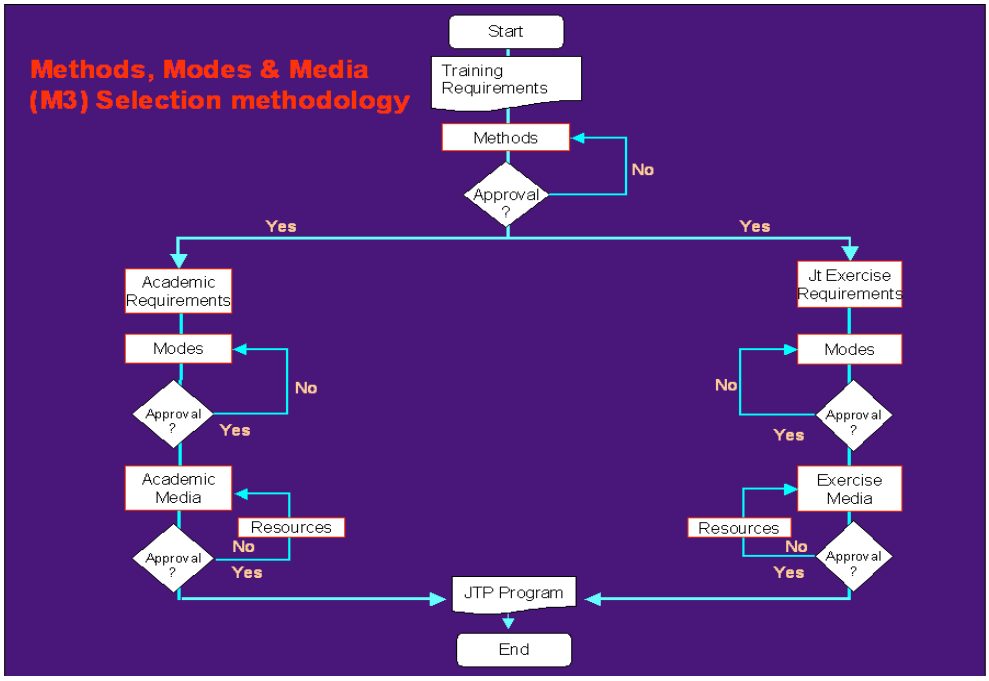


Figure W-2. Methods, Modes, and Media Decision Tree

a. The selection of the training method begins with determining the purpose of the training event. In other words, what is the training intent and training audience? The methodology starts with identification of the training objective. Identification of the training objective will help determine whether the training method should be an academic or exercise training event. Academic and exercise events are different in nature and consequently are best suited to different purposes. Academic events are best suited for cognitive learning, involving either new information or building on knowledge already attained in order to gain a higher level of understanding. Exercises are best suited to practice, assessment, or validation. Figure W-3 lists the expected outcome of the training event. There are also situations that may lend themselves to a combination of both academic and exercise methods. An example might be a NEO exercise that incorporates academic methods, modes, and media, particularly at the beginning of an exercise.

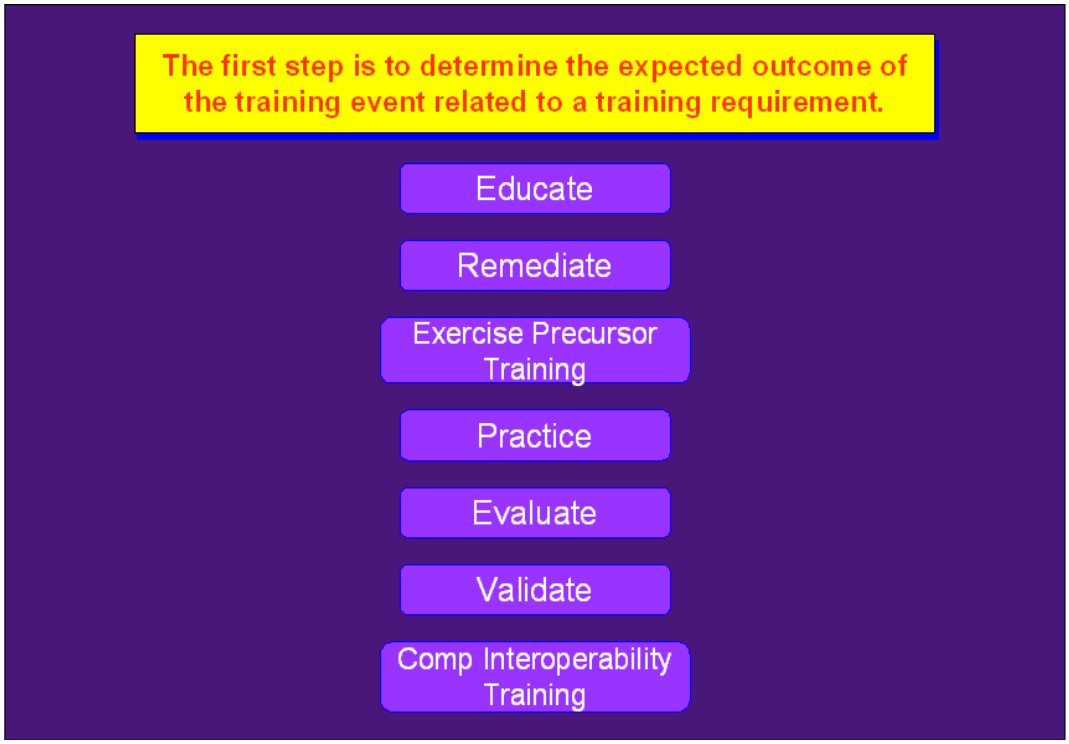


Figure W-3. Expected Outcomes of Training Events

b. These outcomes are defined as follows:

(1) Educate. The movement from a current level of knowledge to a higher level.

(2) Remediate. Filling in the gaps in knowledge from previous training events.

(3) Exercise Precursor Training. Joint training up to the application level of knowledge in preparation for participation in a joint exercise. Focus is on specific mission or capability.

(4) Practice. Application of skills acquired in training.

(5) Evaluate. Appraisal of training within a specific mission or capability.

(6) Validate. Confirm new or revised doctrine or TTP or concepts or strategies for the purpose of certification.

(7) Component Interoperability Training. Operational training based on joint doctrine JTTP in which the ability of systems, units or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together.

c. Depending on the assessment of the above outcomes, the best method for training will become apparent. Figure W-4 depicts this concept and demonstrates the best method for training is either joint academics or joint exercise.

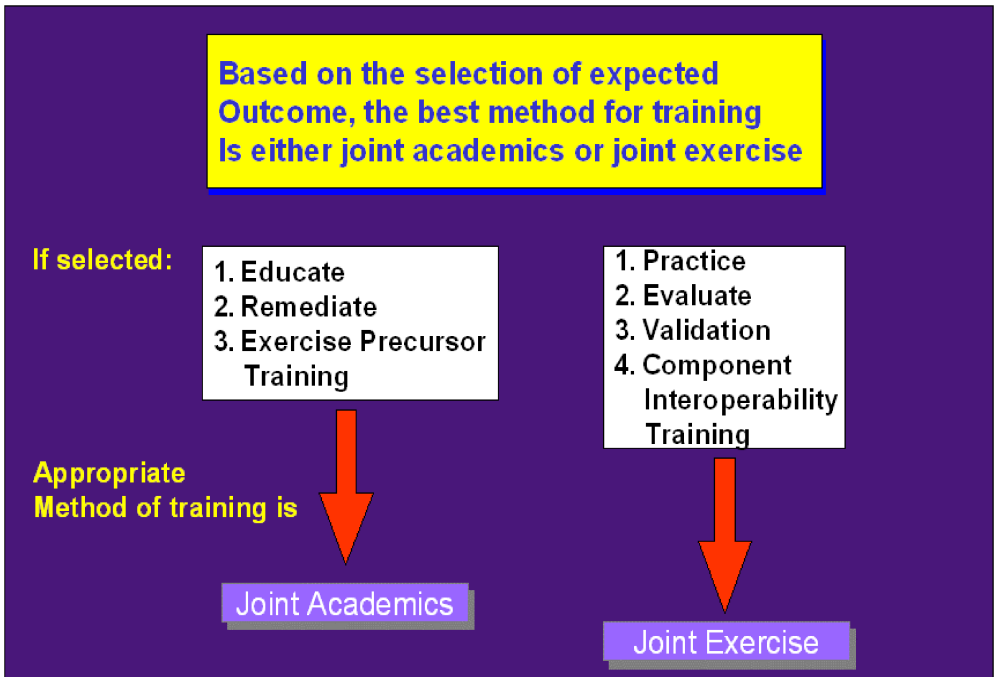


Figure W-4. Selection Criteria

4. Modes (Academic). Once the method (academic or exercise) is selected, the next step is to determine the mode, then the media. Start by assuming the academic method was selected. The shaded area shows the process. Figure W-5 highlights the academic portion of the decision tree.

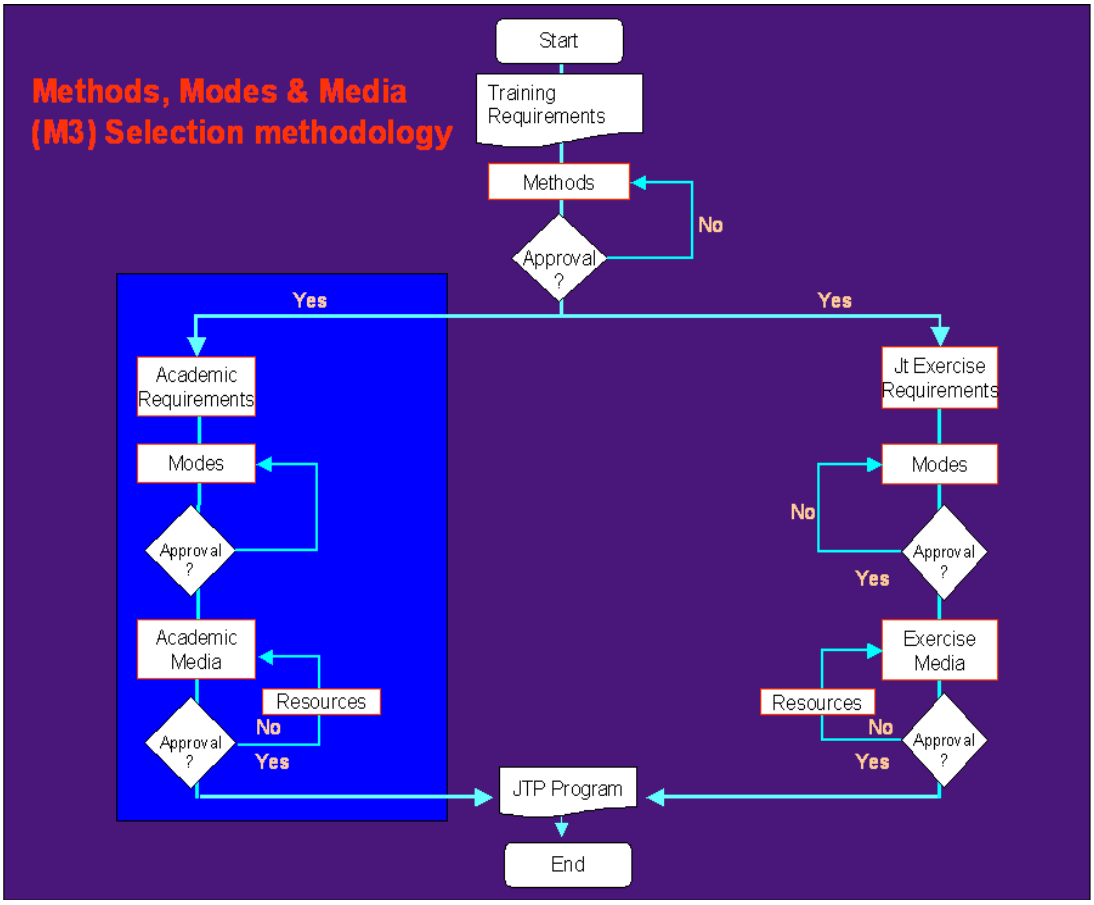


Figure W-5. Academic Decision Tree

a. The nature of the training audience plays a pivotal role in determining the best mode of academic event to meet training requirements. Training audiences can be classified based on the level of the staff concerned: combatant commander, JTF, or component within each level. There are also internal staff training audience levels: command leadership, action officers, and augmentees and liaison officers (see Figure W-6). Each level has disparate experiences, functions, and perspectives as well as differing availability for training.

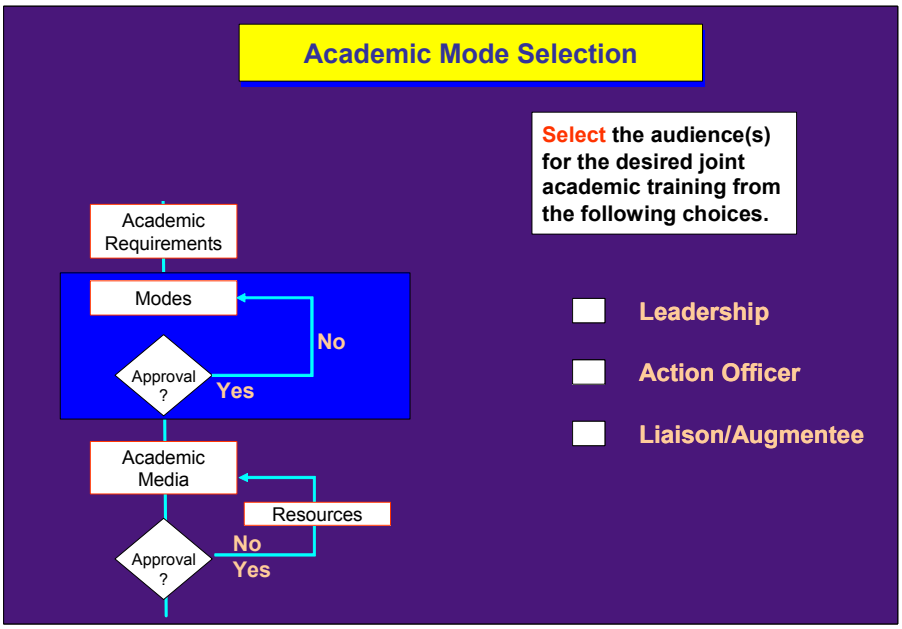


Figure W-6. Training Audience

b. Academic training events can be broken down into various modes. Four modes are helpful to train the audiences described in Figure W-7. These modes are programmed text, platform instruction, facilitated instruction, or computer-based training.

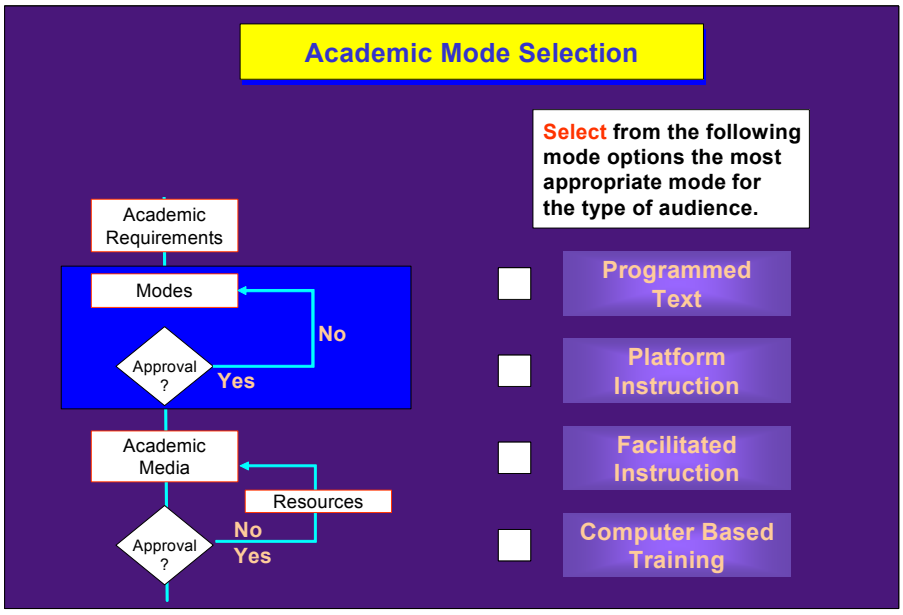


Figure W-7. Mode Selection for Appropriate Audience

c. During the mode selection process, it is helpful to examine the advantages and disadvantages of each mode. The matrix in Figure W-8 shows the most appropriate mode given the training audience as well as the advantages and disadvantages for each mode. This information should assist in determining which mode is most appropriate in conducting academic training.

Academic Mode Selection

Mode	Staff Level Support	Advantages	Disadvantages
Programmed Text	AO.I/Aug	-Flexibility/Portable -Self paced -Designed to show basic concepts and relationships	-Lack of Interaction and remediation -Requires training development resources and expertise
Platform Instruction (Lectures and Seminars)	Ldr.AO.I/Aug	-Ideal for presenting new information and concepts -Expertise may reside internally	-Requires and area to do the instructing -May require courseware development -May include per diem and travel for instructor if not available internally -Provides minimal opportunity to apply learning
Facilitated Instruction (Workshops – WS And Facilitated Seminars – FS)	Ldr.AO.I/Aug	-Guided tailored instruction -Inductive instruction -WS designed for Sr. Ldr.	-Requires trained facilitator -Man-hours required by participants -May require per diem and travel costs
Computer Based Training & Distributed Learning	AO. I/Aug	-Low life cycle cost once designed -Potential for centralized student management lesson update and trend analysis	-Highest cost of academic modes -Initial high investment costs -Lack of person to person interaction - Requires student's access to computer and software

Figure W-8. Advantages and Disadvantages of Mode Selection

5. Media (Academic). Once the appropriate academic mode is selected, one of several media options for that mode is then selected. Before considering the media options, a determination should be made whether the training can be accomplished internally or if assistance required. See Figure W-9.

