CJCSM 3500.03

JointTraining Manual for the Armed Forces of the United States

1 June 1996

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

MANUAL

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JOINT TRAINING MANUAL
FOR
THE ARMED FORCES OF THE UNITED STATES

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"

1. Purpose. This manual provides guidance for implementing the CJCS's policy for planning and conducting joint training within the Joint Training System, specified in references a and b.

2. Cancellation. This manual supersedes MCM-71-92, 21 May 1992, "Joint Training Manual."

3. Applicability. This CJCSM applies to the Joint Staff, combatant commands, Services, Defense agencies responsive to the Chairman of the Joint Chiefs of Staff, and other agencies as appropriate for matters relating to the joint training of the US Armed Forces.

4. Definitions. See Glossary.

5. Responsibilities. See references a and b. Detailed procedures for implementing the Joint Training Policy and the implementation of the Joint Training System are at the enclosures.

6. Summary of Changes. None.

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

For the Chairman of the Joint Chiefs of Staff:

CARLTON W. FULFORD, JR.
Major General, USMC
Vice Director, Joint Staff

Enclosures:
See Table of Contents

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The following is a list of effective pages for CJCSM 3500.03. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
1 thru 2	O	D-1 thru D-4	O
i thru x	O	D-A-1 thru D-A-4	O
I-1 thru I-2	O	D-B-1 thru D-B-2	O
II-1 thru II-6	O	E-1 thru E-6	O
III-1 thru III-6	O	F-1 thru F-2	O
IV-1 thru IV-18	O	G-1 thru G-4	O
V-1 thru V-22	O	H-1 thru H-4	O
VI-1 thru VI-30	O	I-1 thru I-4	O
VII-1 thru VII-26	O	J-1 thru J-4	O
A-1 thru A-8	O	K-1 thru K-16	O
B-1 thru B-12	O	L-1 thru L-8	O
B-A-1 thru B-A-2	O	L-A-1 thru L-A-4	O
C-1 thru C-16	O	M-1 thru M-2	O
C-A-1 thru C-A-2	O	N-1 thru N-4	O
C-B-1 thru C-B-2	O	GL-1 thru GL-12	O

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RECORD OF CHANGES

Change No.	Date of Change	Date Entered	Name of Person Entering Change

(INTENTIONALLY BLANK)

Table of Contents

	Page
Chapter I. Introduction	I-1
Purpose	I-1
Key Documents to Support Joint Training	I-1
JTM Update Schedule	I-1
Chapter II. Overview of Joint Training	II-1
General	II-1
Military Training	II-1
Intent of Joint Training	II-4
Five Tenets of Joint Training	II-5
Summary	II-6
Chapter III. The Joint Training System	III-1
Overview	III-1
The JTS: Processes and Products	III-1
The JTS is Maturing	III-5
Chapter IV. Requirements: Developing the Joint Mission Essential Task List	IV-1
A Warfighting Focus	IV-1
Establish the JMETL	IV-2
UJTL as a Common Language	IV-3
UJTL Applications	IV-5
JMETs Considerations	IV-6
JMETL Supporting Task	IV-6
Common Joint Tasks	IV-7
JMETL Development Process	IV-8
Establishing Requirements	IV-15
Products and Milestones	IV-16
Summary	IV-16
Chapter V. Plans: Preparing the Joint Training Plan and the Joint Training Schedule	V-1
Introduction	V-1
The CJCS Joint Exercise and Training Program	V-3
JTP Process	V-5
Adding Exercises to the JTMS	V-21
Products and Milestones	V-21
Summary	V-21

	Page
Chapter VI. Execution: Training to Standard	VI-1
General	VI-1
Executing Common Task Training Programs	VI-2
Executing Individual Joint Training	VI-3
Executing Collective Joint Training	VI-4
Summary	VI-29
Chapter VII. Assessment: Linking Joint Training to Improving Joint Readiness	VII-1
General	VII-1
Training Proficiency Assessments	VII-3
CJCS Capability Assessment	VII-10
CJCS Evaluation Program for Joint Operations and CINC-Sponsored Exercises	VII-24
Assessment Phase Summary	VII-25
Joint Training System Summary	VII-26
Appendix A--Joint Exercise Coordination Procedures	A-1
Appendix B--Joint Training Plan Format	B-1
Appendix C--Transportation Planning	C-1
Appendix D--Significant Military Exercises	D-1
Appendix E--Exercise-Related Construction	E-1
Appendix F--Developing Countries Combined Exercise Program	F-1
Appendix G--Key Suspenses Associated with Joint Training	G-1
Appendix H--Joint Exercise and Training Event Planning Milestones	H-1
Appendix I--Joint Warfighting Center Organizational Description and Support Capabilities	I-1
Appendix J--Joint Training Management: The Joint Exercise Directive	J-1
Appendix K--The After Action Review Process	K-1
Appendix L--GCCS Support for Joint Training Events	L-1
Appendix M--Defined Issue Format (Sample)	M-1
Appendix N--Joint Staff Master Scenario Events List Item Levels	N-1
Glossary	GL-1

Letter from the Chairman of the Joint Chiefs of Staff

First, and foremost, the Joint Training System described in this manual is focused on warfighting. We must train the way we intend to fight. Our efforts must also ensure that resources are efficiently applied to develop and maintain an integrated and flexible joint force. As a goal, combatant commands and the Services should continue to develop complementary methodologies to better allocate joint training resources, thereby increasing jointness by improving the quality of joint training. Commanders at all echelons should honestly and aggressively define and assess their joint training requirements.

GOAL

TRAIN THE ARMED FORCES TO OPERATE SUCCESSFULLY IN WAR OR MILITARY OPERATIONS OTHER THAN WAR (MOOTW).

OBJECTIVES AND PRIORITIES

- **PREPARE FOR WAR**
- **PREPARE FOR MOOTW -- PRIORITIZED BY EACH COMBATANT COMMANDER**
- **PREPARE FOR MULTINATIONAL / INTERAGENCY OPERATIONS**

The specific objective is to develop a joint training and exercise program that bolsters combatant commanders' ability to execute the National Military Strategy (NMS) while simultaneously maintaining readiness as a prerequisite to deterring aggression and responding to crisis. The desired end state is the improved readiness of joint forces, a training and exercise strategy better aligned with the NMS, improved interoperability, and a more stable process for optimizing the application of scarce Service resources.

JOHN M. SHALIKASHVILI
Chairman
of the Joint Chiefs of Staff

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CHAPTER I

INTRODUCTION

1. Purpose. The Joint Training Manual (JTM) provides an overview of the Joint Training System (JTS) and outlines procedures for implementing its integral parts. The manual is designed to assist the joint training community in developing requirements, creating joint training plans, executing those plans and assessing training proficiency. The JTS is designed to state requirements in terms of Joint Mission Essential Tasks (JMETs), associated conditions that describe the mission environment, and commander-approved joint standards. Once the collective joint training requirements of the combatant commands are understood, the supporting commands and Services can best allocate scarce resources to address them. Primarily, this manual describes the overall architecture of the JTS and procedures for operating within this system.

The JTM provides an overview of the Joint Training System and outlines procedures for implementing its integral parts.

2. Key Documents to Support Joint Training (See Figure I-1). The JTM is derived from the Joint Training Policy (Chairman of the Joint Chief of Staff Instruction (CJCSI) 3500.01) and the Joint Training Master Plan (JTMP, CJCSI 3500.02). CJCSI 3500.01 establishes policy for planning and conducting joint and multinational training and emphasizes the training philosophy of training the way you expect to fight. The JTMP provides guidance from the Chairman of the Joint Chiefs of Staff to the combatant commands, Services, Joint Staff, and Defense agencies for planning and conducting joint training events on a cyclical basis. The JTMP also identifies the ways and coordinates the means to implement a "mission-to-task" (requirements-based) joint training system. Thus, the JTM describes the JTS and defines the methods to accomplish the goals stated in Joint Training Policy and the JTMP.

3. JTM Update Schedule. This version of the JTM is considered an iterative document. Changes are expected as the comprehensive JTS is fully installed and executed. After JTS installation, the JTM will be revised. At that point, this manual will become enduring.

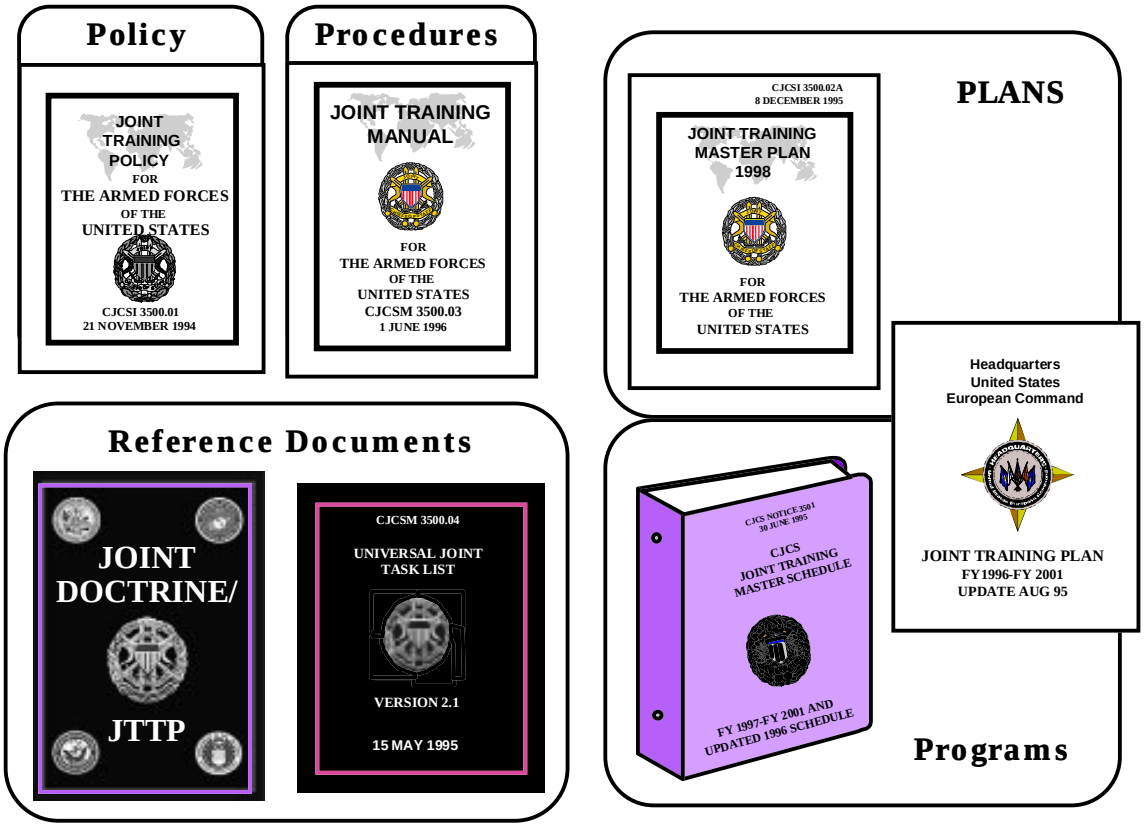


Figure I-1. Key Documents Supporting Joint Training

CHAPTER II

OVERVIEW OF JOINT TRAINING

1. General. The primary purpose of joint training is to prepare US forces to conduct joint and multinational operations. Above all, the JTS is designed to ensure the Armed Forces of the United States are trained to fight and win our nation's wars. The JTS (Figure II-1) provides an integrated, requirements-based methodology for aligning training programs with assigned missions consistent with command priorities and available resources. This system emphasizes a direct linkage between the National Military Strategy (NMS), combatant command mission requirements, and training. The ultimate result is trained and ready personnel able to effectively execute joint and multinational operations.

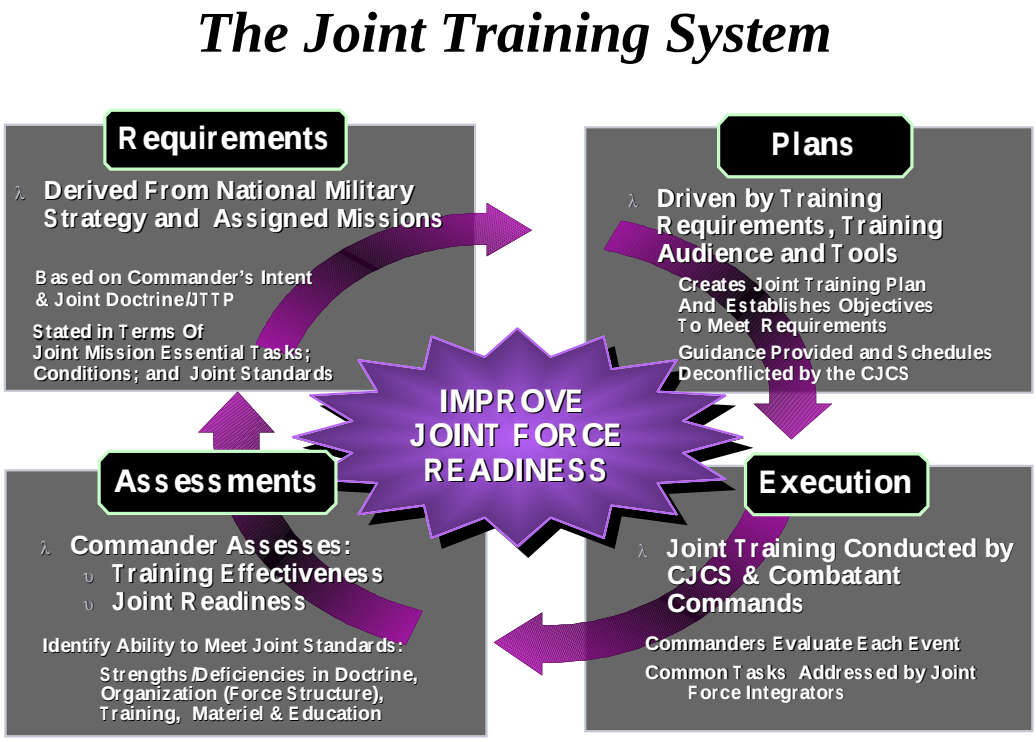


Figure II-1. The Joint Training System

2. Military Training. The way in which the Armed Forces train has evolved with the nature of the strategic environment. Military training has shifted from training to meet the demands of component-style warfare, as experienced in World War II, to the more modern multinational and joint warfare (See Figure II-2).

History of Military Training

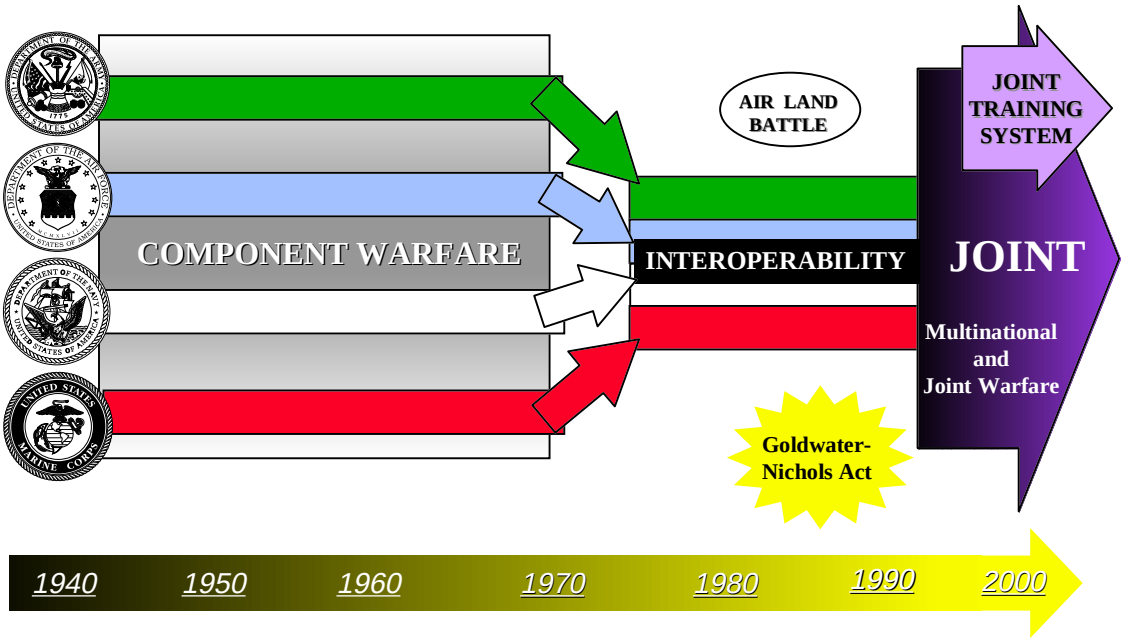


Figure II-2. History of Military Training

a. Joint Training Criteria. The distinctions between the different categories of military training are important because they ultimately determine who will be the proponent for each type of training, and who should provide resources. Two criteria are used to determine whether a particular training activity is joint:

(1) Criterion 1: Applies Joint Doctrine. The primary criterion relates to the question, "is a particular training activity based on joint doctrine, tactics, techniques, or procedures?" For example, although two or more Services may train together, such training, if based on Service doctrine, tactics, techniques, or procedures (including technical training) is classified as either inter-Service or component interoperability training--not joint training. Inter-Service training may include common training between two or more Services for certain skills such as cooks, motor vehicle operators, or corrections personnel. Alternatively, Service-sponsored component interoperability training might include air-to-air refueling between aircraft from different Services. Although Service-sponsored interoperability training is a vital component of joint readiness, it is not joint training since it applies Service doctrine, tactics, techniques, procedures, or equipment.

(2) Criterion 2: Sponsored by a Joint Command. The second criterion deals with the level of joint force command and staff, and is in two parts: first, training is considered joint when it responds to specific operational requirements established by a joint force commander (JFC)(i.e., a combatant commander, joint task force (JTF) commander, or joint force component commander preparing for a specific operational mission); or, second, when the training is intended to train joint forces or joint staffs for missions derived from joint mission requirements analysis.

b. Military and Joint Training Definitions. A broad spectrum of training and exercise events are sponsored at various command levels. Military training spans those events that fall within the following categories:

(1) Category 1: Service Training (US Only). Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and component-sponsored interoperability training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

(2) Category 2: Component Interoperability Training (US Only). Operational training based on joint doctrine or joint tactics techniques and procedures (JTTP) in which more than one Service component participates. This training normally includes CINC or Service initiatives to improve responsiveness of assigned forces to combatant commanders. Conducted under the auspices of a component commander, the purpose is to ensure interoperability of combat, combat support services, and military equipment between two or more Service components.

(3) Category 3: Joint Training (US Only). Military training based on joint doctrine to prepare joint forces and/or joint staffs to respond to operational requirements deemed necessary by combatant commanders to execute their assigned missions.

(4) Category 4: Multinational Interoperability Training. Military training based on allied, joint, and/or Service doctrine, as applicable, to prepare units in response to National Command Authority (NCA)-approved mandates. The purpose is to ensure interoperability of combat and combat support forces, and military equipment between US Service component(s) and other nation(s) forces.

(5) Category 5: Joint/Multinational Training. Military training based on multinational, joint, and/or Service doctrine, as applicable, to prepare units in response to NCA-approved mandates. The purpose is to prepare joint forces under a multinational command arrangement.

(6) Category 6: Interagency/Intergovernmental Training. Military training based on NCA-derived standard operating procedures, as applicable, to prepare interagency and/or international decision makers and staffs in response to NCA-approved mandates.

3. Intent of Joint Training. The intent of joint training is to provide a focus and framework for integrating core Service training programs--both individual and collective--illustrated in Figure II-3. Service training develops proficiency in the specific skills and capabilities the Army, Navy, Air Force, Marines, and Coast Guard bring to the joint arena. The Services also provide core interoperability capabilities, consistent with their defined roles and missions.