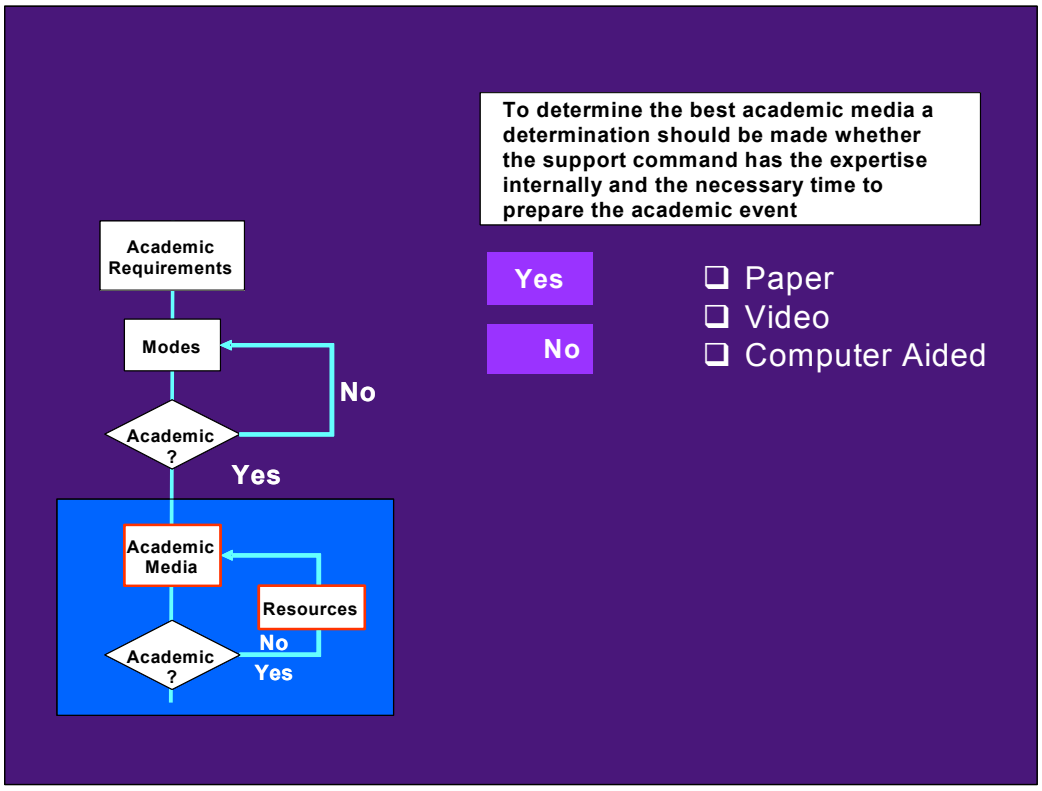


Figure W-9. Academic Media Determination: Internal or Assisted

a. In addition, the designated trainer should look at available academic media before preparing the academic event. The following media are offered for consideration in designing the academic event: paper media (handouts, lesson plans, outlines, etc.), video or film, computer-aided instruction, video teleconferencing, and distributed learning.

b. If the training cannot be supported internally, there are other agencies that may provide support. Options include training provided by USJFCOM, JFSC, or JET. Perhaps exportable training is available to support training. Refer to USJFCOM JCD for formal training opportunities.

6. Modes (Exercise)

a. The shaded area in Figure W-10 outlines the process steps necessary to select the exercise mode and media.

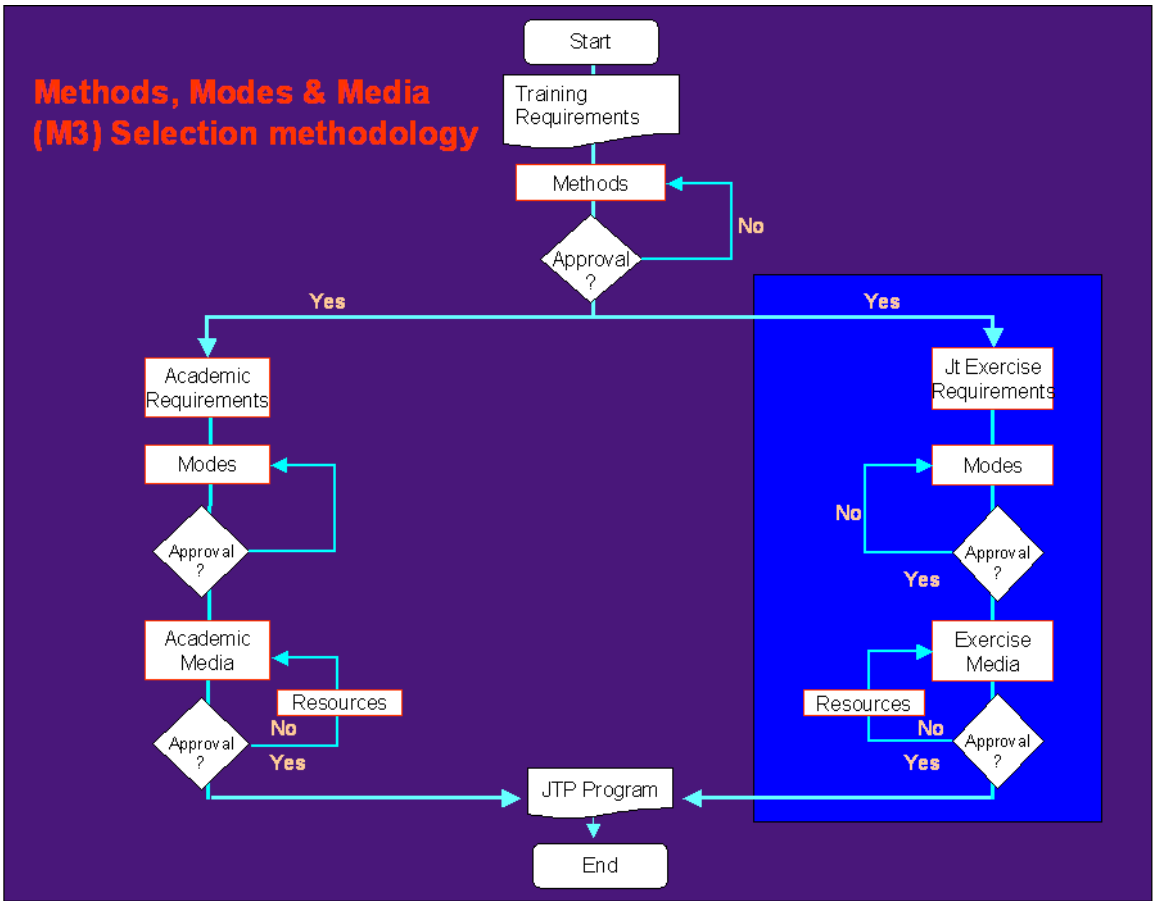


Figure W-10. Exercise Decision Tree

b. Before starting the exercise mode selection process, one needs to answer the following questions:

(1) Who is the primary audience?

(2) What outcome is expected by conducting the training? These questions are further amplified in Figure W-11.

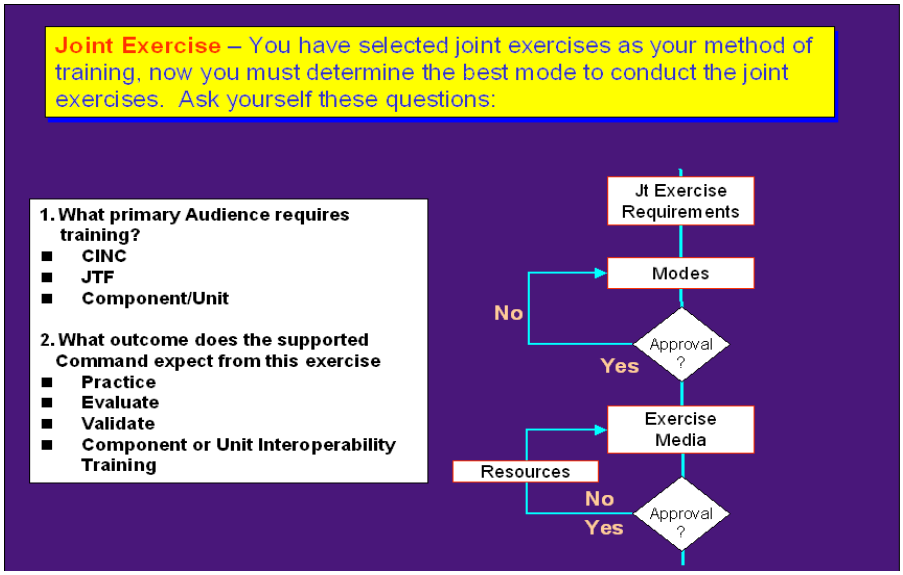
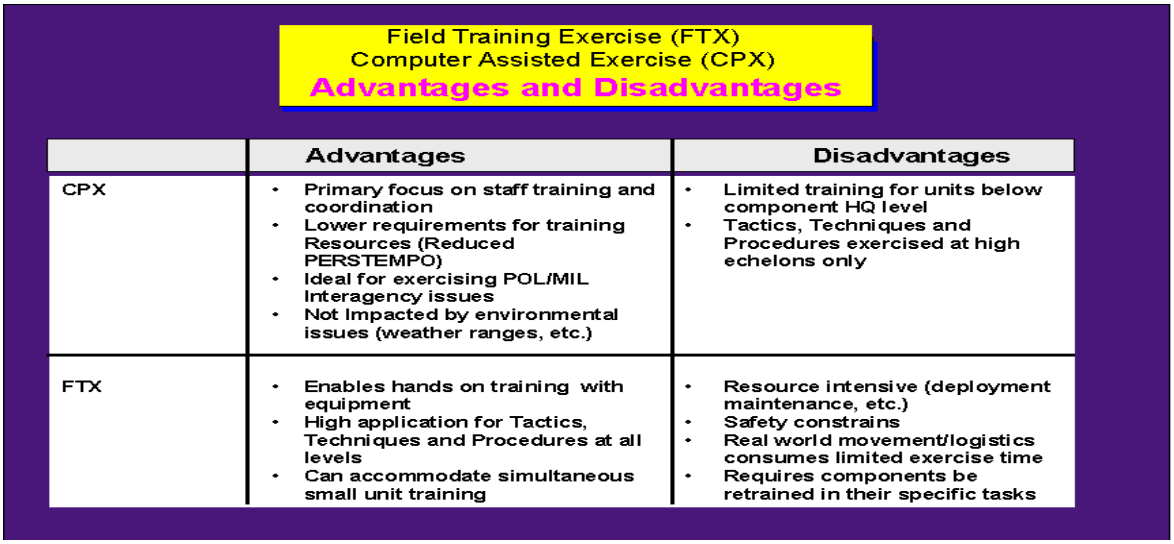


Figure W-11. Questions to Aid Mode Selection

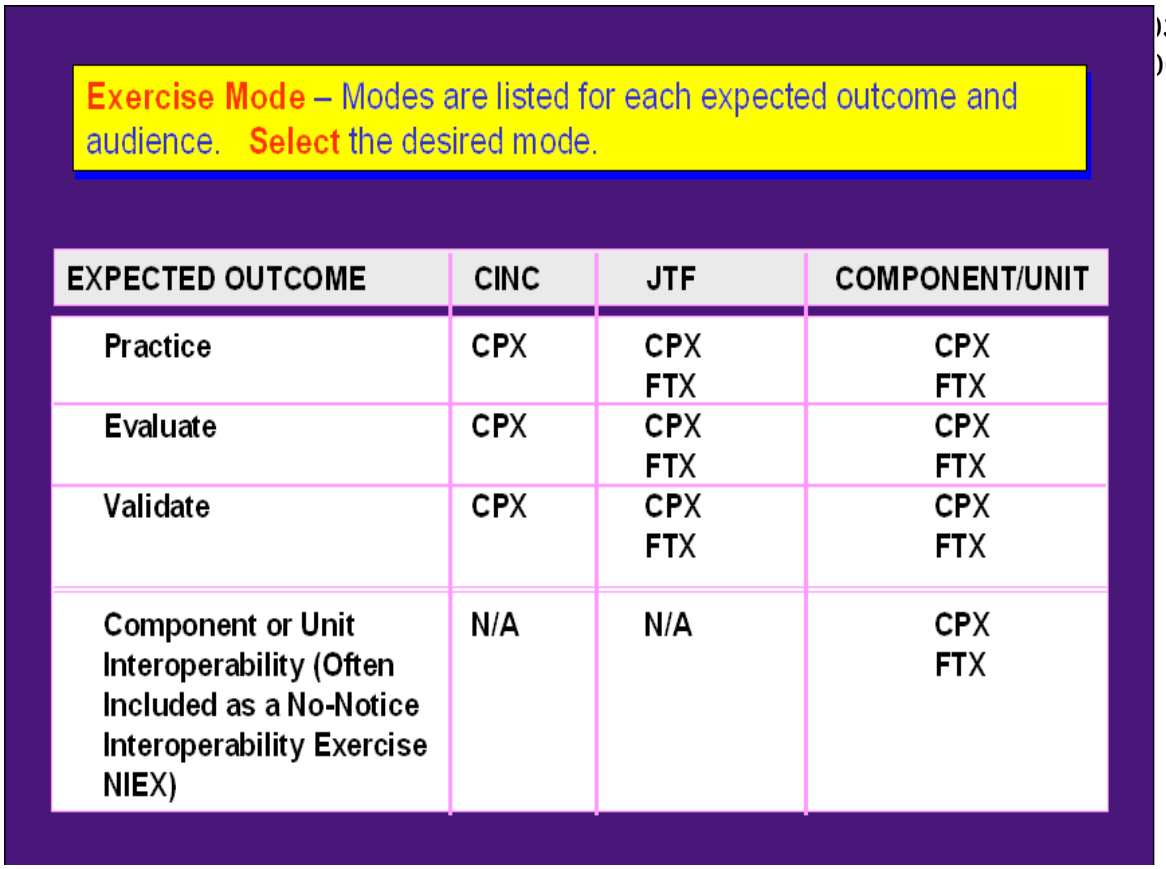
c. There are two basic types of exercises. The CPX and the FTX represent these two categories. Each of these two categories has distinct advantages and disadvantages as shown in Figure W-12.



	Advantages	Disadvantages
CPX	• Primary focus on staff training and coordination • Lower requirements for training Resources (Reduced PERSTEMPO) • Ideal for exercising POL/MIL Interagency issues • Not Impacted by environmental issues (weather ranges, etc.)	• Limited training for units below component HQ level • Tactics, Techniques and Procedures exercised at high echelons only
FTX	• Enables hands on training with equipment • High application for Tactics, Techniques and Procedures at all levels • Can accommodate simultaneous small unit training	• Resource intensive (deployment maintenance, etc.) • Safety constrains • Real world movement/logistics consumes limited exercise time • Requires components be retrained in their specific tasks

Figure W-12. CPX Vs FTX Selection

d. Given the training outcome, the audience, and keeping in mind the advantages and disadvantages of each mode, the matrix shown in Figure W-13 below assists in selecting the appropriate mode.



EXPECTED OUTCOME	CINC	JTF	COMPONENT/UNIT
Practice	CPX	CPX FTX	CPX FTX
Evaluate	CPX	CPX FTX	CPX FTX
Validate	CPX	CPX FTX	CPX FTX
Component or Unit Interoperability (Often Included as a No-Notice Interoperability Exercise NIEX)	N/A	N/A	CPX FTX

Figure W-13. Exercise Mode Selection

7. Media (Exercise). Once the exercise mode is selected, the next step is to determine the appropriate media to accomplish the training. There are two basic media options when talking about exercises; a scripted MSEL or CAX. Figure W-14 outlines this step. Figure W-15 diagrams the various advantages and disadvantages of either the MSEL and/or scripted event or the CAX. An interactive CAX is a wargame for training and exercising the full spectrum of military operations. During a CAX, commanders implement OPLANs against a thinking OPFOR. A JECG helps role-play interactions with lateral and higher headquarters. The commanders and staffs use established doctrine and JTTP or employ contingency procedures when implementing the various tasks of the OPLANs. MSEL and/or scripted events are training activities that are played by role models. They portray situations that simulation-supported CAXs cannot adequately reproduce, such as political-military activities.

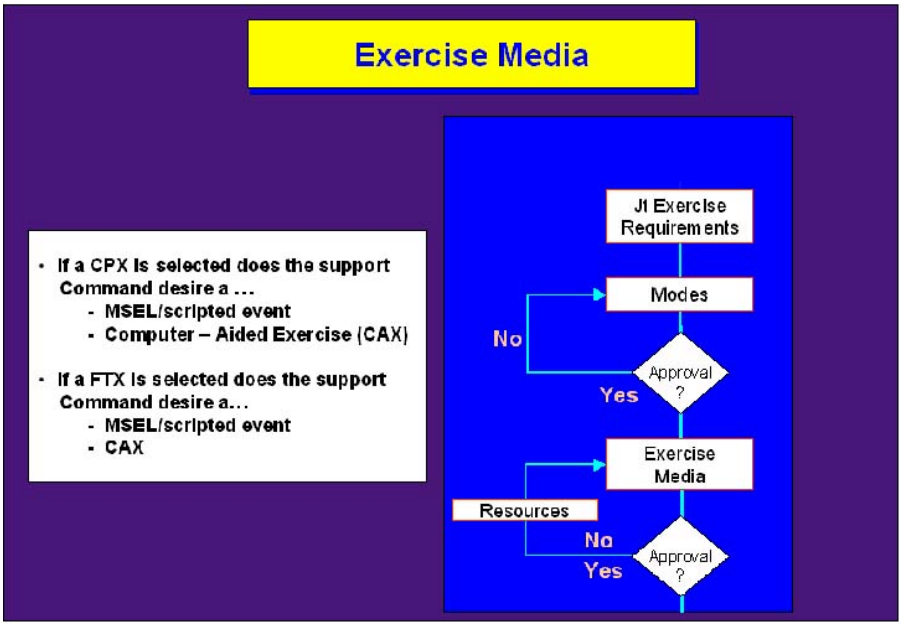
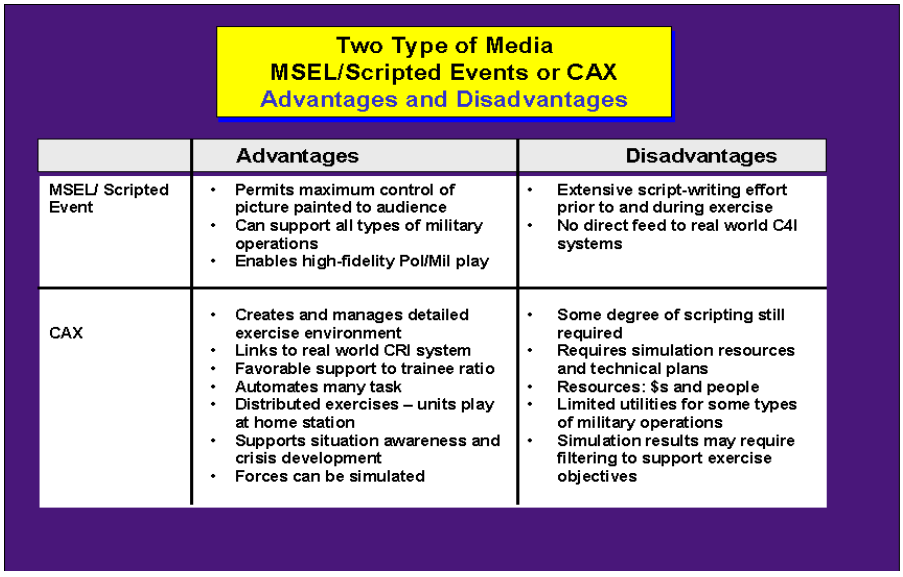


Figure W-14. Exercise Media Selection



	Advantages	Disadvantages
MSEL/ Scripted Event	• Permits maximum control of picture painted to audience • Can support all types of military operations • Enables high-fidelity Pol/Mil play	• Extensive script-writing effort prior to and during exercise • No direct feed to real world C4I systems
CAX	• Creates and manages detailed exercise environment • Links to real world CRI system • Favorable support to trainee ratio • Automates many task • Distributed exercises – units play at home station • Supports situation awareness and crisis development • Forces can be simulated	• Some degree of scripting still required • Requires simulation resources and technical plans • Resources: $s and people • Limited utilities for some types of military operations • Simulation results may require filtering to support exercise objectives

Figure W-15. MSEL and/or Scripted Event or CAX Selection

8. Summary. The methodology previously described in this Enclosure provides a logical arrangement of factors to assist in the selections of method, mode, and media. Tabs D and E of the JTP associate training objectives with JMETs and the training method. The method, mode, and media selection, training audience, and training objective define the combatant command's training requirements.

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ENCLOSURE X

JOINT TRAINING INFORMATION MANAGEMENT SYSTEM IMPLEMENTATION PLAN

1. General. JTIMS is a Web-based system, designed to provide automated support to the JTS. JTIMS supports the four phases of the JTS (Requirements, Plans, Execution, and Assessment) with automated tools as follows:

a. Phase I (Requirements). Supports Phase I of the JTS in the development of the combatant command's JMETL.

b. Phase II (Planning). Supports Phase II of the JTS in the development of the JTPs required by the JTM, event schedules, and deconfliction. Automates the initial development of joint events and/or exercises as they pertain to the JMETL (requirement-based vs. event-based).

c. Phase III (Execution). Supports Phase III of the JTS in the development of joint activities, exercises, and/or events. Automates the JELC.

d. Phase IV (Assessment). Supports Phase IV of the JTS by automating the combatant command's ability to assess the command's JTP.

2. JTIMS Implementation Plan. This plan supports the JTIMS Strategic Plan (see CJCSI 3500.02 Series - Joint Training Master Plan). The implementation plan lays a foundation for how JTIMS supports the JTS through automation.

3. Purpose of Implementation Plan. This plan is applicable to the JTIMS software application program. It will identify and define the possible organization architecture, activities, tasks, and objectives for implementation management for the JTIMS project. The primary objectives of the implementation plan are to provide direction and information on the following:

a. JTIMS Notional Software Development Cycle.

b. JTIMS Hardware and Software Requirements.

c. JTIMS User Groups and User Group Management.

d. JTIMS Program Management.

e. JTIMS Configuration Management Plan.

f. JTIMS Training Plan.

4. Background. The purpose of JTIMS is to automate and support the JTS as described in the CJCS policies and plans (i.e., JTMP, JTM, etc.). JTIMS will provide a clearly definable thread linking mission requirements to the execution and evaluation of unit training, and providing the means to assess training and mission proficiencies against identified requirements. It is an enabling software tool supporting the collaborative and integrated JTS process, by which the combatant commanders train the entire force under their combatant authority. The implementation and fielding of JTIMS is a major step toward the full implementation of the JTS. By its design, the JTIMS is "data rich," meaning there is a large amount of data available to fully execute the system. JTIMS provides an integrated database made available to multiple users supporting all phases of the JTS.

a. Architecture. The JTIMS software is a secure web-based SIPRNET suite of applications with a central database designed to support all phases of the JTS. Additionally, JTIMS will be resident on other networks or stand-alone systems, both classified and unclassified. The administration of non-SIPRNET systems is expected to follow the same JTIMS guidance as the SIPRNET system, with desired deviations coordinated through the JTIMS Program Manager. The use of JTIMS provides a clearly definable link of mission requirements to unit training and training resources needed to prepare the force for military operations.

b. Design. JTIMS software is designed for use by the Joint Staff, combatant command, component staffs, CSAs, and Services to capture, track, and manage data associated with JTS data which, once entered, has multiple users. JTIMS will continue to evolve through an iterative development process with increased user input both to enhance the data management of the joint training community and to expand the data interface with other users of common training and resource data. Thus, the requirements for the system will change as each major version is developed and fielded.

NOTE: Details of the JTIMS software development are addressed in the Program Management Plan (Annex A to Enclosure X).

5. Notional JTIMS Development Cycle. The timeline depicted in Table X-1 represents a notional development cycle for identifying requirements, development of software, and fielding of the new version.

	Months																	
	Acceptance			Development														
Process Steps	1	2	3	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Document Requirements from the Field	X																	
Perform Functional Analysis of New Requirements	X																	
Perform Technical Analysis of New Requirements		X																
Perform Engineering Review Board Analysis		X																
Fund New Requirement Development			X															
Validate New Requirements				X														
Develop Requirements Document				X														
Develop Design Documentation					X	X												
Develop Design Specification					X	X												
Develop Data Model Changes					X	X												
Develop Software						X	X	X	X	X	X							
Create New Build								X	X	X	X							
Test New Build								X	X	X	X							
Update User's Guide									X	X	X							
Update Web-Based Training									X	X	X							
Correct Noted Development Deficiencies									X	X	X							
Create Corrected Build										X	X							
Re-test bugs										X	X							
Create Validation Build (includes User's Guide and WBT)												X						
Prepare Installation Kit												X						
Test Installation Kit												X						
Independent Release Testing/Validation												X						
Repair of Independent Testing Items (as required)												X	X					
Independent Release Retest (as required)													X					
Finalize Installation Kit														X				
User Preview of New Version														X				
Install New Version															X			

Table X-1. Notional JTIMS Development Cycle Timeline

6. JTIMS Hardware and Software Requirements

a. Recommended User Prerequisites:

(1) An understanding of the JTS, workstation setup, and login.[7]

(2) Completion of JTIMS Web-based training to gain a knowledge of JTIMS functionality.

[7] See C1.1.2 in Section C below for information on getting a user account. An overview of the JTS can be found in JTIMS Web-based training at http://jtims.jwfc.jfcom.smil.mil/jtims/wbt/index.htm

(3) The Joint Staff and USJFCOM will provide training support as described in the JTIMS Training Plan. (Appendix G to Enclosure X).

b. JTIMS Minimum Hardware and Software Requirements[8] for clients:

(1) 266 MHz Processor or CPU

(2) 64 MB RAM (128 strongly recommended)

(3) 15 MB of available hard drive space

(4) VGA Display (256 colors, 800 x 600 resolution)

(5) Mouse or other pointing device

(6) 56K connection to SIPRNET (higher connection speed strongly recommended)

(7) Connection to the SIPRNET

(8) Strong encryption or 128 bit SSL

(9) Version 1.2.2 of Java Runtime Environment (JRE), the JAVA Plug-In[9]

(10) HTML Version 3.2 or higher

(11) Netscape Communicator 4.6.1 (or higher)

(12) Internet Explorer 4.0 or 5.0 is also an acceptable browser

c. Workstation Configuration and Setup Procedures

(1) General users and public users do not need the JRE Java Plug-In to view reports and queries.

(2) If you do NOT have JRE Java Plug-In on your machine, the JTIMS Data Entry software will automatically prompt you and bring you

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[8] Message/Change Notices will be used to provide updates to the system requirements, such as newer version of JRE.

[9] Request your local system administrator install this plug-in.

to a site where you can download it. Follow the instructions for downloading and installing the JRE Java Plug-In (or see section 10.9.4 for JRE installation procedures).[10]

(3) Setting the cache for NETSCAPE: Open Netscape.

(a) Go to Edit menu. Go to Preferences. Go to Advanced. Click on Cache.

(b) Set Memory Cache to: 10000.

(c) Set Disk Cache to: 7680 (default).

(d) Set button for Document in cache is compared to document in network to "every time". Click OK.

(e) Clear the Cache periodically or if your machine begins to slow down or if you encounter problems.

(4) Settings for EXPLORER version 5.5: In IE, Select Tool. Select Internet Options.

(a) In the General Tab, Select Delete Files. Select Yes to Delete Files.

(b) While still in Internet Options, Select Settings. Select view Files. Select Edit. Select All. Press Delete Key. Select Yes to Delete.

(c) While still in Settings, Select Automatically.

(d) While still in Settings, Set Amount of disk space to use to 40.

NOTE: Peak usage periods in the user's area on SIPRNET may have an impact on the JTIMS operation. If problems occur during these times, users need to contact their local system administrator to recommend review of connectivity issues. JTIMS connectivity is a priority for users

[10] Your local system administrator may have restrictions on installing this plug-in. Once the Plug-In is installed, you can enter or edit data. You should only have to download the Plug-In the first time you use the Data Entry function.

and information from this area is useful in resolving problems. Report problems in this area to the JTIMS Help Desk, help@jwfc.jfcom.mil phone number 757-686-6138.

7. User Groups. JTIMS requires the establishment of "user groups" to allow access to the various data elements in the system. The functional capabilities and data access privileges provided to individual users vary as a function of the user group and user role(s) to which they are assigned. At the combatant command level, it is recommended that a uniformed officer be the overall JTIMS user group lead for the command, commensurate with release authority of the commands JTS products (JTP, Joint Training Schedule, etc.).[11]

a. The user groups assigned and/or monitored by the organization's user group lead are major groups of users who work together to produce common JTS products. The user group is intended to be the group of users who participate in the build of a common product. Only user group members can view the product build in process. Once the product has reached the level of stability or maturity required by the user group lead, the user group lead "publishes" the product. Published products are "public" and can be seen by anyone with a JTIMS account as well as public users without a formal account. The originating User Group can still update public products. Public products can also be "unpublished" by the user group lead. The JTIMS software currently supports the user groups in Table X-2.

(1) Additional user groups may be established for legitimate uses of JTIMS; for example, for Service component METLs or training plans.

(2) Proposals for new user groups should be sent to the JTIMS Master Librarian with the following information:

(a) User group name.

(b) User group purpose.

[11] JTIMS is the mechanism for releasing joint training information to the joint training community. The "publishing" of JTIMS data is the equivalent of releasing command/organizational documents or messages. For example, publishing the JTP in JTIMS signifies command approval for releasing the information in their JTP. When commands delegate "publish" authority to a user group lead, the commands and/or organizations are responsible for ensuring publish authorities are in alignment with established release authorities.

User Groups	User Organizations
US Central Command	HQ USCENTCOM
Chairman of the Joint Chiefs of Staff	CJCS
Defense Information System Agency	DISA
Defense Intelligence Agency	DIA
Defense Logistics Agency	DLA
Defense Threat Reduction Agency	DTRA
US European Command	HQ USEUCOM
HQ AMC	AIR MOBILITY COMMAND
HQ MSC	MILITARY SEALIFT COMMAND
HQ MTMC	MILITARY TRAFFIC MANAGEMENT COMMAND
Joint Experimentation	JOINT FORCE (COMMAND) EXPERIMENTATION
US Joint Forces Command	USJFCOM
JTIMS Support	JCS/J-7 JDETD
JTIMS Training Group	JTIMS Training Organization
National Imaging and Mapping Agency	NIMA
National Security Agency/Central Security Service	NSA (NATIONAL SECURITY AGENCY)
North American Aerospace Defense Command	HQ NORAD
US Pacific Command	USCINCPAC
US Southern Command	HQ USSOUTHCOM
US Space Command	HQ USSPACECOM
US Special Operations Command	HQ USSOCOM
US Strategic Command	HQ USSTRATCOM
US Transportation Command	HQ USTRANSCOM
US Air Force	US AIR FORCE HQ
US Army	HQ DA
US Coast Guard	HQ USCG
US Marine	HQ USMC
US Navy	CNO

Table X-2. Types of User Groups and Organizations

(c) User group lead.

(d) User group member list with access level.

b. User roles define the major functions that individual users can perform. The following user roles are supported:

(1) General User. The general user role is only allowed to access the read-only functions of viewing reports and viewing query results. The general user role is the default role assigned to all users. General users are only able to view reports and queries associated with their own user group or any published data. General users are able to use the deconfliction component to view conflicts but are not able to modify exercise or event data to eliminate these conflicts. General users are registered in a JTIMS user group and have password access.

(2) Master Librarian. The master librarian user role allows entry and editing of data for the general libraries, which are used by all user groups and import and export data from other applications into the JTIMS libraries.

(3) User Group Lead(s). Users assigned the user group lead roles are able to make data products created by their user group accessible or inaccessible to the general JTS community, i.e. "publish or unpublish" data. The user group leads assign and monitor access authorities regarding users within their group and the access authority that are assigned to each user. The JTIMS software permits each user group to have several leads. User group leads also have the capability to delete major products.

(4) Analyst. An analyst is a producer of information within JTIMS. This is accomplished by entering data on a JTS product via the data entry and edit function. This function provides a user interface to guide the analyst in entering data appropriate to a particular product.

(5) Financial Analyst. The financial analyst has access to and produces information for the event funding applet. The tab is used to identify and capture costs associated with a specific training plan and/or training event.

(6) Public User. A public user is an individual who requires access to JTIMS in order to view and use published training information. The person will have access to view all published information only. The public user will not be allowed to enter any data into JTIMS. Additionally, they have access to use the reports and query capabilities. To access the JTIMS classified site as a public user, go to URL (http://jtims.jwfc.jfcom.smil.mil/jtims/servlet/JempNav), and enter 'public' in username area. No password is required for public users.

NOTE: For a more in-depth understanding of groups and roles, please reference the JTIMS User guide, located on the JTIMS Website.

8. User Group Management

a. Access JTIMS Web Site. Users can access the JTIMS web site from the Joint Digital Library (JDL) Web site. The main page of the JTIMS site will provide all users with a brief overview of the JTIMS system, instructions, and links to other key sites, such as the JDL document library. The main page will also allow users to select an interface component or JTIMS function.

b. Requesting a User Account

(1) Prerequisites for a JTIMS user account are a current SIPRNET account [implying at least a SECRET security clearance] and a professional need to know. The user group lead must concur in the need to know for all user accounts in that user group.

(2) Chiefs of Division or Branch should send new user group account requests by SIPRNET E-mail to the JTIMS Master Librarian, in coordination with the appropriate user group lead. The request should include the following information on each proposed user:

(a) Name and rank (At least, first and last name and military rank. Government civilians enter "GS" for rank: contractors enter "Civ").

(b) JTS role (e.g. exercise planner).

(c) Commercial and DSN telephone numbers (with all prefixes).

(d) Unclassified and secure network E-mail addresses.

(e) Organization.