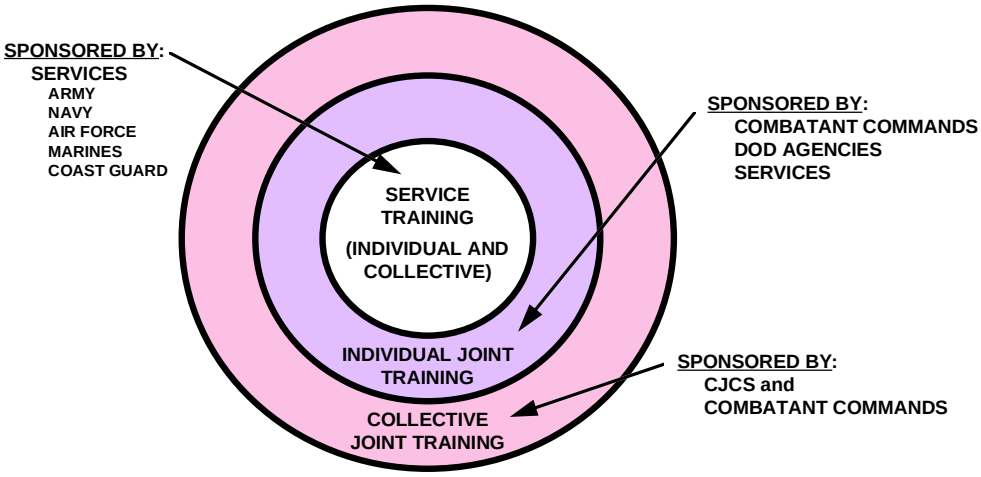


Figure II-3. Joint Training Builds on Service Training

Joint training requirements may be met through both individual joint training and collective joint training programs. Joint organizations (e.g., Defense agencies) and Services will have varying responsibilities for individual joint training. Collective joint training, however, remains primarily a responsibility of joint commands, focusing on force integration issues. The scope of this manual focuses on collective joint training. As the JTS matures and this manual is revised, individual joint training will also be addressed in similar detail.

4. Five Tenets of Joint Training. Joint force commanders synchronize the actions of air, land, sea, space, and special operations forces to achieve strategic and operational objectives. Success depends upon well-integrated forces trained to fight as a team. The Joint Training Policy establishes and discusses the tenets of joint training. These tenets are intended to guide commanders and staff in devising their training programs. Briefly:

TENETS OF JOINT TRAINING

1. *MAKE WARFIGHTING THE MISSION FOCUS*
2. *TRAIN THE WAY YOU INTEND TO FIGHT*
3. *COMMANDERS ARE THE PRIMARY TRAINERS*
4. *APPLY JOINT DOCTRINE*
5. *CENTRALIZE PLANNING, DECENTRALIZE EXECUTION*

a. Warfighting Mission Focus. The central theme of the JTS is the focus on the combatant commands' primary warfighting missions. By focusing on assigned warfighting missions, training is intentionally linked to the most dangerous as well as most likely missions assigned to the combatant commands via the Joint Strategic Capabilities Plan (JSCP).

b. Train the Way You Intend to Fight. Joint training events should be designed to reflect actual operational requirements. Conditions should represent worst-case constraints and assumptions from operation plans. Standards should reflect actual combat performance requirements.

c. Commanders Are the Primary Trainers. Commanders at all echelons are responsible for preparing their commands to accomplish assigned missions. The JTS is ultimately a tool for the commander. Commanders are also responsible for the accuracy, integrity, and proper distribution of joint training assessments.

d. Apply Joint Doctrine. Effective training must be based on the concepts likely to be employed in actual operations. Joint doctrine establishes the fundamentals of joint operations and provides guidance on how to best employ forces to achieve assigned objectives. Joint Pub 1, "Joint Warfare for the Armed Forces of the United States," Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)," and supporting doctrinal publications describe common procedures and uniform operational methods that permit commanders and organizations to plan and adjust to rapidly changing situations.

e. Centralize Planning, Decentralize Execution. In actual operations, centralized planning and decentralized execution are intended to provide

organizational flexibility. Decisions are made where and when necessary by subordinate commanders consistent with available resources and the superior commander's intentions, priorities, and mission objectives. Training methods should mirror operational techniques without constraining the on-scene commander.

5. Summary. The JTS defines a multi-step approach to identify requirements, develop plans, and execute joint exercise and training events. Further, strengths and shortcomings are documented and recommendations are advanced to enhance the subsequent training programs.

CHAPTER III

THE JOINT TRAINING SYSTEM

1. Overview. The JTS (See Figure III-1) defines a multi-step approach to identify requirements, plan, execute, and assess joint training events. The first step is to develop joint training requirements documented in the command Joint Mission Essential Task List (JMETL). Next, the combatant commands' develop Joint Training Plans (JTPs) based on their JMETL. Required training events identified in the JTPs are scheduled. Schedule extracts are consolidated and published within a single document--the CJCS Joint Training Master Schedule (JTMS). Combatant commands then execute training events, evaluate training proficiency and assess the results. Finally, strengths and shortcomings are documented and recommendations developed to enhance future training programs or provide training input to other programs.

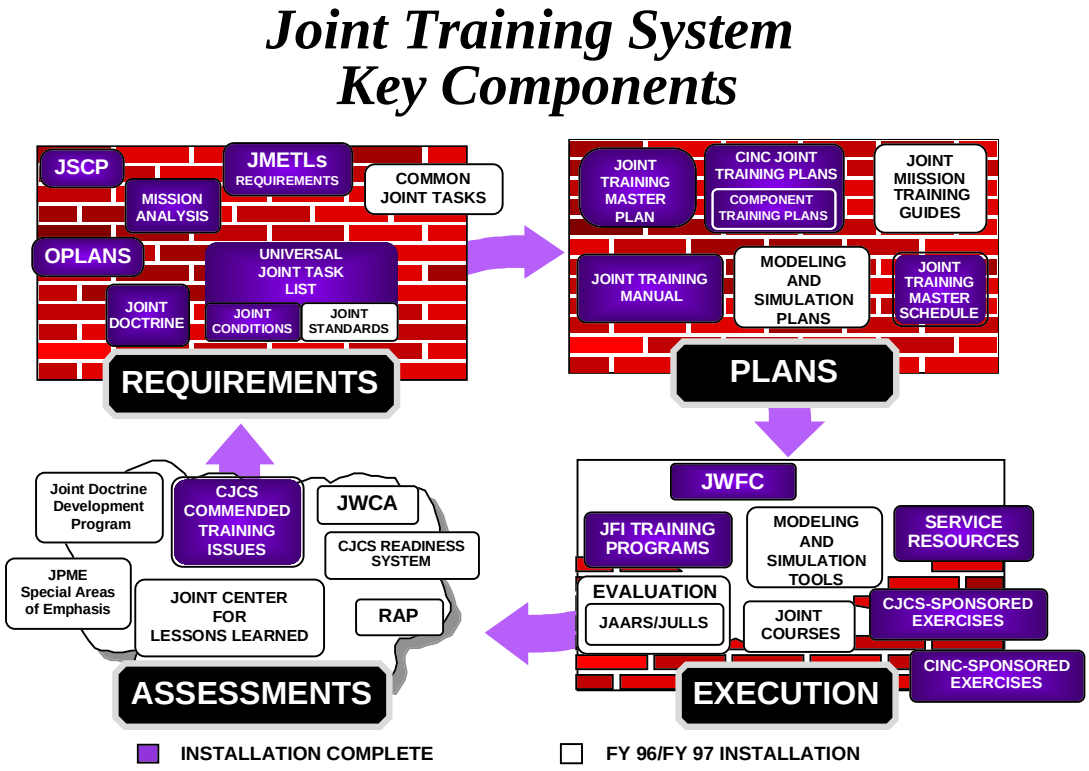


Figure III-1. Joint Training System Key Components

2. The JTS: Processes and Products. There are specific processes and products associated with each phase of the JTS (see Figure III-2).

Joint Training System: Process and Products

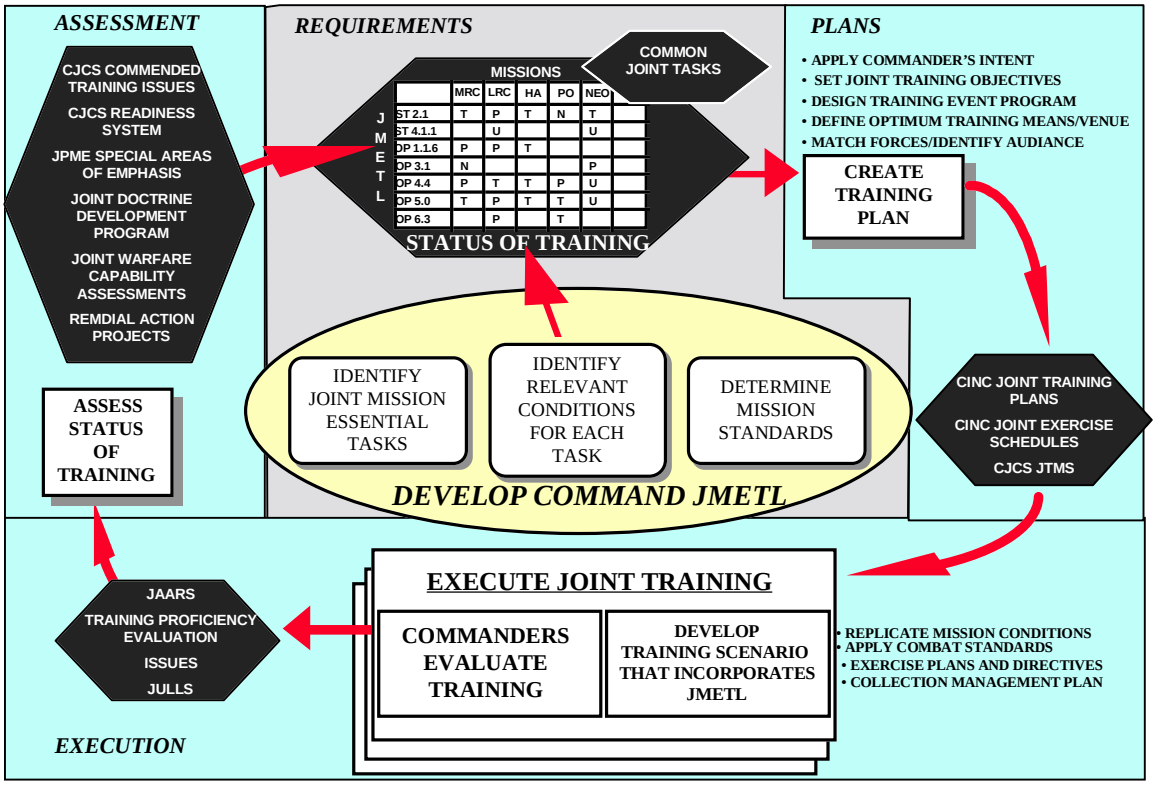
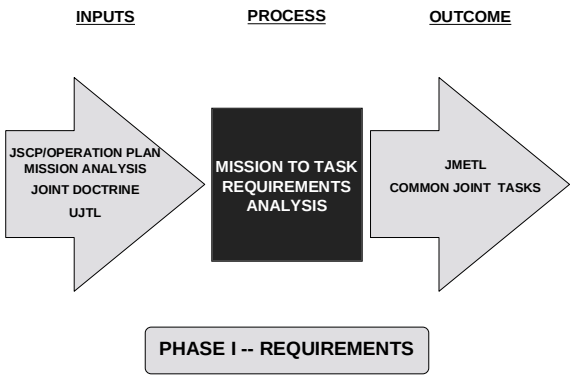


Figure III-2. Joint Training System: Process and Products

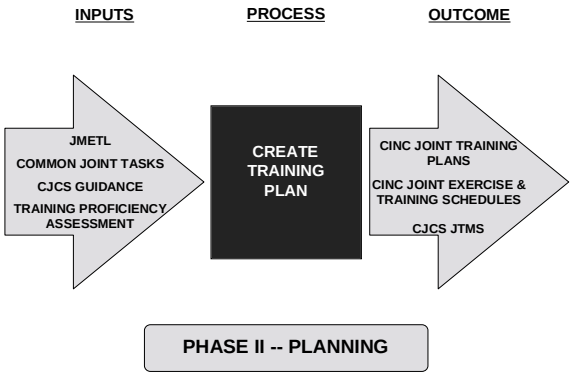
In subsequent chapters, this manual will detail each phase, the products associated with each phase, the format of each product and the associated suspenses. In general, the four phases of the JTS are:

a. Phase I: Requirements. The purpose of this phase is to install the methodology and tools to translate strategy to missions to tasks. The mission-to-task JTS revolves around clear statements of joint requirements. This phase uses major inputs including: analysis of operation plan (OPLAN, CONPLAN, functional plan) missions resulting from JSCP planning tasks, joint doctrine, and the Universal Joint Task List (UJTL) as an interoperability tool. The end products are each combatant



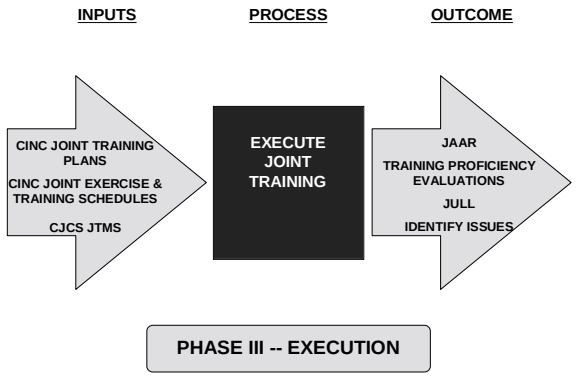
command's JMETL, and a multi-command list of common joint tasks. Chapter IV will provide a detailed discussion of the requirements phase and the development and use of the JMETL.

b. Phase II: Planning. Once command requirements are approved and training readiness assessments are considered, joint training plans and exercise schedules are developed to address the JMETL requirements. The objective is to incrementally install task, conditions and standards into joint training and exercise programs. The products of this phase are the CINC JTPs, CINC Joint Exercise and Training Schedules, and the CJCS JTMS. Chapter V discusses the planning phase and associated activities.



c. Phase III: Execution

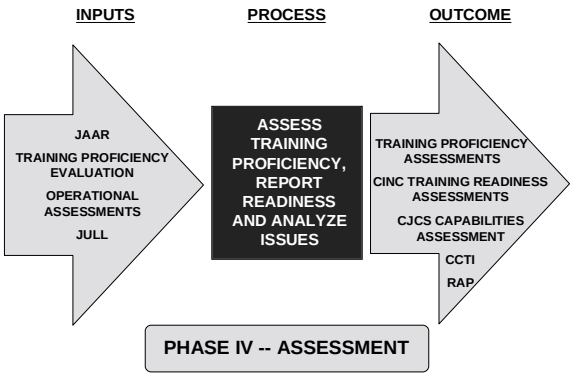
(1) The actual conduct and evaluation of joint and multinational training events and the support infrastructure to support a joint training event are the focus of the execution phase. Both collective joint training events and individual joint training events contribute to the personnel "train up" process in preparation for joint operations. Within this phase, discrete joint training exercises and events are planned, prepared, executed, and evaluated. Moreover, standardized training development tools and automated products assist trainers in executing JMETL-based training events. As part of the execution phase, commanders are responsible for systematically evaluating each training exercise or event to determine the level of training proficiency attained for each JMET-derived training objective. Evaluation is an internal command responsibility, intended to determine whether specific training objectives were met. In addition to the actual training received, the products of this phase are the Joint After-Action Report (JAAR) task proficiency observations,



command training proficiency evaluation, Joint Universal Lessons Learned (JULLs) and *issues*.

(2) Ultimately, joint training depends on the efficient and effective execution of joint exercises and training events. Most of these activities fall under the CJCS Exercise Program consisting of those activities sponsored by the CJCS and those sponsored by the individual combatant commanders. These two categories can be further divided into subcategories of joint training exercises or events depending on size, political sensitivities, and actual training techniques. Other programs--such as the Significant Military Exercise Program, the Exercise Related Construction Program, and the Developing Country Combined Exercise Program are closely related to the execution of the CJCS Joint Exercise and Training Program. Chapter VI details the execution and evaluation phase of these training events.

d. Phase IV: Assessment. The final phase of the JTS is the assessment process. While commanders evaluate training proficiency during every training exercise or event, the assessment phase allows the commander to use aggregated results from all training events to judge their commands overall mission capability. Assessments synthesize multiple training event evaluations with the commander's assessment of JMET proficiency. The assessment phase completes the joint training cycle. The products of this assessment serve to inform future training plans or, when high value issues are raised, near-term training plans may require adjustment to focus on those critical shortcomings or deficiencies. This snapshot of a command's proficiency in accomplishing JMETs directly reflects the command's ability to perform assigned missions. Therefore, this assessment may be reported out by the command as input to CJCS and combatant command readiness reporting systems. Finally, systemic *issues* requiring resolution outside the purview of the organization are defined, analyzed, corrected and returned to the joint community for validation. Refer to Chapter VII for an in-depth look at the training functions of the assessment phase.



3. The JTS is Maturing. Per the JTMP, CJCSI 3500.02A, the JTS is maturing and will be fully implemented during the 1996-1998 training cycle. Over the next year we will modify, correct, and update the JTS and this manual as we complete JTS installation. Those key components, not yet fully installed, will continue to mature and be fully operational by FY 1998. The ultimate goal is to achieve unity of effort as we strive to maximize the value of our training dollar investment in pursuit of the highest possible state of joint readiness.

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CHAPTER IV

REQUIREMENTS

DEVELOPING THE JOINT MISSION ESSENTIAL TASK LIST

Joint Training System
Key Components

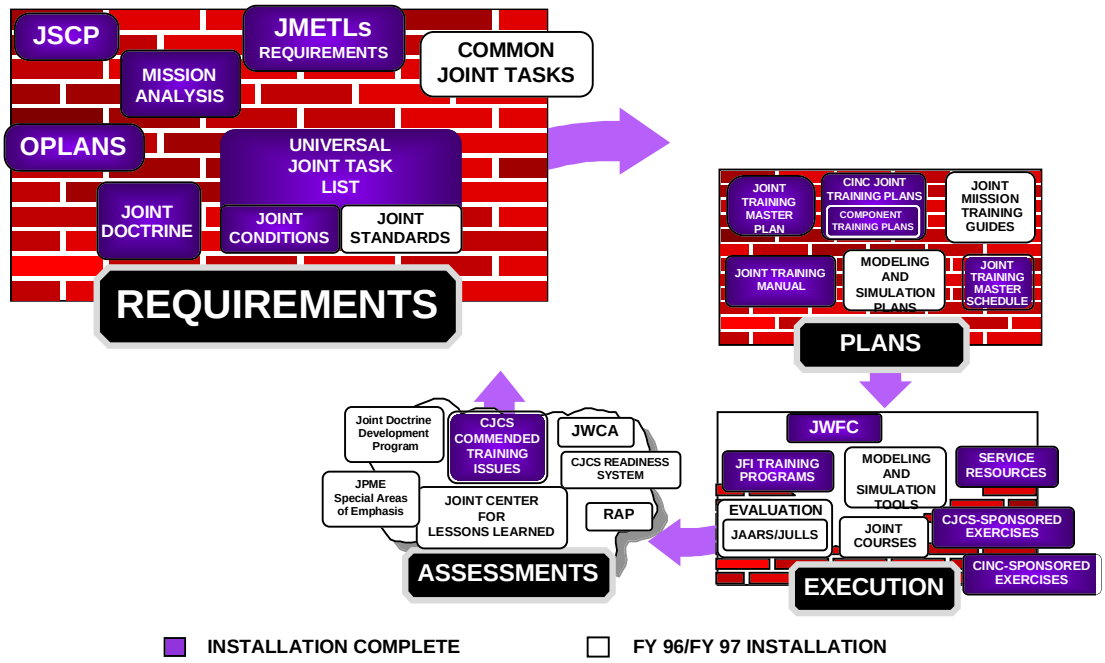

Figure IV-1

1. A Warfighting Focus

a. Requirements Exceed Resources. A common dilemma faced by many commanders is that too many requirements chase too few resources. Beyond the constraint imposed by limitations of money, people, or facilities is the major constraint of time available. Some hard trade-offs are required to ensure balance between programs that most often compete for the same resources (i.e., between joint and Service training, or joint training of multi-apportioned forces). Choices must be made to ensure that the tasks essential to accomplishing the most important warfighting missions are trained before other less critical training requirements in joint as well as Service training programs.

b. Focus on Warfighting. To ensure the most effective allocation of limited training resources, commands should identify their requirements based on mission priorities. Commanders must designate a "main effort" to focus their organizations and resources on the highest priority, most critical objectives to enhance both operational effectiveness and efficiency. Training for war remains the highest training priority. This broad warfighting focus is directed by the NMS, while the JSCP provides more specific guidance for organizations at combatant command level and below. Typically, training emphasis should favor preparing for Major Regional Contingencies (MRCs) over training for Lesser Regional Contingencies (LRCs). For units apportioned to more than one MRC theater, training emphasis should favor the earliest apportioned MRC.