(3) Initial Login

(a) Go to USJFCOM/JWFC Home page (SIPRNET). The JTIMS login URL is
http://jtims.jwfc.jfcom.smil.mil/jtims/servlet/JempNav (case sensitive)

(b) Type in User Name. (First initial, Last name –no spaces, i.e., Colonel John Doe's logon would be **jdoe**).

(c) **Type your (or input) Password**. (Each user should establish a password at first login by entering it in the two fields' new password fields on the screen).

(d) Click on "Java Runtime Environment (JRE) Download" (This will begin the process to load the JRE Applet). System Admin will probably have to accomplish this function.

(e) Download (click only once) JRE 1.2.2 (or current version) to a designated area on "Your" hard drive. **This is a "One Time" load to "your" computer's hard drive.**

(f) Pull up Explorer and locate JRE 1.2.2 on your hard drive.

(g) **"Double" click on JRE 1.2.2** (this will execute file).

(h) Exit out of program.

(i) Re-start using same procedure.

(j) **Login Required.** Once in JTIMS ----Java Applets should load automatically. After entering the system, choose the appropriate user group in the drop down box under "Modify Current User Group". Most users will initially select the User Group "Their Respective Command" and hit "Submit".

(k) **Click on "Data Entry/Edit".**

(l) **Click on "Mission".**

(4) Data Entry/Edit. The Data Entry/Edit component provides the interface for creating new JTS products (JMETL, JTP, etc.), publishing or unpublishing a product, save as, deleting a product, or modifying the attributes of an existing product.

(a) Upon entering the Data Entry/Edit component, the user selects the phase of the JTS for which they would like to enter data. After that, they are presented with a list of the products that may be produced in that phase. For example, one of the major products of the Requirements phase is a mission. Users are then presented with an interface that allows them to pick an existing product to work on, create a new one, or copy and rename an existing product. For example, a user

could pick an existing mission, create a new mission, or copy and rename a mission (including all of its subordinate data).

(b) Once a product has been selected, users are presented with an interface for entering or editing the attributes of that product. This could involve a large number of screens depending on the number and complexity of the attributes associated with the product. The Data Entry/Edit component also allows users to provide security classification markings for key data elements.

9. Notional Command Implementation Actions as They Relate to the JTS: Inputs, Processes, and Outputs Using JTIMS. The JTS phases consist of an IPO progression where the output, or product, from one phase provides input to the next phase(s) in the cycle. Table X-3 depicts the IPO associated with each JTS phase; the asterisk represents what JTIMS currently supports.

	Requirements	Plans	Execution	Assessment
INPUTS	• Current National Military Strategy (NMS) • Joint Strategic Capabilities Plans (JSCP) • Presidential and SecDef Directives • Treaty Obligations • Unified Command Plan (UCP) • Theater Security Cooperation Plans • DOD Directives • Command Plans (OPLANs/CONPLAN /FUNCPLANs) • Higher HQs JMETL* • Joint Doctrine • Commander Guidance* • UJTL/Service Task List*	• JMETL(T/C/S/Org)* • CCTIs* • Joint Doctrine and/or JTTP • SOPs • MTGs • Relevant Lessons Learned • Commander's Training Guidance* • TPA/MTA*	• Command, Component, Agency Training Plans* • Joint Training Schedule* • Relevant Lessons Learned	• Joint Training Plan* • TPOs/TPEs* • Informal Results • Actual Operations • Relevant Lessons Learned • External Inputs • Other Feedback

PROCESSES	• Conduct Mission Analysis to Identify Tasks
	• Select Tasks from UJTL*
	• Select/Apply essentiality Criteria
	• Select JMETs*
	• Select Responsible Organizations*
	• Determine and select* relevant Conditions and Standards
	• Supporting, &, Command-Linked Tasks*
	• Commander Approves JMETL
		• Revise Commander's Training Guidance*
		• Analyze JMETs
		• Review TPA of JMET -Organizations*
		• Refine Training Audience based on TPA*
		• Develop Training Objectives*
		• Determine Training Methods*
		• Design Training Event /Schedule Resources*
		• Publish JTP and/or ATP*
			• Execute Joint Event Life Cycle
			• Develop*/Conduct/ Evaluate Academic Training Events
			• Develop*/Conduct*/ Evaluate* Exercises
			• Develop/Capture* TPOs*
			• Review TPOs*
			• Determine/Document* TPE level
			  ○ T-Trained
			  ○ P-Partially Trained
			  ○ U-Untrained
			  ○ N-Not Observed
			• Develop/forward JAAR*
				• At each echelon within the command, and within each subordinate organization, commanders /directors:
				• Analyze TPEs* from Phase III
				• Review relevant Lessons Learned in other military operations
				• Prepare Staff/Unit Assessment
				• Develop TPAs*
				• Develop MTAs*
				• Obtain Commander's Approval of Proposed TPAs and MTAs
				• Document audience TPAs, and Mission MTAs, in JTIMS
				• Determine/forward Lessons
				• Identify/forward Issues

OUTPUTS	• JMETL* • Tasks, Conditions, Standards (T/C/S), Organizations (Org)*	• Command JTP/Component Training Plans* • Agency Joint Training Plans* • CJCS JTMS*	• TPOs*/TPEs* • JAAR*	• Commander's Training Guidance* • TPAs*, MTAs* • Validated Lessons Learned • Defined Issues
* Supported by JTIMS		*Note: Acronyms and definitions are listed in Glossary.*		

Table X-3. JTS Inputs, Processes, and Outputs

APPENDIX A TO ENCLOSURE X

JOINT TRAINING INFORMATION MANAGEMENT SYSTEM PROGRAM MANAGEMENT PLAN

1. Purpose. The following will provide the overall policies for program management over the life cycle of the JTIMS program. The Program Management Plan provides direction and information to implement program management practice for all JTIMS systems. The primary intention is to provide information on policies and methods to be adopted and implemented for the JTIMS program. In addition, it will outline a plan of action for program management that will assist with JTIMS development, acquisition, installation, maintenance, user support and program administration.

2. Overview. This plan covers JTIMS life cycle program management and is designed to provide the guidelines for JTIMS program management. It is not intended to answer all program management requirements, but as a guide to provide basic principles and procedures for development, procurement, integration, training, user support, and maintenance of JTIMS throughout the program life cycle.

a. Scope. JTIMS supports the joint community by providing a set of integrated information management tools necessary to identify, collect, analyze, store, and disseminate the data required to implement the CJCS JTS. The program scope includes developing automated software tool(s) that meet the functional requirements articulated by the user community. It also includes developing technical solutions to functional requirements for the integration of joint training data with other management information systems and automated support tools within the Department of Defense. JTIMS will provide automated support tools to the joint community for the accomplishment of joint training programs using the JTS. The current version of the application suite is the culmination of a progressive migration of computer software, hardware technology and the JTS itself. JTIMS is a web based, thin-client,[12] integrated information management tool suite, with central servers at the JWFC. Additionally, JTIMS will be resident on other networks or stand-alone systems, both classified and unclassified. JTIMS program

[12] "Thin-client" is a low-cost, centrally managed computer devoid of CD-ROM players, diskette drives, and expansion slots. The term derives from the fact that small computers in networks tend to be clients and not servers. Since the idea is to limit the capabilities of these computers to only essential applications, they tend to be purchased and remain "thin" in terms of the client applications they include.

management supports the joint community efforts to identify and determine:

(1) Requirements

(2) Training plan

(3) Programs and events

(4) Execution of training program

(5) Assessment of training results

JTIMS will assist users by providing a multitude of training information management capabilities for all echelons throughout the Department of Defense and other organizations.

b. Maintenance of the Program Management Plan. The maintenance of this plan is the responsibility of the Joint Staff, J-7/JDETD JTS PM in coordination with JTIMS PM. The Division Chief, Joint Staff, J-7/JDETD is the approval authority for changes to this document. Every member of the JTIMS program team and all members of the user and supported communities also have a responsibility to identify and forward improvements to the process, procedures, and standards outlined in this document.

3. Program Management

a. Overview. JTIMS is a CJCS program. The Joint Staff, J-7 is responsible for establishing functional requirements and for programmatic oversight of both JTIMS and the JTS as a whole. USJFCOM JWFC hosts the JTIMS servers, supports training, and provides PM support to the Joint Staff, J-7. Accordingly, Joint Staff, J-7 is working with USJFCOM JWFC to provide the required resources to develop, implement, modify, support, and maintain JTIMS in order to support the JTS. The JTIMS software development program has obtained full operational capability-initial (FOC-I). FOC -I is defined as providing initial automation support and capabilities to each of the four phases of the JTS: Requirements, Plans, Execution, and Assessment.

b. Roles and Responsibilities

(1) Joint Staff Director, J-7. The Joint Staff Director for Operational Plans and Joint Force Development is the program sponsor and Joint Staff proponent for JTIMS implementation and system

integration. This role includes responsibility for JTIMS implementation and policy. The Joint Staff, J-7/JDETD will:

(a) Formally charter a standing body (i.e. JTIMS/JTS Implementation Board) that will be responsible for three general levels of management: Visionary, Strategic, and Current. This body would establish functional requirements for the JTS and JTIMS.

(b) Develop policy and milestones for development, integration, and implementation of the JTIMS automated application suite as a part of the overall JTS.

(c) Establish a mechanism for overall integration of JTIMS with training and information policy, plans, procedures, resources, hardware, and connectivity. Integration efforts will include coordination with Joint Staff, J-7 JTS PM, JTIMS PM and JTIMS Program Integrator, Joint Staff, J-6, and DISA.

(d) Develop policy for JTIMS application and integration with other automated information systems within the Department of Defense.

(e) Serve as OPR for defining and articulating user requirements to the JTIMS Program Manager.

(f) Oversee the JTIMS program as required to ensure program execution is in accordance with JTS requirements, this document, and cited references.

(g) Conduct final staffing of JTIMS-related issues IAW established Joint Staff coordination process and procedures.

(h) Provide funding to the JTIMS program.

(i) Coordinate cost estimates for the program.

(j) Oversee the collection of functional automation requirements needed for the integration of joint training data with other information management systems and automated support tools within the Department of Defense.

(k) Provide appropriate Joint Staff coordination between JTIMS and the other information systems interfacing with it (i.e., JOPES, TPFDD, etc.).

(l) Provide appropriate Joint Staff coordination with JWFC to integrate software changes, hardware changes, and functional enhancements with the JWFC-supported web architecture and other networks or stand-alone systems on which JTIMS resides, both classified and unclassified.

(2) US Joint Forces Command Joint Warfighting Center. USJFCOM JWFC supports the Joint Staff, J-7 in the program management for JTIMS software development and system integration. In this role, USJFCOM JWFC provides an interface between the functional users and the JTIMS-DO, as well as the program management of JTIMS software development and implementation. On behalf of the Joint Staff, J-7/JDETD, USJFCOM JWFC will:

(a) Provide PM support.

(b) Provide JTS subject matter expert (SME) support to the JTIMS- DO.

(c) Ensure proposed changes to JTS are coordinated with the JTIMS PM for JTIMS implications.

(d) Coordinate changes to USJFCOM programs (i.e., JDL, etc.), with the JTIMS PM.

(e) Support the Joint Staff, J-7 in the coordination of the joint community's functional automation requirements.

(f) Support JTIMS user training.

(g) Provide JTIMS application and database hosting on JDL, to include server support.

(h) Coordinate, design, and integrate changes to the JWFC web architecture to host and support JTIMS.

(i) Coordinate hardware and software changes to ensure JTIMS is in compliance with DOD and CJCS policy and meets JWFC and Joint Digital Library System security requirements.

(j) Provide operational scheduling SME support to the JTIMS-DO.

(3) JTIMS Program Manager. The JTIMS PM is the Joint Staff-designated representative responsible for the execution of the JTIMS

automated software development program. The JTIMS PM has direct authority over the DO and the Subsystem Program Manager (SPM). In this role, the JTIMS PM is responsible for defining and executing the software development process, to include JTIMS software development, implementation, maintenance, and management. The JTIMS PM will:

(a) Serve as primary point of contact (POC) for implementation and management of functional user automation requirements, definition of technical automation requirements, and automation software development, fielding, initial and technical training, and maintenance.

(b) Ensure program execution IAW this plan and applicable directives.

(c) Provide semi-annual in-progress reviews (IPRs) and an annual summary report on program management to the Joint Staff, J-7/JDETD.

(d) Prepare annual JTIMS management plan IAW with DOD and CJCS policy.

(e) Manage the JTIMS software changes IAW the Configuration Management Plan (CMP) (See Appendix B Enclosure X).

(f) Provide inputs and recommendations to the Joint Staff on impacts of proposed JTS revisions affecting JTIMS.

(g) Provide inputs and recommendations to the Joint Staff addressing other areas that affect the JTIMS program, i.e., hardware modifications, connectivity discrepancies and solutions, etc.

(h) Implement functional automation requirements as directed by the Joint Staff J-7 needed for the integration of joint training data with other information management systems and automated support tools within the Department of Defense.

(i) Identify and forward to appropriate organizations, coordinated with the Joint Staff, J-7/JDETD, any required changes to policy and procedures necessary for successful execution of automated software development.

(j) Coordinate support and server connectivity upgrade and maintenance requirements with USJFCOM and other units hosting servers on which JTIMS resides, both classified and unclassified.

(k) Develop programmatic budget inputs supporting JTIMS software development, training, and program maintenance to meet future user requirements. Specific budget areas are:

1. Prepare and update the system decision package.

2. Coordinate the initial cost estimate.

3. Conduct, confirm, and update the preliminary economic analysis.

4. Plan and oversee IPRs.

5. Obtain development proposals.

6. Recommend designs for development.

7. Evaluate documentation.

8. Coordinate and conduct system validation, acceptance, and connectivity tests.

9. Obtain user concurrence in the JTIMS automated system.

10. Conduct JTIMS demonstrations.

11. Conduct JTIMS technical training.

12. Provide appropriate functional and technical expertise to support the Joint Staff, J-7/JDETD.

(l) The JTIMS PM will provide technical input and recommendations for the Configuration Control Board (CCB) when prioritizing change requests beyond the scope of existing resources. JTIMS OPR will work to address these requirements through the existing Joint Staff budgeting process. Recommendations for unfunded requirements will be forwarded to the OPR as:

1. Unfunded requirements identified to the Joint Staff for current year funding adjustments.

2. Unfunded requirements to be included in the subsequent JTIMS version.

3. Unfunded requirements identified to the Joint Staff as program expansion.

4. Development and Functional Requirement Management

a. The JTIMS PM will implement JTIMS automation requirements integration based on direction by Joint Staff, J-7. Functional automation requirements not resident in the current versions of the JTIMS application suite will be submitted to the Joint Staff and JTIMS PM in accordance with the CMP. The JTIMS PM will implement JTIMS Functional Requirement Management as annotated in the JTIMS CMP (Appendix B to Enclosure X).

b. JTIMS will comply with DOD guidance for consideration of non-developmental item (NDI), government off-the-shelf (GOTS), and commercial off-the-shelf (COTS) software as a means to conserve developmental resources and for promoting interoperability with other DOD data sources. Requirements for JTIMS integration or interface(s) with NDI, GOTS, and COTS software will be addressed through the configuration management process defined in Appendix F to Enclosure X.

5. Software Fielding

a. The JTIMS PM will oversee the installation and application of JTIMS software, wherever authorized JTIMS systems reside, which supports the joint community in the conduct of joint training. Application fielding schedules must be aligned with the milestone requirements of the JTS and the PPBS cycle. Application distribution must include initial user training and minimum hardware requirements necessary to effectively use JTIMS software within respective user organizations. USJFCOM hosts the primary database (combatant commands, CSAs and others may become hosts and/or servers for secondary and/or back-up) facility supporting JTIMS software. This support will consist of the following:

(1) Provides the operational hardware and software needed to implement and backup the JTIMS database and server-side software functions.

(2) Provides services for administration and configuration management of the JTIMS Web site and database.

(3) Provides database administration services, to include:

(a) Archive processes for the operational JTIMS database.

(b) Accreditation and security evaluations.

(c) Help desk support.

(4) Provides 24/7 database access and normal duty hour/24 hour on-call server support for the JTIMS users and developers.

b. Life Cycle Management. Life cycle management for the JTIMS software includes resource requirements and management processes necessary to achieve satisfactory support across development, procurement, integration, training, and maintenance. This function will be planned, coordinated, and monitored between the Joint Staff, J-7 and the JTIMS PM.

c. Software Maintenance. Establishing a process for updating the JTIMS software, application processes and documentation through periodic review will be coordinated and monitored for the Joint Staff, J-7/JDETD by the JTIMS PM.

d. Manpower and Personnel. Identification of the level of personnel required to operate and administer JTIMS will be coordinated and monitored for the Joint Staff, J-7/JDETD by the JTIMS PM.

e. Support Material. Support material for the operation and maintenance of the JTIMS software program will be coordinated and monitored for the Joint Staff, J-7/JDETD by the JTIMS PM.

f. Technical Data. Establishment and maintenance of technical data will be coordinated and monitored between the Joint Staff, J-7/JDETD and the JTIMS PM.

g. Computer Resource Support. Monitoring JTIMS software for compliance with standard DOD programming protocols will be coordinated and monitored between the Joint Staff, J-7/JDETD and the JTIMS PM.

h. Help Desk. The JTIMS PM will coordinate resources and manage the integrated JTIMS Help Desk. Support will include technical, connectivity, and applications assistance. Help desk information and numbers can be accessed via the JTIMS web sites.