2. Establish the JMETL. Each combatant commander derives specific missions to answer planning tasks assigned in the JSCP, and is also assigned specific missions by the NCA directives and treaty obligations. The Joint Training Policy (CJCSI 3500.01) directs commanders to document their joint training requirements through the development of their respective JMETL with associated conditions and standards. The JMETL is that subset of joint tasks that each combatant commander determines essential to accomplishing the command's missions. An essential task is defined as one where the mission has a high probability of failure if it is not accomplished successfully. A JMET with its associated condition(s) and standard(s) defines a joint mission capability requirement. Defense agencies reporting to the Chairman of the Joint Chiefs of Staff and the Service component commanders also develop mission essential task lists (METL)--Agency METLs (AMETLs) and Service component METLs, respectively. Just as JMETL tasks are used to derive training objectives for the combatant commands in the planning phase of the JTS, the AMETLs and Service component METLs are used to derive training objectives for their organizations.

Universal Joint Task List

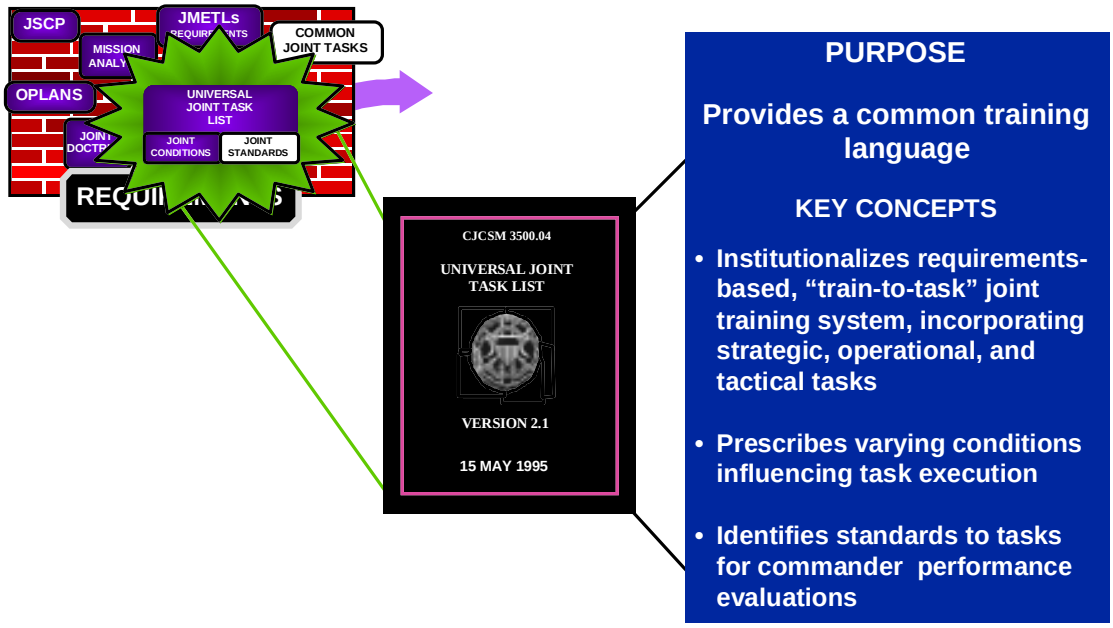

Figure IV-2: Universal Joint Task List

3. UJTL as a Common Language. The Chairman of the Joint Chiefs of Staff developed and approved the UJTL as the basis from which the joint force commanders establish their JMETLs (see Figure IV-2). The UJTL (CJCSM 3500.04) provides a structured listing of tasks that describe the functional capabilities that joint force commanders may require to execute their assigned missions. The tasks contained in the UJTL are organized by the levels of war (strategic, operational, and tactical) as shown in Figure IV-3. The strategic level of war is further divided into two parts: national and theater. To facilitate the linkage between Service component training and joint training, the Services develop Tactical Task Lists to complement the UJTL. These lists include those tasks that enable respective Service units to accomplish their missions in support of the joint force commander (JFC). They along with the UJTL provide a common language for linking Service tactical level tasks to joint operational level and strategic level tasks. In developing their AMETLs, the Defense agencies use the common language resident in the UJTL to help define their contribution to the success of the combatant commands.

Universal Joint Task List

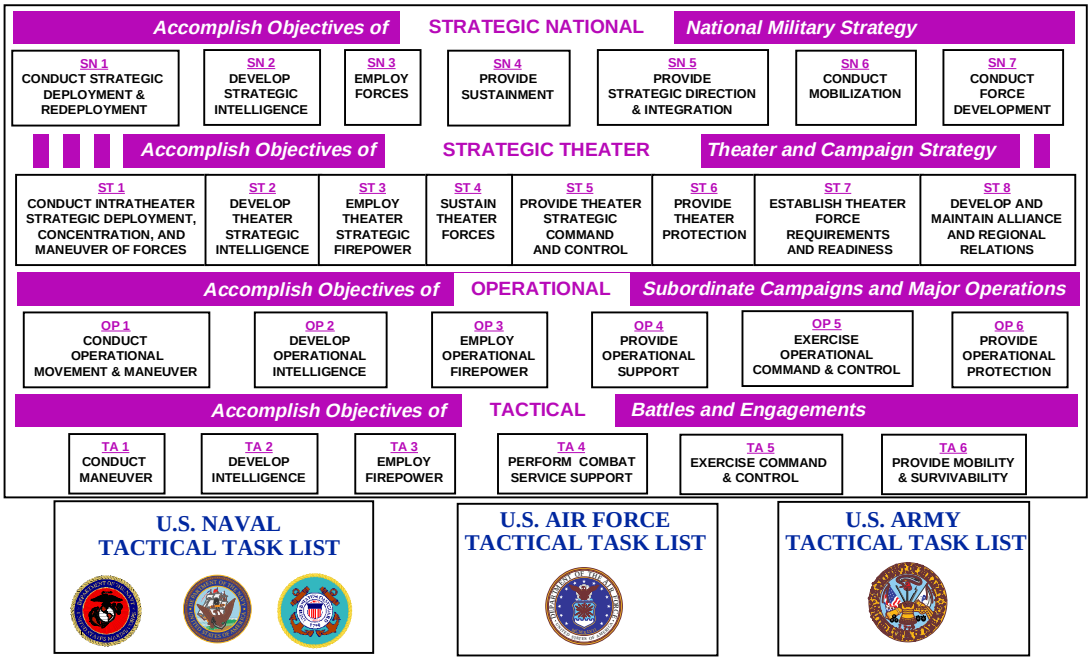

Figure IV-3: Universal Joint Task List

a. Organization of the UJTL. Each of the three levels of war is described by tasks normally associated with that level. For example, at the operational level of war the UJTL is organized around the following major joint tasks:

(1) *Conduct Operational Movement and Maneuver.* (OP 1)

(2) *Develop Operational Intelligence.* (OP 2)

(3) *Employ Operational Firepower.* (OP 3)

(4) *Provide Operational Support.* (OP 4)

(5) *Exercise Operational Command and Control.* (OP 5)

(6) *Provide Operational Protection.* (OP 6)

b. Each of the major joint tasks is further defined by a hierarchy of subordinate tasks. The major tasks serve to establish the context for the subordinate tasks. As a technique, a combatant command could select from the subordinate tasks (ST 1.1.1) when establishing his JMETL, since the subordinate tasks provide greater resolution and are more readily linked

with conditions and standards than the joint tasks. Another technique is to select a higher level task (ST 1.1) that encompasses broad activities of subordinate commands.

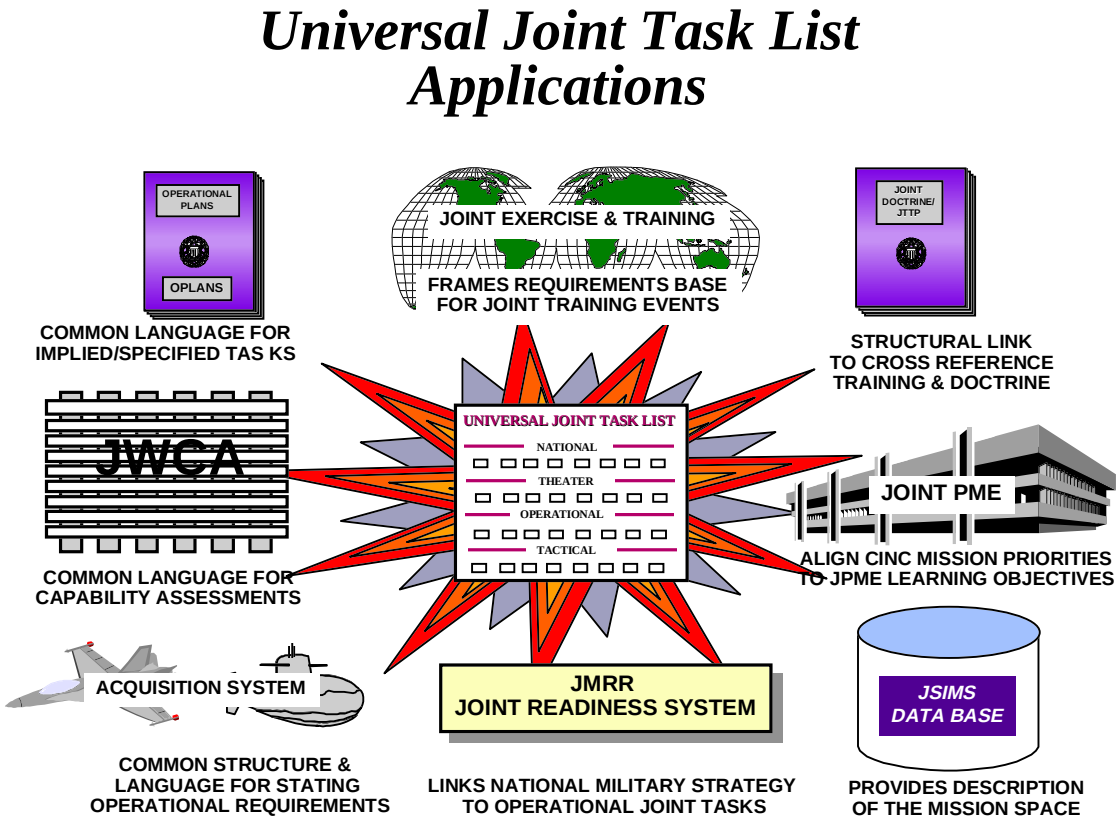

Figure IV-4: Universal Joint Task List Applications

4. UJTL Applications. The UJTL is often used as a tool outside the JTS. (see Figure IV-4). For instance it provides the common language to express potential requirements and issues for consideration in several other areas to include: the Acquisition/Modernization System, the Joint Readiness System, Capability Assessments, Joint Professional Military Education (JPME), a common cross reference guide for joint, interoperability, and Service component training, and a linkage of all these areas to joint doctrine.

Universal Joint Task List

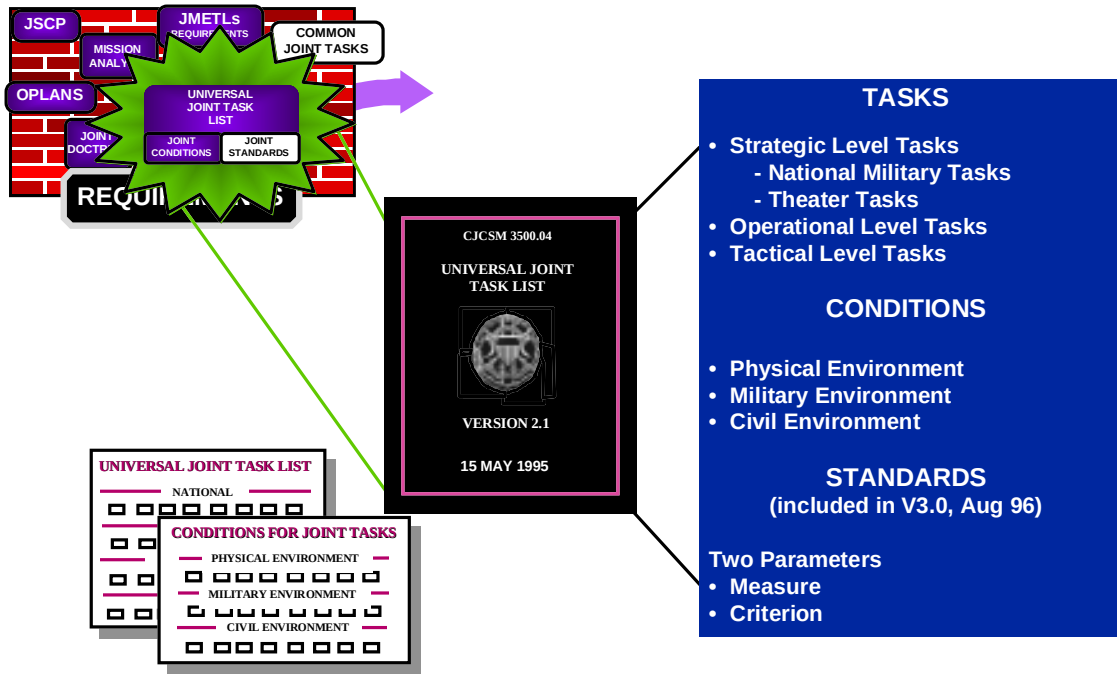

Figure IV-5: Elements of the Universal Joint Task List

5. JMETs Considerations. There is no preset limit on the number of JMETs that can be selected by a combatant commander. Indeed, many, if not all, of the tasks described on the UJTL will be accomplished by a combatant commander in the normal conduct of operations. The selection of tasks as JMETs identifies those tasks that are essential to mission accomplishment. Therefore, the JMETs should receive sufficient training resources to ensure that a high degree of proficiency is achieved and maintained. The JMETL Development Handbook, published December 1995, provides a detailed explanation of other JMETL considerations as well as the development of JMETL tasks, conditions, and standards (see Figure IV-5).

6. JMETL Supporting Task. Based on mission analysis, supporting tasks are identified by staff sections and subordinate elements. Supporting tasks for a JFC are performed by subordinate elements of the command that directly contribute to mission accomplishment, but are not designated as command JMETL. Such supporting tasks may be designated as JMETL by the subordinate commands and approved by the JFC. Conditions and standards for these tasks are also derived by the supporting component and approved by the JFC. For example, a combatant commander may select, *Employ Theater-*

Wide Command and Control Warfare (C2W) (ST 5.5) as a JMET. Supporting tasks that must be performed by subordinate elements to accomplish the C2W task might include, *Collect Information on Theater Strategic Targets* (ST 2.2.2) and, *Identify Operational Vulnerabilities* (ST 2.3.6).

7. Common Joint Tasks. Common joint tasks are selected by multiple joint force commanders through the mission analysis process as common to the execution of joint operations. These joint tasks can be performed by: supporting commands for multiple supported commands--command-linked tasks; integrated force elements or joint staffs within a joint operating area--common operational tasks; or by multiple Service components achieving a battlefield objective--Component Interoperability tasks.

a. Command-Linked Tasks, Conditions and Standards. These tasks depict the interfaces between supported and supporting commands. Command-linked tasks are performed by supported commands and are key to the accomplishment of supporting command or agency JMETs. Conditions and standards for these tasks are mutually derived between supported and supporting commands or agencies. Typically, command-linked tasks depict the relationships between supported and supporting commands at the Strategic National (SN) and Strategic Theater (ST) task levels. Conditions and standards for these tasks are mutually derived between supported and supporting commands. For example, a USTRANSCOM JMET, *Conduct Deployment and Redeployment* (SN 1.2), would require the supported commander to have a command-linked task, *Determine Forces and Cargo to be Deployed* (ST 7.1.4). If the supported command does not accomplish ST 7.1.4 or executes it poorly, then USTRANSCOM will have difficulty executing SN 1.2. By identifying command-linked tasks, the supporting and supported commands can ensure that these tasks receive adequate and mutual attention.

b. Common Operational Joint Tasks, Conditions and Standards. Common operational joint tasks depict activities conducted by or for multiple supported commands under similar conditions and to a common joint standard. These tasks, selected by multiple combatant commands through the mission analysis process, describe a list of core joint competencies fundamental to the conduct of joint operations. The Chairman of the Joint Chiefs of Staff, with United States Atlantic Command (USACOM) as the executive agent for the Chairman, develops the list of common operational joint tasks with assistance from other combatant commanders, the JWFC, and the Joint Staff--for approval by the Chairman. The list of common joint tasks is reviewed annually and included in the JTMP (see Figure IV-6). The common tasks are used by USACOM and USSOCOM, as the Joint Force

Integrators (JFIs) to train CONUS-based forces to a set of common tasks, conditions, and standards.

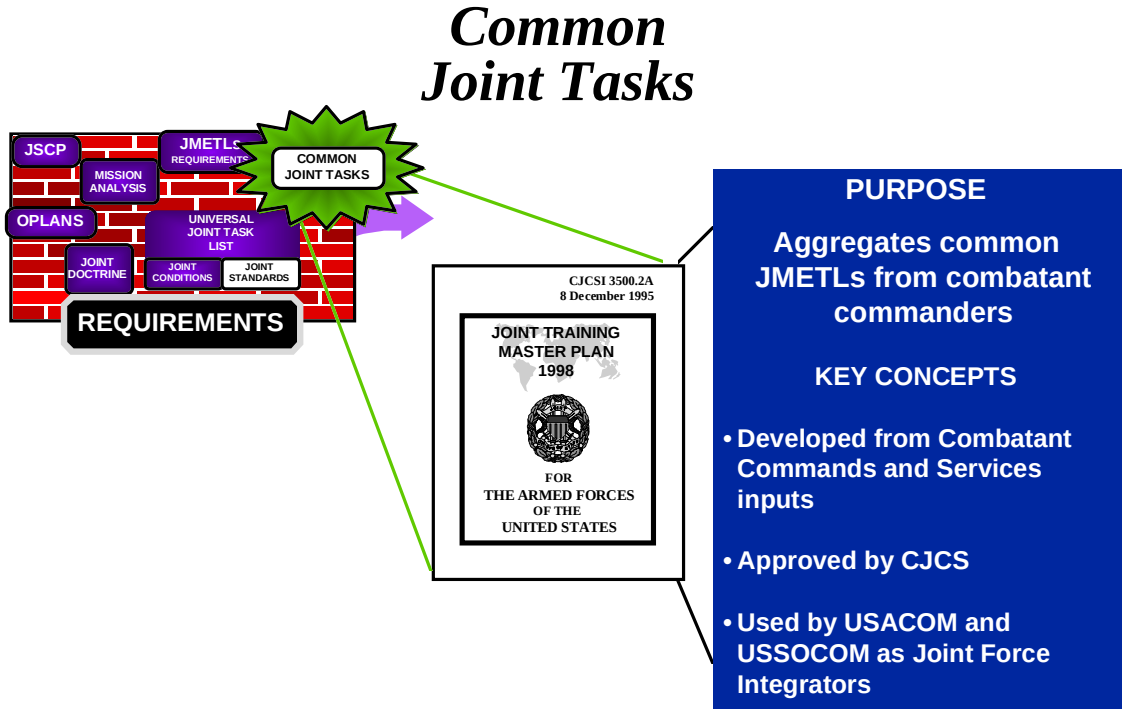

Figure IV-6: Common Joint Tasks

c. Component Interoperability 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 requirements will be addressed by the combatant commands, in coordination with respective Service components, to facilitate scheduling and improve focus on joint doctrine. Development of Component Interoperability Tasks is still evolving in a collaborative effort among the Services, the Service components, the combatant commands, and the Joint Staff.