6. Training and Training Support. Joint Staff, J-7/JDETD, in coordination with the JTIMS PM, will plan, coordinate, and supervise the

JTIMS-DO for initial training (train the trainer) in support of new version or functionality fielding and the development of JTIMS using training devices. The cornerstone-training device for JTIMS is web-based training. Additionally, training information can be found in the JTIMS training plan (Appendix G of Enclosure X).

7. Topology. The JTIMS PM will oversee the topology of the JTIMS Interface Requirements and ensure this is done in compliance with DOD policy and generally accepted industry practices. The topology document[13] will describe the end-state topology and architecture of the envisioned comprehensive JTIMS data scheme to the joint community in the conduct of joint training. Software and database objective modeling will be used to document the software process identification and a fully attributed database schema. Fully attributed models will be required to ensure compliance with required DOD data and entity relationships standardization within the JTIMS.

[13] Topology document will be published separately.

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APPENDIX B TO ENCLOSURE X

JOINT TRAINING INFORMATION MANAGEMENT SYSTEM CONFIGURATION MANAGEMENT PLAN

1. Purpose. This CMP applies to the JTIMS software development program. Its purpose is to identify and define the organization, activities, overall tasks, principles, and objectives for the automation and implementation of JTIMS software applications.

2. Overview. JTIMS configuration management (CM) ensures the proper identification of the software configuration, to control changes, and to record the change implementation status of the physical and functional characteristics of the JTIMS software development program. All participants in the CM process should consider the effect their requirements have on the joint environment as a whole (organizations, management practices, schedules, budgets, technical activities or program status). The JTIMS Configuration Management Board (CMB) is responsible for assessing and minimizing this impact consistent with program objectives, requirements, and fiscal constraints.

3. Configuration Management. CM applies technical and administrative direction and surveillance over the life cycle of items to:

a. Identify and document the functional and physical characteristics of configuration items.

b. Control changes to configuration items and their related documentation.

c. Record and report information needed to manage configuration items effectively, including the status of proposed changes and implementation status of approved changes.

d. Audit configuration items to verify conformance to specifications, drawings, interface control documents, and other contract requirements.[1]

[1] MIL-HDBK-61A Configuration Management Guidance

(1) CM Concepts[14]

(a) Configuration Baseline – (1) An agreed-to description of the attributes of a product, at a point in time, that serves as a basis for defining change. (2) An approved and released document, or a set of documents, each of a specific revision; the purpose of which is to provide a defined basis for managing change. (3) The currently approved and released configuration documentation. (4) A released set of files comprising a software version and associated configuration documentation.

(b) Configuration Control – (1) A systematic process that ensures that changes to released configuration documentation are properly identified, documented, evaluated for impact, approved by an appropriate level of authority, incorporated, and verified. (2) The configuration management activity concerning: the systematic proposal, justification, evaluation, coordination, and disposition of proposed changes; and the implementation of all approved and released changes into (a) the applicable configurations of a product, (b) associated product information, and (c) supporting and interfacing products and their associated product information.

(c) Configuration Documentation – Technical documentation, the primary purpose of which is to identify and define a product's performance, functional, and physical attributes (e.g., specifications, drawings).

(d) Configuration Item (CI) – A CI is any hardware, software, or combination of both that satisfies an end use function and is designated for separate configuration management. Configuration items are typically referred to by an alphanumeric identifier that also serves as the unchanging base for the assignment of serial numbers to uniquely identify individual units of the CI.

(e) Configuration Identification – (1) The systematic process of selecting the product attributes, organizing associated information about the attributes, and stating the attributes. (2) Unique identifiers for a product and its configuration documents. (3) The configuration management activity that encompasses the selection of CIs; the determination of the types of configuration documentation required for each CI; the issuance of numbers and other identifiers affixed to the CIs

[14] The following CM concepts have been defined for clarification from the Military Handbook 61A (MIL-HDBK-61A) Configuration Management Guidance.

and to the technical documentation that defines the CI's configuration; the release of CIs and their associated configuration documentation; and the establishment of configuration baselines for CIs.

(f) Functional Configuration Audit – The formal examination of functional characteristics of a CI, or system to verify that the item has achieved the requirements specified in its functional and/or allocated configuration documentation.

(2) CM Team will:

(a) Perform internal configuration audits for compliance with baseline specifications.

(b) Control the integrity and continuity of the design, systems engineering, and cost trade-off decisions made between technical performance, productibility, operability, and supportability.

(c) Control the communication of decisions regarding continuity of the design, systems engineering, and cost trade-off.

(3) Objectives. Appendix C, D, E, F of Enclosure X:

(a) Provide a coherent process for CM of the JTIMS software development program and organizations that support it.

(b) Establish a method to change and track CIs.

(c) Provide a reference for the common terminology for CM.

(d) Ensure control over design, development, production, and installation of JTIMS.

(e) Ensure processes for testing that demonstrate acceptability of materiel and services.

(f) Provide a disciplined integrated systems development approach.

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APPENDIX C TO ENCLOSURE X

PROCEDURES FOR CONFIGURATION MANAGEMENT

1. Overview. "Configuration Management (CM) can be defined as stabilizing the evolution of software products at key points and then controlling change."[2] The procedures for CM will define the process in which new, modified, and/or deferred requirements will be tracked and controlled for the JTIMS software development program. All JTIMS users will adhere to the CM process established in Appendix F to Enclosure X.

2. Purpose. The purpose of this section is to identify and describe the overall policy and procedures for CM to be used during the life cycle of the JTIMS software development and maintenance. These procedures will be upgraded progressively as the program proceeds and the necessity arises. The procedures for CM establish the basis for uniform and concise configuration information management practice. The primary objective of these procedures is to provide information on the CM policy and methods to be adopted and implemented for the JTIMS software development program.

3. Maintenance. The maintenance of procedures for CM is the responsibility of the CM team. Improvements to the outlined process, procedures, and standards are the responsibility of every JTIMS program team member. Every JTIMS program team member should take responsibility and action to be involved in improvements.

4. Organization

a. The JTIMS CM approach will rely on integrated product and process teams and boards. These teams and boards will include representation from the user community and SMEs.

b. Functional requirements management provides a process for the systematic identification, collection, tracking, analysis, refinement, and prioritizing of end users proposed changes. JTIMS functional requirements are derived from both the top down to support the JTS, and from the bottom up to help the users use the system more efficiently. Functional requirements management involves the front-end analysis of all proposed changes to ensure compliance with existing policy, plans, procedures; appropriateness for automation; and need for

[2] Little Book of Configuration Management

revision to existing policy, plans, procedures, and the recommended prioritization of automation requirements, to include the rationale, timing, and cost of the automation. This approach also provides for the validation of technical solutions against the functional requirement.

(1) The JTIMS PM, representing the Joint Staff, J-7, has overall responsibility for developing technical solution COAs with associated costing estimates for implementation to satisfy validated user requirements and for implementing user-prioritized COAs.

(2) JTIMS-DO will:

(a) Develop software IAW this document, and applicable directives specified in the JTIMS Statement of Work.

(b) Provide statement on impact of proposed changes (functional, automation, and technical) to the JTIMS PM to include: feasibility, cost estimates, timeline adjustments, hardware requirements, hosting requirements, and impacts of user's proposed changes.

(c) Track and manage approved technical changes as directed by the JTIMS PM.

(d) Coordinate development, integration, and implementation of all proposed changes with the JTIMS PM.

(3) Configuration Management Team. The JTIMS PM is responsible for organizing and directing the CM team, in coordination with and at the direction of the Joint Staff, J-7. The CM team and sub-teams will be built using the Integrated Product and Process Team approach, as directed in DOD systems acquisition policy.

(4) JTIMS Functional Team (FT). The JTIMS FT screens new requirements submitted by the JTIMS community. The FT leader reports to the JTIMS PM and Joint Staff, J-7. The FT includes representation from the SPM, the DO, the JWFC, and other SMEs, and is responsible for tracking change requests and problem reporting into the CM process and for performing the functional impact analysis. The FT lead is the Joint Staff, J-7, and PM's focal point for CM tracking.

(5) JTIMS Technical Team. The JTIMS-DO leads the technical team and is assisted by the SPM and selected SMEs as required. The technical team is responsible for performing the technical impact analysis (which includes an estimated cost and schedule impact) for each change request.

APPENDIX D TO ENCLOSURE X

CHARTER FOR THE CONFIGURATION MANAGEMENT BOARD

1. Purpose. This charter establishes the JTIMS CMB to evolve and maintain the JTIMS software development program as a single, unifying DOD architecture for JTS information.

a. Mission. The mission of the JTIMS CMB is to oversee the development, maintenance, and other aspects of CM for the JTIMS as it evolves to address new domains, interfaces, technologies, standards, processes, and issues. The CMB defines major milestones, deliverable work products, and delivery schedule.

b. Scope. JTIMS CMB activities will pertain to the maintenance and evolution of the JTIMS software development program. Joint Staff, J-7 may expand the scope of the JTIMS software development program and JTIMS CMB.

c. Organizations, Functions and Responsibilities. The CMB provides a formal mechanism for approving requirements for inclusion in the JTIMS software development program. The JTIMS CMB will address and have oversight of all requirements entered into the JTIMS functional requirements database and CM database. The JTIMS CMB organizations, functions, and responsibilities are defined in Table X-D-1.

2. Procedures. The JTIMS CMB will observe the following general procedures:

a. Standing Rules. The JTIMS CMB may establish standing rules as required to effectively carryout this charter.

b. Meetings. The JTIMS CMB will meet annually to address requirements. The date and location of each meeting shall be announced at least 60 days in advance. JTIMS CMB Chair will publish an agenda at least 20 days in advance. Records of meeting discussions and decisions shall be distributed within 30 days following the meeting.

c. Quorum. A quorum will exist when (1) a simple majority of the combatant commands are present and (2) a majority of the voting members are present.

MEMBERS	FUNCTIONS	RESPONSIBILITIES
• Joint Staff J-7/JDETD or his or her designated representative	• Chair meeting • Non-voting member	• Schedules and conducts meetings • Develops and distributes an agenda 25 days prior to meetings • Presents status of JTIMS CMB activities to the Joint Staff J-7 • In the event that consensus is not reached, the Joint Staff J-7 will make a final determination.
• JTIMS PM	• Vice Chair • Non-voting member	• Present status of JTIMS CCB activities to the JTIMS CMB • Recommend milestones, deliverable work products, and delivery schedules • Support the Joint Staff J-7/JDETD in executing duties as the CMB Chair.
• Secretary - SPM	• Records meeting minutes • Non-voting member	• Perform administrative tasks • Prepares meeting agendas, meeting minutes, updated rosters, and associated documents.
• DO	• Developer representative • Non-voting member	• Provides pertinent information as directed by the Chair.
• Joint Staff J-7/ • Combatant Commands: USCENTCOM, USEUCOM, USJFCOM, USNORTHCOM USPACOM, USSOCOM, USSTRATCOM, USTRANSCOM • Services US Air Force, US Army, US Coast Guard, US Marine Corps, US Navy • CSAs: DIA, DISA, DLA, DTRA, NIMA,	• Voting members (one vote per organization)	• Official representatives of the Joint Staff, combatant commands, CSAs, and the Services • Designated to present the single, unified position of an organization element that has a JTIMS requirement • Present during JTIMS CMB meetings • Act as the focal point for the member's organization to resolve issues and activities related to their respective missions and needs • Participate in or coordinate support to subgroups, as necessary

MEMBERS	FUNCTIONS	RESPONSIBILITIES
NSA		
• Other Participants	• Non-voting members	• Participation is at the discretion of the JTIMS Chair.

Table X-D-1. CMB Members, Functions, and Responsibilities

d. Issues. Any voting member may raise issues to the Chair and, if accepted, the issue may be added to the agenda for the next meeting.

e. Decisions. JTIMS CMB decisions shall be made based on a consensus of the voting members. Decisions concerning the scope, mandates, and standards in the JTIMS CMB will require that (1) a simple majority of the quorum present vote in favor of a motion, and (2) no substantive disagreements are raised. The voting member(s) raising a substantive issue must submit a written rationale to the JTIMS CMB Chair, Joint Staff, J-7. Decisions based on votes by the CMB will be viewed as binding after final assent of the program executive officer (PEO), Joint Staff, J-7.

f. Charter Review. The JTIMS CMB Charter will be reviewed as determined by the Chair.

3. Configuration Management Board Schedule and Timeline

a. -CMB (-60 Days). The Joint Staff, J-7/JDETD will notify CMB members 60 days in advance of the proposed CMB meeting date. The PM will disseminate pertinent JTIMS information to all CMB voting members. A list of the proposed requirements, along with the Functional Requirements Review Board's suggested recommendations and prioritizations, will be included in the notification and posted.

b. CMB (-45 Days). The CMB members will reply to the Joint Staff, J-7/JDETD if they have issue(s) with any of the proposed requirements, suggested recommendations, or prioritizations, along with any other issues to be discussed, 45 days before the CMB meeting date.

c. CMB (-25 Days). The JTS PM, on behalf of the Joint Staff, J-7, will publish the CMB meeting agenda containing the meeting location, date, time, proposed requirements with which at least one member has non-concurred, and any issues identified by the voting members requiring discussion. Non-voting organizations requiring issue

discussion not on the agenda must seek the sponsorship of a voting member for recognition during the CMB.

d. CMB (-5 Days). The JTS PM will send out the final agenda.

e. CMB (+20 Days). The JTS PM will post the meeting minutes.

APPENDIX E TO ENCLOSURE X

CHARTER FOR THE CONFIGURATION CONTROL BOARD

1. Purpose. This charter establishes the JTIMS CCB and provides a consolidated functional requirements recommendation for prioritized development of the JTIMS software.

a. Scope. The scope of the JTIMS CCB activities will pertain to the maintenance and evolution of the JTIMS requirements for the software development program.

b. Mission. The mission of the CCB is to review, accept or reject, refer for study, refine, prioritize user build requirements, and validate the PM's proposed development build plan.

c. Organization, Functions, and Responsibilities. The JTIMS CCB provides a formal mechanism within JTIMS management process for advising on joint-wide functional requirements to the JTIMS CMB. The CCB will address all requirements entered into the JTIMS functional requirements database and the CM database. Associated organizations, functions, and responsibilities are defined in Table X-E-1.

2. Procedures. The JTIMS CCB will observe the following general procedures:

a. Standing Rules. The JTIMS CCB may establish standing rules as required to effectively carryout this charter.

b. Meetings. The JTIMS CCB will meet annually and precede CMB meetings by at least 120 days. The date and location of each meeting shall be announced at least 60 days in advance. JTIMS CCB Chair will publish an agenda at least 20 days in advance. Minutes of meeting discussions and decisions shall be distributed as appropriate within 30 days following the meeting.

c. Quorum. A quorum will exist when:

(1) A simple majority of the combatant commands are present.

(2) A majority of all voting members are present.

MEMBERS	FUNCTIONS	RESPONSIBILITIES
• JTIMS PM	• Chair meeting • Non-voting member	• Schedules and conducts meetings • Develops and distributes an agenda 25 days prior to meetings • Presents status of JTIMS CMB activities to the Joint Staff J-7 • In the event that consensus is not reached, the Joint Staff J-7 will make final determinations.
• DO	• Vice Chair • Non-voting member	• Recommends milestones, deliverables, and associated schedules • Supports the JTIMS PM in executing the duties as the CCB Chair.
• Secretary	• Records meeting minutes • Non-voting member	• Performs administrative tasks as directed by the Chair • Prepares meeting agendas and meeting minutes, updates rosters and associated documents.
• SPM CM Manager	• SPM representative • Non-voting member	• Track build plans, new requirements, etc., as directed by the JTIMS PM.
• Joint Staff J-7 • Combatant commands: USCENTCOM, USEUCOM, USJFCOM, USNORTHCOM, USPACOM, USSOCOM, USSPACECOM, USSTRATCOM, USTRANSCOM • Services US Air Force, US Army, US Coast Guard, US Marine Corps, US Navy • CSAs: DIA, DISA, DLA, DTRA, NIMA, NSA	• Voting members (one vote per organization)	• Official representatives of the Joint Staff, combatant commands, CSAs and the Services • Designated to present the single, unified position of an organization element that has a JTIMS requirement • Present during JTIMS CMB meetings • Act as the focal point for the member's organization to resolve issues and activities related to their respective missions and needs • Participate in or coordinate support to subgroups, as necessary

MEMBERS	FUNCTIONS	RESPONSIBILITIES
• Other Participants	• Non-voting members	• Participation is at the discretion of the JTIMS Chair.

Table X-E-1. CCB Members, Functions, and Responsibilities

d. Issues. Any voting member may raise issues to the Chair and, if requested, the issue may be added to the agenda for the next meeting. The JTIMS CCB may ask the Chair to forward an issue to an integrated process team (IPT) for recommendations.

e. Decisions. JTIMS CCB decisions shall be made based on a consensus of the voting members. Voting member(s) who have a substantive issue must submit a written rationale to the JTIMS CCB Chair, who will forward the issue with comment to the JTIMS CMB Chair. Decisions based on votes by the CCB will be viewed as binding after final assent to the JTIMS CMB.

f. Charter Review. The JTIMS CCB Charter will be revised as directed by the Chair.