8. JMETL Development Process

- Step 1: Review assigned tasks and mission analysis.
- Step 2: Review joint doctrine.
- Step 3: Identify tasks associated with each mission.
- Step 4: Align tasks by mission phase.
- Step 5: Describe conditions.
- Step 6: Establish standards.
- Step 7: Identify supporting tasks and command-linked tasks.
- Step 8: Develop JMET selection criteria.
- Step 9: Select JMETs.
- Step 10: Approve the JMETL.

a. Step 1: Review Assigned Tasks and Mission Analysis. Developing a JMETL begins with a review of all tasks resulting from assigned missions to a commander by the JSCP, assigned by other NCA directives, or by treaty. This task review and subsequent mission analysis aids in identifying the exact requirements of each individual mission so that they are clearly understood. The command developing the JMETL must understand the mission objectives (desired end-state) of each planning task, the intermediate objectives leading to the mission objectives, the forces that have been assigned or apportioned, the joint doctrinal methods for accomplishing the mission objectives, and any time constraints or requirements on the accomplishment of the commander's goals. Much of this information is available from the commander's mission analysis, mission statement, and concept of operations for existing operations plans or plans in development. While the JMETL is a primary input to the JTS, its developmental foundation is primarily within the purview of war and operations planners. Planners and trainers should work closely to ensure JMET selection is fully aligned with operational planning. (See Figure IV-7).

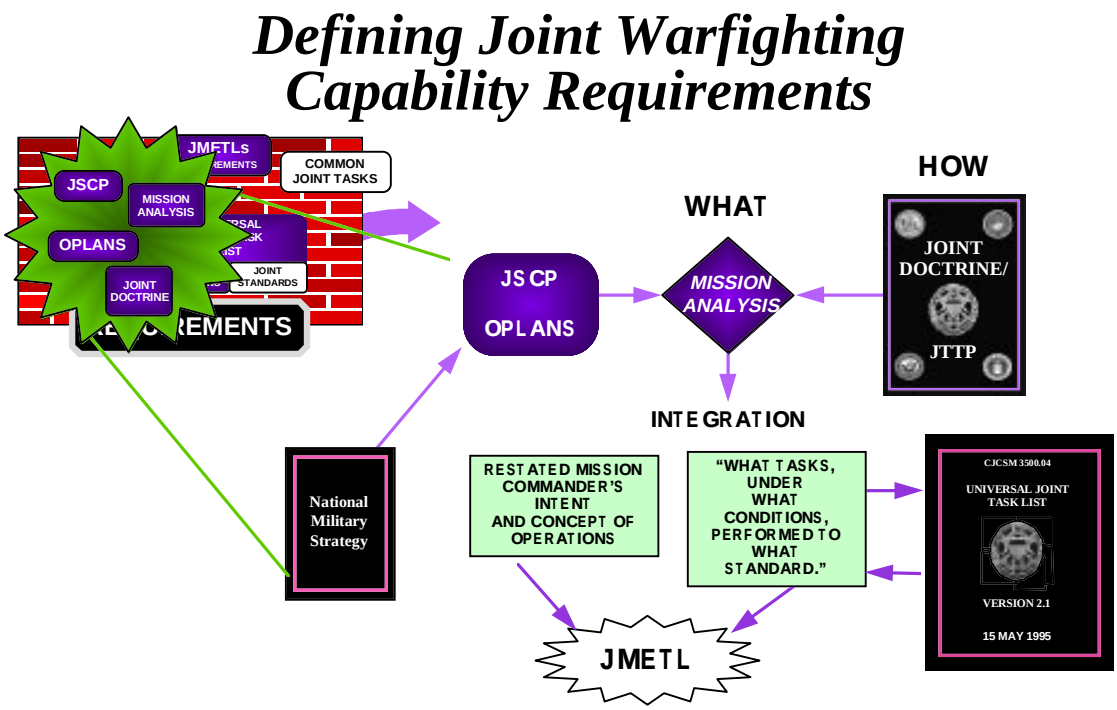

Figure IV-7: Defining Joint Warfighting Capability Requirements

b. Step 2: Review Joint Doctrine. The next step is to review applicable doctrine in relation to the specified operational plan for each mission to determine how best to accomplish the tasks. In addition to mission specific considerations, joint doctrine and associated JTTP can provide insight into the definition of JMETL standards. It is from this review of operation plans, coupled with the knowledge of doctrine, that the combatant command determines what tasks must be performed to accomplish the missions.

- Step 1: Review assigned tasks and mission analysis.
- Step 2: Review joint doctrine.
- Step 3: Identify tasks associated with each mission.
- Step 4: Align tasks by mission phase.
- Step 5: Describe conditions.
- Step 6: Establish standards.
- Step 7: Identify supporting tasks and command-linked tasks.
- Step 8: Develop JMET selection criteria.
- Step 9: Select JMETs.
- Step 10: Approve the JMETL.

c. Step 3: Identify Tasks Associated with Each Mission. At this point, the combatant command developing a JMETL should review the UJTL to determine which applicable joint task is associated with each identified mission and who performs it. Some tasks will be performed by a combatant commander and his staff. Other tasks will be performed by a JTF commander and staff, and others will be performed by a functional component or by a Service unit. The product of this step is a listing of all joint tasks, derived from the UJTL, associated with each mission and the command echelon responsible for task accomplishment. The definition of each UJTL task should be examined to determine the key activities or functions that would indicate the level of command responsible for accomplishing that task.

- Step 1: Review assigned tasks and mission analysis.
- Step 2: Review joint doctrine.
- **Step 3: Identify tasks associated with each mission.**
- **Step 4: Align tasks by mission phase.**
- Step 5: Describe conditions.
- Step 6: Establish standards.
- Step 7: Identify supporting tasks and command-linked tasks.
- Step 8: Develop JMET selection criteria.
- Step 9: Select JMETs.
- Step 10: Approve the JMETL.

d. Step 4: Align Tasks by Mission Phase. Every operation normally progresses through five phases: (1) pre-hostilities; (2) lodgement; (3) combat and stabilization (4) follow-through; and (5) post-hostilities. The identified tasks should be linked with the phase or phases of an operation to which they are most applicable. Knowing when a task is performed aids in identifying the exact conditions and, subsequently, the applicable standard. One technique to display these relationships is through operational templates (see Figure IV-8). Additional details regarding the use of operational templates can be found in the JMETL Handbook. An automated tool to create these templates will also be available by fall 1996.

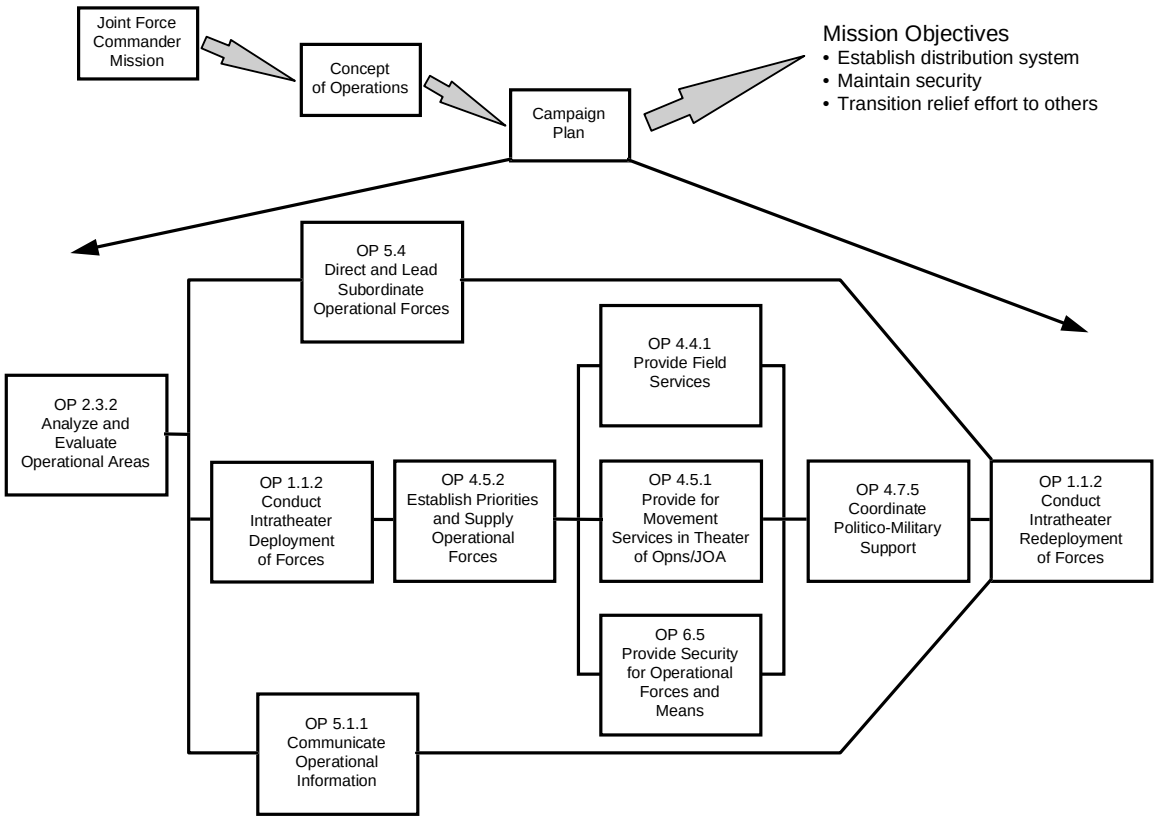

Figure IV-8: Example Operational Template

e. Step 5: Describe Conditions. Conditions are variables of the environment that affect the performance of tasks. The UJTL lists conditions which are divided into three broad categories: physical, military, and civil environments. The combatant command selects the conditions that most effect accomplishment of a JMET as it relates to a mission. The selected conditions should be directly related to task accomplishment.