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APPENDIX F TO ENCLOSURE X

CONFIGURATION MANAGEMENT PROCESS

1. The Configuration Management Team. The JTIMS PM supervises configuration management and control in order to achieve the objectives established by the CMB. The CM team manages information and places products under configuration control as directed by the JTIMS PM. In concurrence with the PEO, the JTIMS PM will determine the software changes, CIs, and documents to be controlled and will determine the schedule for when they will enter the system.

2. JTIMS Change Proposal Types. The JTIMS functional requirement management process provides the point of departure from which changes (deficiencies) and new requirements will be proposed, validated, prioritized, and provided to the SPM (FT) and the JTIMS-DO (technical team) for execution within existing resources. Change proposal types for the JTIMS software development include:

a. Software Deficiency (SD). An SD to a documented functional automation requirement of the system, i.e., a defect or deficiency; e.g., something within the scope of the existing software and/or documentation that is not functioning as specified. Potential SDs should be submitted to the Help Desk. If the issue cannot be solved using the Help Desk procedure,[3] the issue will be forwarded for entry in the requirements process.

b. Baseline Change Request (BCR). A BCR is a request for an upgrade to an existing JTIMS capability.

c. Operational Interface Requirement (OIR). An OIR is a request to establish an operational interface between JTIMS and other applications and systems. Approved OIRs will be coordinated with the PM of these applications or systems.

3. Configuration Management Process. All proposed functional requirements will be processed through a standardized Configuration Management Process.

a. Start Functional Requirements Management Process

[3] See JTIMS Web Site for Help instructions on submitting a Help Desk problem or Use Guide.

NOTE: Joint Training Information Management System Pictorial Requirement Process. (See Figure X-F-1).

(1) Submit Proposed Change. Any organization proposing new requirements, revisions to requirements, or deletion of requirements (called "proposed changes"), will submit a JTIMS Change Request Form describing the rationale behind their proposal. Changes may be proposed by many sources, both internal and external to the JTIMS development program. All changes must enter the functional requirement management process through the command OPR.[15]

(2) Enter Proposed Change in the Functional Requirements Database. The OPR submits a proposed change, using the JTIMS Change Request Form, to the CM Team via E-mail (E-mail addresses appear on the JTIMS Request Change Form). The CM manager (CMM) will:

(a) Check for clarity, completeness and proper construction of the proposed change by reviewing and refining the JTIMS Change Request.

(b) Converse with the submitter, OPR, and members of the CM team to ensure the proposed change is properly defined.

(c) Enter the proposed change into the JTIMS Functional Requirements Management Database.

(d) Notify the submitter, OPR, and members of the CM team of the tracking number and working title of the proposed change.

(3) Conduct Initial Screening of Proposed Change. The JTIMS FT (supported, as required, by the technical team, user, and/or SME) determines if the proposed change is in scope or out of scope for JTIMS automation. If determined to be in scope, the proposed change proposal type is determined to be a BCR (new requirement), OIR, or an SD. A screened proposed change represents an agreement between the JTIMS PM and the submitting organization that the proposed change will be submitted to the FT and technical team for impact analysis.

(4) Change Out-of-Scope. If the JTIMS FT confirms the proposed change is not an automation request, the change will be labeled out-of-

[15] One person from each combatant command and/or agency will be selected as the OPR to coordinate functional changes with the CM team, and will act as the single point of entry for all changes submitted by that combatant command and/or agency.

scope and forwarded to the JTS PM. The originator of the proposed change is notified by the JTIMS PM of the decision within 10 working days of the decision.[16]

(5) Joint Training System Issues. The Joint Staff and JTS PM will receive all JTIMS proposed requirements labeled "out-of-scope" from the JTIMS PM. Changes that cannot be implemented by the software development effort are those labeled as JTS policy, plans, procedures, resources, hardware, and connectivity.

(6) System Defects. During the screening process the FT, with input from the technical team, may determine the requirement is a defect SD with the current system; something within the stated requirements of the existing software and/or documentation that is not functioning as specified. If the requirement is an SD, it will be sent directly to the JTIMS-DO for correction. The Joint Staff, J-7 and JTIMS PM (with input from the DO) will resolve disputed defects.

(7) Conduct Requirement Functional Impact Analysis. The FT, (supported, as required, by the technical team, user, and/or SME), conducts an impact analysis (acceptability and suitability) to determine the value added of the proposed change. Once complete, the Functional Impact Analysis Report is passed to the JTIMS technical team. If a requirement is determined by the FT for further investigation, the JTIMS PM will schedule an IPT.

(8) Conduct Requirement Technical Impact Analysis. The technical team (supported, as required, by the FT, user, and/or SME) conducts an impact analysis (feasibility) including the risk associated with producibility, system performance, and cost to develop and implement. Once complete, the technical team submits the Final Impact Analysis Report (Functional and Technical) to the JTIMS PM. The Final Impact Analysis Report provides the JTIMS PM with a written software requirements specification for the requirement. If a requirement is determined by the technical team for further investigation, the JTIMS PM will schedule an IPT.

(9) User Advocacy Group (UAG) Meeting. The UAG provides functional reviews and comments on the strengths and weaknesses of JTIMS, which meet a specific set of user requirements in an objective

[16] For purposes of this process, the term "in-scope" means the change proposal is appropriate for software development and automation in support of the JTIMS mission. Change proposals determined to be "out-of-scope" (policy, plans, procedures, resources, hardware, connectivity) are forwarded to the Joint Staff J-7.

version. The UAG also reviews the list of proposed change recommendations for the Joint Staff, J-7 and JTIMS PM. The JTIMS PM refines the UAG recommendations for the Joint Staff J-7 in order to present those findings to the CCB. UAG members will be invited to provide support to the User Validation Event.

(10) Configuration Control Board. The CCB determines which proposed changes are appropriate for inclusion in future builds. The CCB reviews, accepts, rejects, refines, and prioritizes user build requirements. The CCB produces a consolidated and prioritized build requirements list. This list serves as the basis for the PM to develop and propose build plans. The CCB also reviews build plans the PM has already developed and provides comment on those to the CMB. The results of the CCB are forwarded by the JTIMS PM through the JTS PM to the CMB.

(11) Critical Design Review (CDR) Meeting. A CDR is for those requirements that are too complex for resolution via the normal IPT and UAG input. The JTIMS-DO presents development designs to the PM and appropriate IPT for acceptance to begin software coding. A CDR is directed by the JTIMS PM or, as appropriate, by the JTS PM.

(12) In-Progress Review. The JTIMS-DO outlines all data element inputs, processing, and outputs for those requirements that required a CDR. This review may be accomplished through a conference call, E-mails, or a group meeting.

(13) Configuration Management Board Review. The CMB approves, defers, or rejects JTIMS proposed build plans. The JTIMS PM will identify OIRs separately.

(14) Rejected or Deferred Requirements. Rejected and deferred requirements will be tracked and made available to the JTIMS community. The JTIMS PM will provide a reason for the rejection or deferral to the OPR.

(15) Recommendations, Priority List, and Build Plans. The results of the CCB and the CMB will be made available to the JTIMS community by the JTIMS PM as described in the charters.

(16) Build Plan(s) Testing and Fielding Schedules. Once a build plan is approved, the JTIMS PM, assisted by the DO, will assign a build plan version and objective fielding date. Testing and validation schedules will be developed and released by the JTIMS PM to the JTIMS community.

(17) Forward Decisions to JTIMS Community.[17] All CMB decisions are made available to the JTIMS community.

b. End Functional Requirements Management Process

4. Fast Track Development Process. Requirements submitted by a flag officer marked "Urgent" may be put on a "fast track" through the Functional Requirement Management Process. Due to the likelihood of disruption of the program, the Director, Joint Staff, J-7 in his or her capacity of PEO must approve proposed fast track items. A BCR labeled "Fast Track" will follow the process through the impact analysis to CMB approval. The required efforts of the UAG(s), IPT(s), CCB(s) and the CMB may be executed via E-mail, teleconference, or video teleconference to expedite the requirements process. Items selected and approved as fast track will be considered "must develop" by the Joint Staff, J-7 in coordination with JTIMS PM, even if it disrupts pending build plans. An item accepted for fast track becomes the de-facto top priority item.

5. Begin Development Process

a. Once the build plan has been approved and resourced, it is released to the JTIMS-DO to begin the software design and development process.

b. During design and development, the DO may submit a request for deviation (RFD). RFDs must pertain only to the technical requirements of a CI. RFDs are typically associated with current or future delivery of items that do not, or will not, conform to the government-directed baseline configuration. The DO may submit an RFD for the following reasons:

(1) The DO determines the CI cannot be delivered in the time specified.

(2) The DO identifies additional requirements to meet the CI's specification.

(3) The DO finds it necessary to spread delivery across multiple builds in a configuration other than that described by the build plan that currently contains the CI.

[17] The JTIMS community is the Joint Staff, combatant commands, service components, Services and CSAs.

(4) When an RFD is approved by the JTIMS PM, the contract may require modification by the government-contracting officer.

6. JTIMS Internal Software Development Configuration Management Process. This process reflects the span of control over "issue" management, as well as associated responsibilities. The life cycle maintenance (LCM) processes and procedures are outlined in Figure X-F-2, JTIMS Software Life Cycle Chart/ Internal CM Process.

NOTE: The LCM Plan is on file with the Joint Staff, J-7 and JTIMS PM and will be posted to the JTIMS websites.

a. The JTIMS-DO will have general processing oversight of all requirements identified as SDs, but will not be responsible for staffing and approval and/or disapproval recommendation of newly identified BCRs and OIRs. This will remain the purview of the CMM and will be processed in accordance with the JTIMS-approved CM process.

b. The JTIMS-DO will use appropriate CM tracking number assigned by the CMM for all coordination and communication for any change request.

c. The JTIMS-DO will validate all SDs before they are assigned for action. As necessary, originators will be contacted for additional information if the validation is not initially successful. Those requirements that cannot be validated in the short term will be tracked in the overall trend analysis.

NOTE: Table X-F-1 defines the abbreviations used in the Figure X-F-1.

Abbreviation	**Definition**
CCB	Configuration Control Board
CM	Configuration Management
CMB	Configuration Management Board
DO	Development Organization
HD	Help Desk
IPT	Integrated Process Team
JDETD	Joint Doctrine Education Training Division
JS	Joint Staff
JTS	Joint Training System
PC	Proposed Change
SRS	System Requirement Specification
UAG	User Advocacy Group

Table X-F-1. Abbreviations for Diagrams Chart

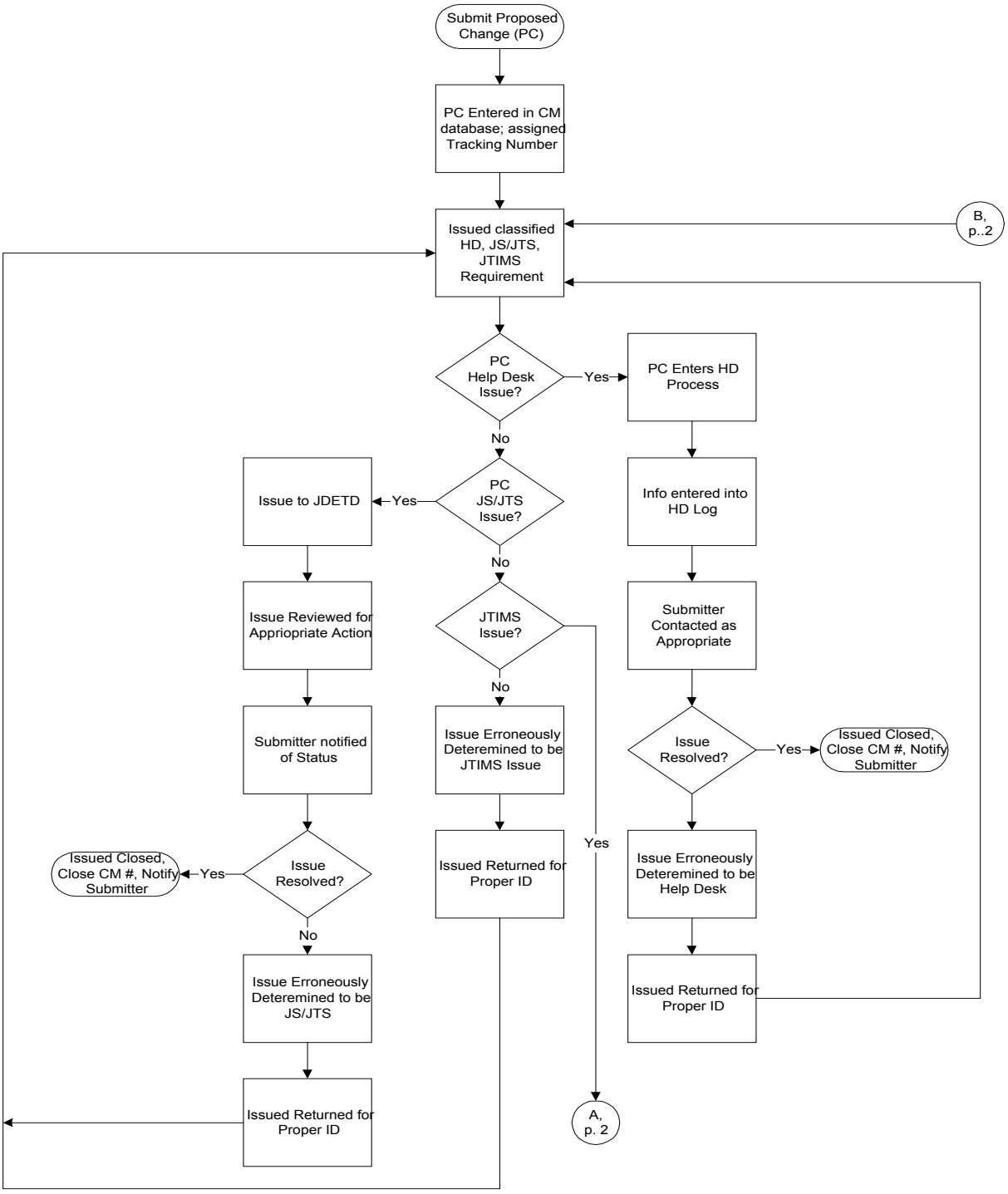

Figure X-F-1. JTIMS Pictorial Requirement Process

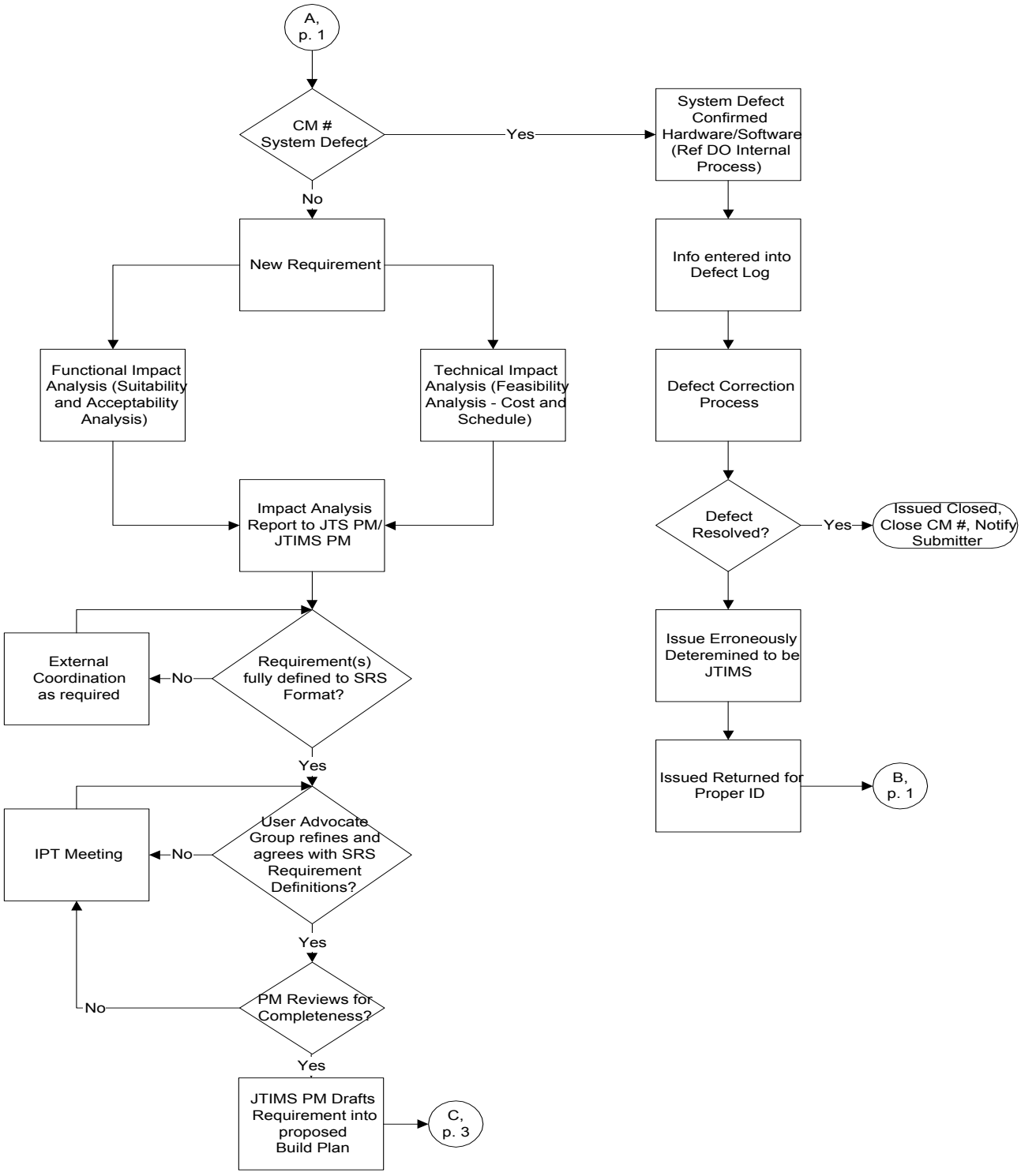

Figure X-F-1. JTIMS Pictorial Requirement Process (cont'd)

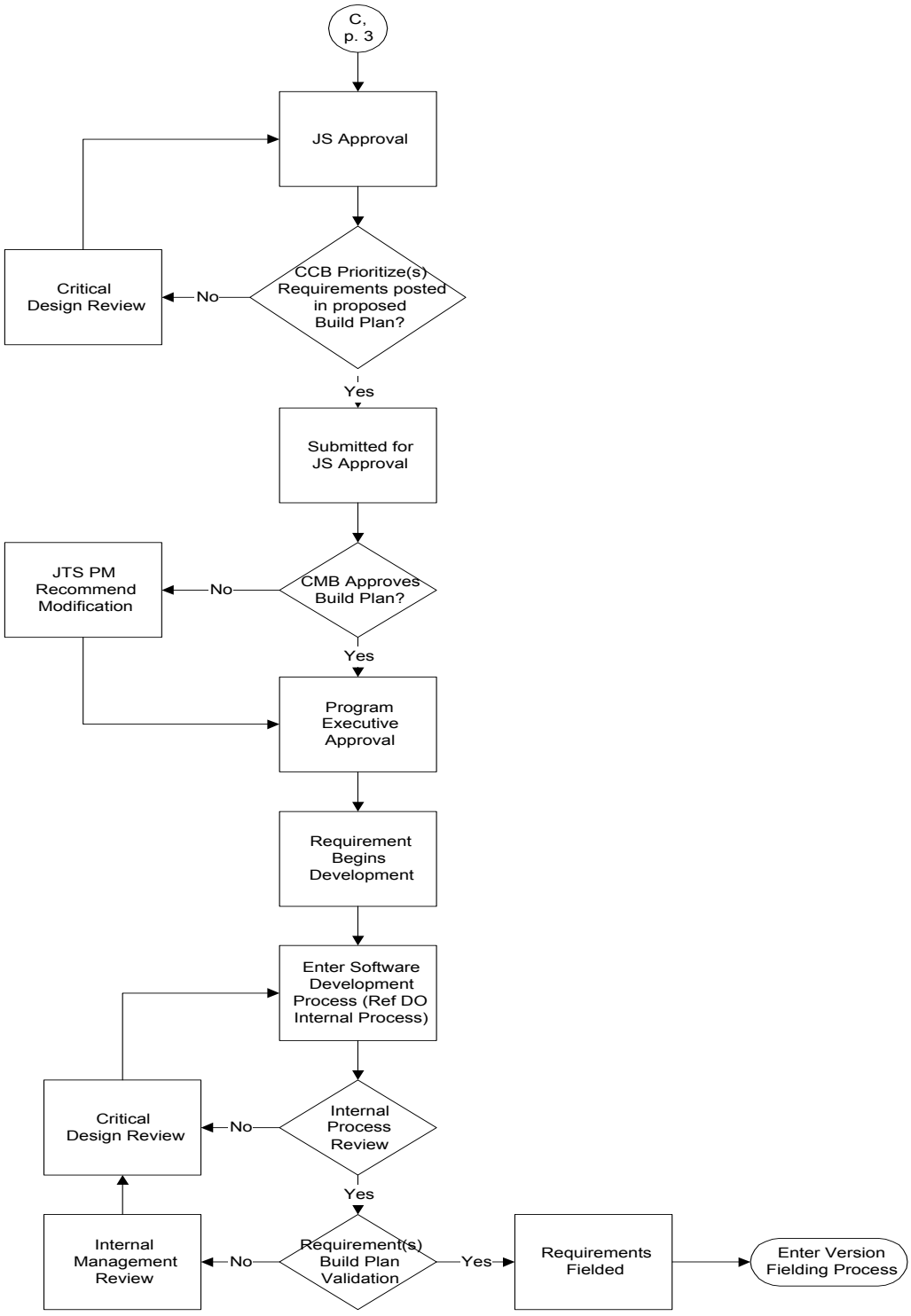

Figure X-F-1. JTIMS Pictorial Requirement Process (cont'd)

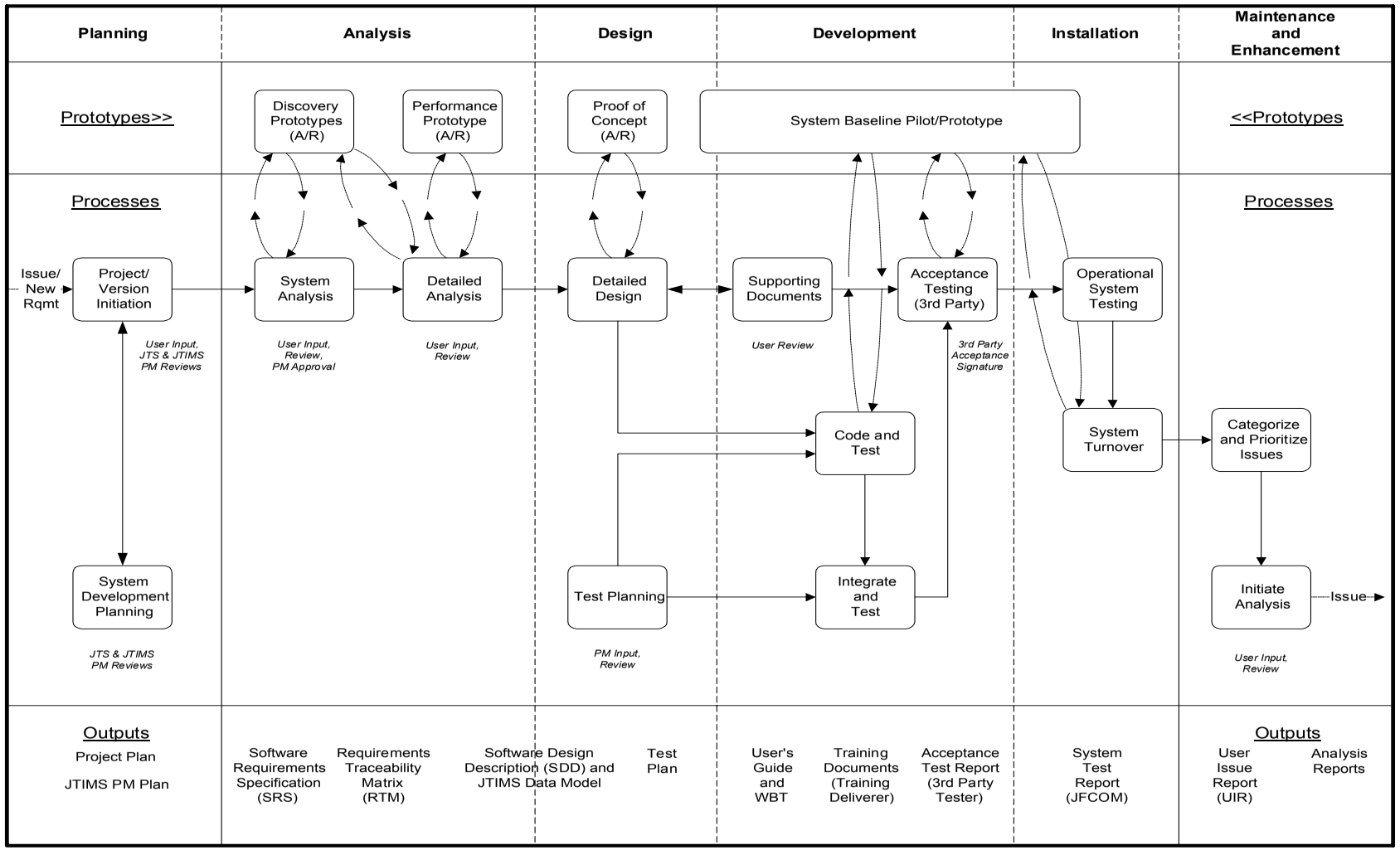

Figure X-F-2. JTIMS Software Life Cycle Maintenance and Internal CM Process

7. Configuration Review, Audits and Status Accounting. Configuration reviews, audits, and status accounting provide tracking mechanisms for all information controlled by CM. The reports usually include identified program documents, the program action item summary, the summary of all formal changes, and other information the JTIMS PM chooses to monitor. To ensure the program adheres to CM standards, the CM team will periodically perform internal configuration reviews, audits, and status accounting reports.

a. Configuration Review. A CM compliance checklist will be used to assist the CM team in identifying areas of non-compliance or areas requiring improvement. All proposed changes to CM information will be submitted to the JTIMS PM, to include:

(1) Software Requirements Specification

(2) Data Description Document

(3) Functional Requirements Database Reports

(4) JTIMS Implementation Plan

(5) JTIMS Program Management Plan

(6) JTIMS CM Procedure

(7) UAG Minutes

(8) IPT Minutes

(9) CCB Minutes

(10) CMB Minutes

b. Configuration Audits. The main purpose of functional and/or physical configuration audits is to establish a product or system baseline. Configuration audits will be performed when the product functionally and physically matches the specifications for each release of the software version or build. Responsibility for the functional and physical configuration audits will lie with the CM team until further notification from the Joint Staff, J-7/JDETD. All configuration audits will be conducted in accordance with a pre-approved configuration audit plan, which will be prepared by the Joint Staff, J-7/JDETD configuration team.

c. Functional Configuration Audit (FCA). The FCA is defined in the MIL-HDBK-61A as "the formal examination of functional characteristics of a configuration item, or system to verify the item has achieved the requirements specified in its functional and/or allocated configuration documentation." The FCA will examine the configuration identification software and associated documents to ensure they accurately reflect the actual functional characteristics of each configuration identification. Test and evaluation data will be examined to verify the CIs have achieved the performance specified in the relevant configuration identification documentation (e.g. functional or allocated baseline versions or builds). Any difference will be identified between the functional configuration of the selected configuration identification software and the development configuration identification software. Certification will not be part of the FCA since it will be an internal FCA performed by the CM team. In some cases, the FCA will be determined during integrated systems testing; in which case, completion of the audit will be delayed until integrated systems testing can be arranged.

d. Physical Configuration Audit (PCA). The PCA is defined by MIL-HDBK-61A as "the formal examination of the 'as-built' configuration of a configuration item against its technical documentation to establish or verify the configuration item's product baseline." Identification documentation and quality evaluation records are kept to ensure that each configuration baseline (technical and engineering documents) has been adhered to and that the 'as-built' condition is in accordance with those baseline documents.

e. Audit Results. Deficiencies found during a CM team audit will be submitted in a Quality Deficiency Report to the Joint Staff, J-7/JDETD.

f. Configuration Status Accounting. Configuration status accounting is the configuration management activity concerning capture and storage of, and access to, configuration information needed to manage products and product information effectively. Although there is no current funding to perform a formal configuration status accounting (usually performed by an external agency), the CM team will perform internal configuration status accounting reports until notice from the Joint Staff, J-7/JDETD.

8. POC Information

a. Joint Staff J-7/ JDETD, JTS PM. Colonel Pete Limoges, DSN 222-6300, Comm (703) 692-6300; E-mail limogepm@js.pentagon.mil, limogepm@js.pentagon.smil.mil.

b. Assistant JTS PM. Lieutenant Colonel Wes Jennings, DSN 222-7261, Comm (703) 692-7261; E-mail jenninwj@js.pentagon.mil, jenninwj@js.pentagon.smil.mil

c. JTIMS PM – USJFCOM JWFC. Lieutenant Colonel Charles W. Robinson, DSN 668-7272, Comm (757) 686-7272; E-mail robinsonc@jwfc.jfcom.mil, robinsonc@hq.jfcom.smil.mil

d. JTIMS-DO – Dynamics Research Corporation. Mr. Tom Bravo, Comm (978) 475-9090 Ext. 1426; E-mail tbravo@drc.com.

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APPENDIX G TO ENCLOSURE X

JOINT TRAINING INFORMATION MANAGEMENT SYSTEM TRAINING PLAN

1. Purpose. This plan supports users of the JTS in the implementation of the JTIMS within their respective command and/or organization by identifying the organization, architecture, activities, tasks, objectives, and products for implementation of JTIMS training support.

2. Training Audiences. The training audiences will include but are not limited to:

a. Senior Leaders. Leaders responsible for executing the JTS and who use the output from JTIMS.

b. General or Public Users. This audience requires training on the use of JTIMS functionality sufficient for navigating the JTIMS site and understanding overall JTIMS capabilities. In JTIMS, general users have read-only privileges and can view all reports and queries associated with their user group and those published by other user groups. General users cannot modify JTIMS data. User groups are major groups of users working together to produce common JTS products. JTIMS restricts data access to users within a user group. Public users have read-only privileges for any 'published' events. Neither general users nor public users can modify JTIMS data. User groups are major groups of users working together to produce common JTS products.

c. Analyst. Core users who routinely input, edit, and extract data from JTIMS and require in-depth understanding of JTIMS capabilities. Analysts have the same privileges as general users. In addition, they can add, edit, and view data within their user group or any user group to which they are assigned the analyst role. "Financial analyst" is a special type of analyst. Only a financial analyst can access the Event Funding applet. Financial analysts can select any published event in JTIMS and view (read-only) the respective event cost totals.

d. User Group Lead. The user group lead manages access to JTIMS software. Users assigned the user group lead role can make data products associated with their user group available to the general JTS community by using the publish function. They also add users within their group and assign roles to each user. They have overall management responsibility for JTIMS within their command or agency.

e. Trainer. An individual certified in training all aspects of JTIMS. Trainers are those persons who have been designated as having a specific training role for the successful implementation and operation of JTIMS.

f. System Support. JTIMS system support personnel are those individuals with specific roles and responsibilities for the day-to-day management, support, and operation of the system.

(1) Master Librarian. The master librarian assigns user group lead privileges to JTIMS and is responsible for certain aspects of database management.

(2) Help Desk. Help Desk personnel provide assistance to the user community.

(3) Technical Support. System administration personnel who resolve system problems for installation, operation, and maintenance of the JTIMS web architecture, to include both client and server applications.

3. Types of Training. (See Table X-G-A-1 for roles and type of training.)

a. System Overview. Provides an overview of JTIMS and its capabilities in support of the JTS. It includes a focused demonstration of specific JTIMS capabilities.

b. Implementation Training. Training for JTIMS enhanced capabilities concurrent with the release of the new software versions. This training is designed to ensure key system support personnel (trainers, help desk, and technical system support team) remain qualified in their respective areas of JTIMS support.

c. Initial Training. Training to new members of the user community designed to provide the new user(s) the ability to employ JTIMS in support of the JTS. Initial training is tailored to the specific role of the new user.

d. Refresher Training. Training to selected members of the user community designed to refresh experienced users' knowledge to employ JTIMS in support of the JTS refresher training. Refresher training is tailored to the specific role of the experienced users.

e. Trainer Training. Training designed to certify trainers in the instruction of current and enhanced JTIMS capabilities.

4. Responsibilities and Assumptions

a. Joint Staff, J-7/JDETD. The Joint Staff, J-7/JDETD has oversight for the JTS and JTIMS training programs. Joint Staff, J-7/JDETD will:

(1) Develop a deliberate training program for all types of training depicted in Table X-G-A-1.

(2) Develop and coordinate a training scheduling process. This will include the coordination of resources required for training.

b. US Joint Forces Command Joint Warfighting Center. JWFC will help support the JTIMS training effort as coordinated and approved by the Joint Staff, J-7 and based on established policy and procedures as set forth in the CJCS Joint Training Policy, JTMP, and JTM. USJFCOM JWFC will:

(1) Provide JTSSTs to support JTS and JTIMS training to combatant commanders and CSAs.

(2) Provide JTIMS training to support the combatant commanders execution of the JELC.

c. JTIMS PM. The JTIMS PM will:

(1) Coordinate on development and delivery of all JTIMS training in support of the Joint Staff, J-7.

(2) Review documents and materials used for JTIMS training.

(3) Review and recommend training programs, hardware, and software to enhance JTIMS training.

(4) Work with the Joint Staff, J-7 to maintain communications with the combatant commands and supporting agencies regarding their requirements and level of training on JTIMS.

d. Combatant Command and CSAs. Combatant command and CSAs will:

(1) Designate an OPR within the organization to serve as a focal point in the command for coordination for JTS and/or JTIMS training.

OPR and POC contact information will be provided to the Joint Staff, J-7 and the JTIMS PM.

(2) Establish an organizational JTS and/or JTIMS training program in accordance with Joint Staff, J-7/JDETD guidance and support.

(3) Provide appropriate facilities and computers (SIPRNET Web capable) for JTIMS training support.

ANNEX A TO APPENDIX G TO ENCLOSURE X

JTIMS TRAINING AUDIENCE AND TYPES OF TRAINING

JTIMS training will be accomplished using both instructional teams and distributed learning technologies (web-based training). Table X-G-A-1 shows training audiences and the types of JTIMS training to be received by each audience.

ROLE	**TYPES OF TRAINING**					
	System Overview	**Implementation (New Versions)**	**Initial (New User)**	**Refresher (Experienced User)**	**Trainer Training**	**JTS and JTIMS Management**
Senior Leader	X		X	X		X
General or Public User			X	X		
Analyst • Financial			X X	X X		
User Group Lead	X		X	X		X
Trainer	X	X			X	X
System Support • Technical • Help Desk • Master Librarian	X X X	X X X				

Table X-G-A-1. JTIMS Training Audiences and Types of Training

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ENCLOSURE Y

REFERENCES

a. CJCSI 3500.01 Series, "Joint Training Policy for the Armed Forces of the United States."

b. CJCSI 3500.02 Series, "Joint Training Master Plan for the Armed Forces of the United States."

c. CJCSM 3500.04 Series, "Universal Joint Task List."

d. Joint Publication 0-2, "Unified Actions Armed Forces."

e. Joint Publication 1-02, "DOD Dictionary of Military and Associated Terms."

f. Joint Publication 3-0, "Doctrine for Joint Operations."

g. Joint Publication 5-00.1, "Joint Doctrine for Campaign Planning," 25 January 2002.

h. The Joint Staff Officer's Guide, 2000.

i. CJCSI 3401.04 Series, "Chairman's Readiness System."

j. DOD Directive 7730.65 "Department of Defense Readiness Reporting System," 3 June 2002.

k. Presidential Decision Directive-33, dated 23 January 1995.

l. CJCSI 3150.25 Series, "Joint Lessons Learned Program." 01 October 2000.

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GLOSSARY

Part I--ABBREVIATIONS AND ACRONYMS

AAR	after action review
ALD	available-to-load date
AIRSUPREQ	air support request
ALLOREQ	air allocation request
AMC	Air Mobility Command
AMETL	Agency Mission Essential Task List
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ASD(ISA)	Assistant Secretary of Defense (International Security Affairs)
ASD(PA)	Assistant Secretary of Defense (Public Affairs)
ATO	air tasking order
ATP	Agency Training Plan
BCR	baseline change request
C2W	command and control warfare
C4I	command, control, communications, computers, and intelligence
CAX	computer-assisted exercise
CAP	crisis action planning
CCB	Configuration Control Board
CCD	critical cancellation date
CCTI	Chairman of the Joint Chiefs of Staff (CJCS) Commended Training Issues
CD	counterdrug
CDC	concept development conference
CDR	critical design review
CD-ROM	computer disk read-only memory
CI	configuration item
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CM	configuration management
CMB	Configuration Management Board
CMM	configuration management manager
CMP	Configuration Management Plan
CMX	crisis management exercise
COA	course of action

COMPASS	Common Mission Planning Support Strategy
CONOPS	concept of operations
CONPLAN	operational plan in concept format
CONUS	continental United States
COTS	commercial off-the-shelf
CPA	Chairman of the Joint Chiefs of Staff (CJCS) Program Assessment
CPR	Chairman of the Joint Chiefs of Staff (CJCS) Program Recommendation
CPX	command post exercise
CRS	Chairman of the Joint Chiefs of Staff (CJCS) Readiness System
CSA	combat support agency
CTP	Commercial Ticket Program
DCCEP	developing country combined exercise program
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DO	Development Organization (JTIMS)
DOD	Department of Defense
DOTMLPF	doctrine, organization, training and education, materiel, leadership, personnel, and facilities
DPG	Defense Planning Guidance
DTRA	Defense Threat Reduction Agency
EA	executive agent
EAD	earliest arrival date
ENDEX	end of exercise
ERC	exercise-related construction
FCA	functional configuration audit
FMID	force module identification
FOC-I	full operational capability-initial
FPC	final planning conference
FT	functional team
FTX	field training exercise
FUNCPLAN	functional plan
FY	fiscal year
GCCS	Global Command and Control System
GITS	General Intelligence Training System
GOTS	government off-the-shelf
HAZMAT	hazardous materials
HQ	headquarters

IAW	In Accordance With
ID	identification
IPC	initial planning conference
IPO	input–process–output
IPR	in-progress review
IPT	integrated process team
IT	inland transportation
J-1	Manpower and Personnel Directorate, Joint Staff
J-2	Intelligence Directorate, Joint Staff
J-3	Operations Directorate, Joint Staff
J-3/CSOD	Command Systems Operations Division
J-4	Logistics Directorate, Joint Staff
J-4/ED	Engineering Division
J-5	Strategic Plans and Policy Directorate, Joint Staff
J-6	Command, Control, Communications, and Computer Systems Directorate, Joint Staff
J-7	Operational Plans and Joint Force Development Directorate, Joint Staff
J-7/JED	Joint Exercise Division
JAAR	Joint After Action Report
JAOC	Joint Air Operations Cell
JCATS	joint conflict and tactical simulations
JCD	joint course database
JCLL	Joint Center for Lessons Learned
JDDP	Joint Doctrine Development Program
JDDS	Joint Doctrine Development System
JDETD	Joint Doctrine, Education, and Training Division
JDL	Joint Digital Library
JECG	Joint Exercise Control Group
JELC	joint event life cycle
JET	joint event team
JFACC	joint force air component commander
JFC	joint force commander
JFSC	Joint Forces Staff College
JFWC	Joint Forces Warfighting Center
JIC	Joint Intelligence Center
JIT	joint interoperability task
JLLP	Joint Lessons Learned Program
JMET	joint mission-essential task
JMETL	joint mission-essential task list
JMRR	Joint Monthly Readiness Review
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPOI	joint program of instruction

JRE	Java Runtime Environment
JROC	Joint Requirements Oversight Council
JRSOI	joint reception, staging, onward movement, and integration
JSCP	Joint Strategic Capabilities Plan
JSIMS	Joint Simulation System
JSPS	Joint Strategic Planning System
JTCD	joint training course database
JTF	joint task force
JTLS	joint theater-level simulation
JTIMS	Joint Training Information Management System
JTM	Joint Training Manual
JTMP	Joint Training Master Plan
JTMS	Joint Training Master Schedule
JTP	Joint Training Plan
JTS	Joint Training System
JTSST	Joint Training System Support Team
JTTP	Joint Tactics, Techniques, and Procedures
JWCA	joint warfighting capability assessment
JWFC	Joint Warfighting Center
LAD	latest arrival date
LDA	lead development agent
LCM	life cycle maintenance
M&S	modeling and simulation
MAAP	master air attack plan
MECC	Military Education Coordination Conference
MES	Major Exercise Support
METL	Mission Essential Task List
MILSTAMP	Military Standard Transportation and Movement Procedures
MOA	memorandum of agreement
MPC	mid-planning conference
MSC	Military Sealift Command
MSEL	Master Scenario Event List
MTA	Mission Training Assessment
MTG	Master Training Guide
MTMC	Military Traffic Management Command
MTW	major theater of war
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NDI	non-developmental item
NEO	noncombatant evacuation operation
NGO	nongovernmental organization

NIMA	National Imagery and Mapping Agency
NLT	not later than
NMS	National Military Strategy
NSA	National Security Agency
NSC	National Security Council
OIR	operational interface requirement
OP	operational
OPFOR	opposing force
OPORD	operation order
OPLAN	operation plan
OPR	office of primary responsibility
OPTEMPO	operating tempo
OSD	Office of the Secretary of Defense
PCA	physical configuration audit
PDD	Presidential Decision Directive
PEO	program executive officer
PERSTEMPO	personnel tempo
PH	port handling
PM	program manager
PME	professional military education
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POM	program objective memorandum
PPBS	Planning, Programming, and Budgeting System
PROVORG	providing organization
RAP	Remedial Action Program
RC	Reserve Component
RFD	request for deviation
RSOI	reception, staging, onward movement, and integration
S&M	scheduling and movement
S&T	Science and Technology
SD	software deficiency
SecDef	Secretary of Defense
SIPRNET	SECRET Internet Protocol Router Network
SME	subject matter expert
SMEB	significant military exercise brief
SMEN	significant military exercise notification
SN	strategic national
SOP	standing operating procedure
SORTIEALOT	sortie allotment
SPM	subsystem program manager

SPOD	seaport of debarkation
SPOE	seaport of embarkation
ST	strategic theater
STARTEX	start of exercise
TA	tactical
TACC	tanker airlift control center
TCC	transportation component command
T/C/S	tasks, conditions, standards
TPA	training proficiency assessment
TPE	training proficiency evaluation
TPFDD	time-phased force and deployment data
TPO	task performance observation
TSCP	Theater Security Cooperation Plan
TTP	tactics, techniques, and procedures
UAG	User Advocacy Group
UCP	Unified Command Plan
UE	UNIFIED ENDEAVOR (USJFCOM exercise)
UIC	unit identification code
UJTL	Universal Joint Task List
ULN	unit line number
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USD(P)	Under Secretary of Defense for Policy
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	unit type code
WJSC	Worldwide Joint Scheduling Conference
WJTC	Worldwide Joint Training Conference
WPC	Warrior Preparation Center

Part II—TERMS AND DEFINITIONS

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

Chairman of the Joint Chiefs of Staff Joint Training Master Plan. A plan developed and updated by the Chairman of the Joint Chiefs of Staff (CJCS) that provides planning guidance. The plan includes, as a minimum, CJCS guidance and CJCS Commended Training Issues. Also called JTMP.

Chairman of the Joint Chiefs of Staff Joint Training Master Schedule. A schedule of the Chairman of the Joint Chiefs of Staff (CJCS) exercise program events that integrates the joint training schedules of the combatant commands, Defense Threat Reduction Agency, and the schedule of the CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year and the following 5 years. Also called JTMS.

Combatant Command Joint Training Schedule. A resource constrained program developed and updated annually by the combatant command staff that integrates the combatant commands' joint training plans and the schedule of the combatant commander-sponsored exercises. The schedule normally includes exercise summaries for the program year as well as proposed summaries for the following 5 years.

Combatant Command Joint Training Plan. A plan developed and updated annually by each combatant commander that defines the strategy for training assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources.

command-linked tasks. Discrete events or actions designated by a joint force commander that must be performed by commands and agencies outside the command authority of the joint force, if the joint force is to successfully perform its missions. Command-linked tasks are designated by the supported joint force commander, but are normally

scheduled for training, evaluated, and assessed by the organization providing the support.

conditions. In joint training, those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance.

crisis action planning. 1. The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for deployment, employment, and sustainment of assigned and allocated forces and resources that occur in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs. Also called CAP.

criterion. In joint training, 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.

deliberate planning. 1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established Joint Strategic Planning System. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation.

essential task. Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.

evaluation. In joint training, an appraisal tied to a specific training event. Evaluation is an internal command responsibility intended to determine whether specific training objectives were met.

exercise. A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation.

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

functional plans. Plans involving the conduct of military operations in a peacetime or permissive environment developed by combatant commanders to address requirements such as disaster relief, nation assistance, logistics, communications, surveillance, protection of US citizens, nuclear weapon recovery and evacuation, and continuity of operations, or similar discrete tasks. They may be developed in response to the requirements of the Joint Strategic Capabilities Plan, at the initiative of the combatant commander, or as tasked by the supported combatant commander, Joint Staff, Service, or Defense agency. Chairman of the Joint Chiefs of Staff review of combatant commander-initiated plans is not normally required. (JP 1-02)

implied task. A task that is not stated but necessary to perform the mission.

individual joint training. Training offered to prepare individuals to perform duties in joint organizations or to operate uniquely joint systems (e.g., joint intelligence support system). Individual joint training can be joint academic courses or other organizational training conducted by the Office of the Secretary of Defense, Defense agency, combatant command, or Service.

interagency and/or inter-government training. Military training to prepare interagency and/or international decision makers and supporting staffs to respond to President and/or SecDef-approved mandates. Interagency and inter-government training is based on President and/or SecDef-derived standing operating procedures, as applicable.

interagency operations. Operations in which government or non-government agencies interact with the Armed Forces of the United States. These agencies may include the National Security Council, headquarters of operating elements of the Departments of State and Transportation, the Central Intelligence Agency, and the Adjutants General of the 50 states and four territories; other US Government agencies; agencies of partner nations; non-governmental organizations; regional and international organizations such as the North Atlantic Treaty Organization and the United Nations; and the agencies of the host country.

interoperability. 1. The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively

together. 2. The condition achieved among communications-electronic 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)

issue. In joint training, a shortcoming or deficiency identified during training, experimentation, evaluations, assessments, or operations that preclude performance to standard and requires focused problem solving. An issue is defined and analyzed in terms of doctrine, organization, training, education, material, leadership, personnel, and facilities to facilitate correction and validation.

Joint After Action Report. A written report consisting of summary joint universal lessons learned. It describes a real world operation or training exercise and identifies significant lessons learned. Also called JAAR.

joint combined exchange training. Joint combined exchange training is an overseas, combined training event that: primarily designed to benefit US Special Operations Forces mission essential task list and joint mission essential task list training; utilizes 10 US Code 2011 reporting procedures; is Major Force Program 11 funded; uses no foreign military assistance funds; and is prioritized through the theater combatant commander, coordinated through the US Ambassador and Department of State, and approved by the Secretary of Defense. Also called JCET.

joint exercise. A joint military maneuver, simulated wartime operation, or other Chairman of the Joint Chiefs of Staff or combatant commander-designated event involving planning, preparation, execution, and evaluation. A joint exercise involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine or joint tactics, techniques, and procedures.

joint event life cycle. In joint training, a joint event life cycle describes the design, planning, preparation, execution, analysis, and evaluation and reporting stages required to successfully execute a discrete training event. Also called JELC.

joint mission-essential task. A mission task selected by a joint force commander deemed essential to mission accomplishment and defined using the common language of the universal joint task list in terms of task, condition, standard, and responsible organization. Force providers also will select additional tasks in accordance with their joint training mission for assigned combatant headquarters and forces and deemed

essential to the mission of the combatant command headquarters and forces. Also called JMET.

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

Joint Professional Military Education. That portion of professional military education concentrating on the instruction of joint matters. Also called JPME.

joint training. Military training based on joint doctrine or joint tactics, techniques, and procedures to prepare joint forces and/or joint staffs to respond to strategic and operational requirements deemed necessary by combatant commanders to execute their assigned missions. Joint training involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine or joint tactics, techniques, and procedures.

Joint Training Course Database. A reference database of available individual joint training courses that address various aspects of joint and multinational operations. The database is updated annually by US Joint Forces Command and lists and describes the available joint courses to support joint training plans. Also called JTCD.

joint training courseware. Collective term for materials to support joint courses or joint training events such as individual study, lectures, seminars, practical exercises, table top exercises, and other such events. These materials include single courses or joint programs of instruction (JPOIs), documents such as master training guides, interactive courseware, computer-based training, and non-JPOI materials such as videotapes, stand-alone handbooks, and other joint validated items.

joint training objective. A statement that describes the desired outcome of a joint training activity. Training objectives are derived from joint mission essential tasks, conditions, and standards.

lesson learned. 1. A technique, procedure, or practical solution that allowed the task to be accomplished to standard based upon an identified shortcoming or deficiency within a specific command or circumstance that may be applicable to others in similar circumstances. 2. A changed behavior based upon previous experiences that contributed to mission accomplishment.

Master Training Guide. A collection of tasks and associated conditions and standards, usually for a specific joint organization. Tasks are derived from joint doctrine and are grouped on a mission and/or functional basis to support organizational training. Also called MTG.

measure. In joint training, a measure provides the basis for describing varying levels of task performance.

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

mission. 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. An assignment with a purpose that clearly indicates the action to be taken and the reason therefore. 4. The dispatching of one or more aircraft to one particular task.

mission training assessment. A commander's subjective assessment of the command's training proficiency assessments with respect to assigned missions. Also called MTA.

multinational exercises. Exercises that train and evaluate US and other national forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned missions.

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)

multinational training. Military training based on allied and/or coalition, joint, and/or Service doctrine, as applicable, to prepare personnel or units for multinational operations in response to Presidential and/or SecDef directives.

office of primary responsibility. The single staff element with overall staff responsibility for managing the joint mission-essential task on behalf of the commander.

operation. 1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply,

attack, defense and maneuvers needed to gain the objectives of any battle or campaign. (JP 1-02)

other participants. Additional organizations (other than the training audiences) that participate in or support the execution of a particular event. This includes exercise observers, controllers, evaluators, non-operational support, and forces that would not normally go to war with the sponsoring command.

professional military education. The systematic instruction of professionals in subjects that will enhance their knowledge of the science and art of war. Also called PME.

program of instruction. A series of related lessons designed to satisfy a specific joint training requirement (e.g., joint task force headquarters). Also called POI.

responsible organization. The single organization or individual with overall responsibility for accomplishing a particular joint mission-essential task list task.

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

specified task. A task explicitly stated and assigned.

standard. In joint training, the minimum acceptable proficiency required in the performance of a task. For mission-essential tasks of joint forces, each task standard is defined by the joint force commander and consists of a measure and criterion.

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

task. A discrete event or action that enables a mission or function to be accomplished by individuals or organizations.

task performance observations. In joint training, 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.

training assessment. An analytical process used by commanders to determine an organization's current levels of training proficiency on mission essential tasks. This process also supports the Chairman of the Joint Chiefs of Staff's and combatant commanders' cumulative assessments of overall joint readiness.

training audience. An organization (staff element, command, or other unit) that performs a particular joint mission-essential task list task.

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

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

training objectives. A description of the training audience, desired outcome of a training activity, and the measures for evaluating the learning outcome.

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