- Step 1: Review assigned tasks and mission analysis.
- Step 2: Review joint doctrine.
- Step 3: Identify tasks associated with each mission.
- Step 4: Align tasks by mission phase.
- Step 5: Describe conditions.
- Step 6: Establish standards.
- Step 7: Identify supporting tasks and command-linked tasks.
- Step 8: Develop JMET selection criteria.
- Step 9: Select JMETs.
- Step 10: Approve the JMETL.

- Step 1: Conduct mission analysis.
- Step 2: Review doctrine.
- Step 3: Identify tasks associated with each mission.
- Step 4: Align tasks by mission phase.
- Step 5: Describe conditions.
- **Step 6: Establish standards.**
- Step 7: Identify supporting tasks and command-linked tasks.
- Step 8: Develop JMET selection criteria.
- Step 9: Select JMETs.
- Step 10: Approve the JMETL.

f. Step 6: Establish Standards. Standards provide a way of expressing the degree of proficiency to which a joint organization or force must perform a JMET under a specified set of conditions. A standard consists of two parameters: a measure and a criterion. A measure provides a common basis for describing varying levels of task performance. The criterion is set by the commander and defines acceptable levels of performance. For example, for the task *Mobilize at Home Station* (SN 6.3), possible measures are the number of days to assemble forces and the percent of personnel who report fully equipped and trained, while the criterion might be 10 days and 94 percent. The combination of the measure and the criteria form the standard (i.e., forces should assemble in 10 days with at least 94 percent of personnel fully equipped and trained). Ideally the standards directly reflect how "well" a task must be accomplished to achieve the desired mission objective. Therefore, it is critical that the measure be appropriate to the "level" of the identified JMET. Sometimes, it is easier to identify measures for JMETs that have been identified at the 3 or 4 digit level (e.g., *Process Movement Requirements* (ST 1.1.1) or *Conduct Surface/Subsurface Firepower Interdiction of Operational Forces/Targets* (OP 3.2.5.2)) than it is for JMETs at the 1 or 2 digit level (e.g., *Provide Theater Strategic Command and Control* (ST 5) or *Conduct Operational Maneuver* (OP 1.2)). Using the criteria that have been identified, select the measure or measures that reflect the task contribution to mission accomplishment. The combatant commander approves the standards and conditions for each identified JMET.

g. Step 7: Identify Supporting Tasks and Command-Linked Tasks. Each candidate JMET may have one or more supporting and/or command-linked tasks. The identification of these supporting and command-linked tasks provides a greater degree of detail useful when establishing the criteria to determine which candidate JMET is actually an essential task. Additionally, identification of the supporting and command linked tasks and activities provides a greater level of detail that is necessary for developing a training plan based on the JMETL.

- Step 1: Review assigned tasks and mission analysis.
- Step 2: Review joint doctrine.
- Step 3: Identify tasks associated with each mission.
- Step 4: Align tasks by mission phase.
- Step 5: Describe conditions.
- Step 6: Establish standards.
- Step 7: Identify supporting tasks and command-linked tasks.
- Step 8: Develop JMET selection criteria.
- Step 9: Select JMETs.
- Step 10: Approve the JMETL.

h. Step 8: Develop JMET Selection Criteria. The next step is to develop the criteria that will be used to select a task as a JMET. Examples of possible criteria that could be used to select a task as an essential task include:

(1) Criticality and importance of the task to mission success.

(2) Number of missions the task supports.

(3) The type of mission supported (major regional contingency vs. lesser regional contingency).

(4) Commander's guidance.

i. Step 9: Select JMETs. Using the defined criteria, the candidate JMETs are reviewed and the "essential" tasks are identified. Use of a JMET versus Missions Matrix (Figure IV-9) may assist the JMET selection process. The tasks not selected are not unimportant, but are of lesser importance than the "essential" tasks or JMET. The combined JMETs form the JMETL.

JMET	MRC	LRC	PKO	NEO	HA
ST 5.1.1		X			X
ST 8.1	X	X	X	X	X
OP 1.1.2	X	X	X	X	X
OP 2	X	X	X	X	X
OP 5.4	X	X	X	X	X
OP 6.1	X				X
TA 4.3		X		X	

Figure IV-9. JMETs Versus Missions Matrix

j. Step 10: Approve the JMETL. The commander approves his command's JMETL with supporting and command-linked tasks. Ideally, this approval will be based on the validation of the criteria and associated rating and weighting that were used to determine the JMETs.

- Step 1: Review assigned tasks and mission analysis.
- Step 2: Review joint doctrine.
- Step 3: Identify tasks associated with each mission.
- Step 4: Align tasks by mission phase.
- Step 5: Describe conditions.
- Step 6: Establish standards.
- Step 7: Identify supporting tasks and command-linked tasks.
- Step 8: Develop JMET selection criteria.
- Step 9: Select JMETs.
- Step 10: Approve the JMETL.

9. Establishing Requirements. Each approved JMETL, with its associated conditions and standards, potentially becomes the requirement-basis for the next lower level of command or staff element. The combatant commander's JMETL specifies the mission capability requirement for the theater as a whole. When a subordinate JFC (e.g. CJTF) exists, the CINC JMETL becomes the requirement base for the subordinate commander JMETL and depicts how they will support the combatant commander for the specific assigned mission. When the subordinate commander JMETL is approved by the combatant commander, it becomes the requirement base for the assigned components to further derive component (J)METLs. (See Figure IV-10)

JTF JOINT TRAINING REQUIREMENTS

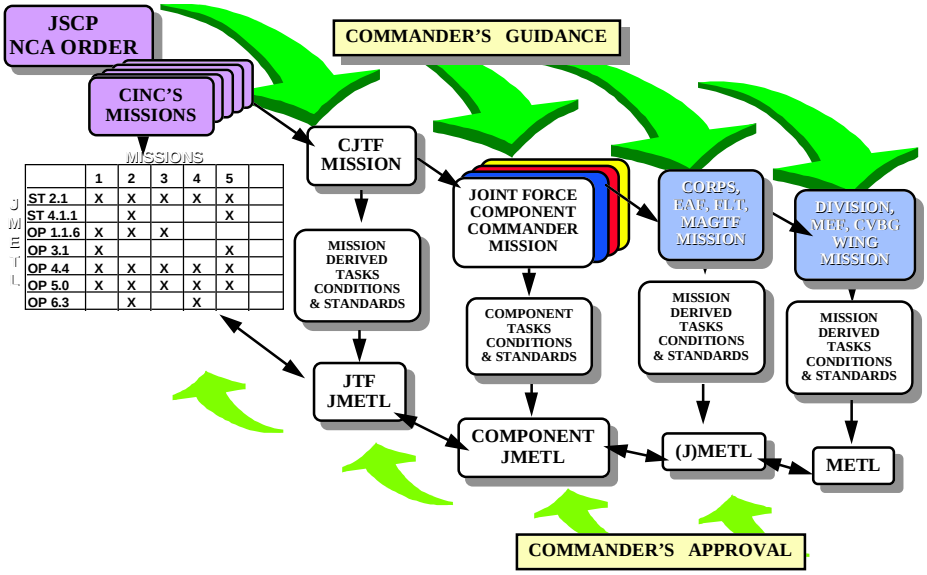

Figure IV-10

10. Products and Milestones. The products of the JTS requirements phase are the combatant command JMETL and the respective (J)METLs for other joint training audiences. The format for the JMETL is described in Appendix B. Combatant commander-level JMETLs are submitted to the CJCS for review on an annual basis, and included as Tab C of the CINC JTP. Supported command JTPs are submitted by March, and supporting command JTPs by May, each year.

11. Summary. The requirements phase of the JTS identifies mission-based training requirements expressed in the common language of the UJTL. At the combatant command level, each command selects appropriate joint tasks to construct their JMETL. The resulting combatant command JMETLs are reviewed by the CJCS and reside in each command's JTP. The JTP is fully developed in the planning phase of the JTS, training events are actually conducted in the execution phase of the JTS, and periodic assessment is conducted in the assessment phase of the JTS to inform its next cycle. Figure IV-11 describes the linkage vehicles or products between the requirements phase and the subsequent plans phase.

Joint Training System: Process and Products

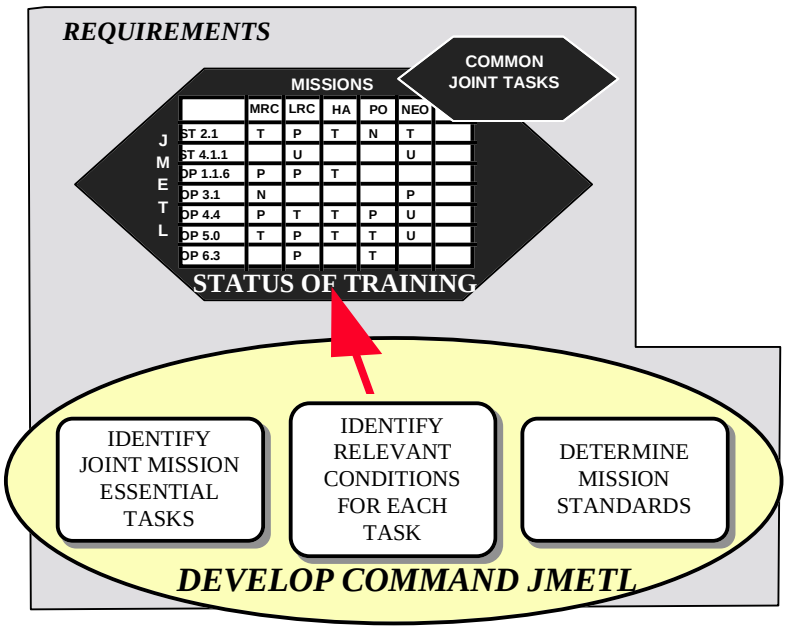

Figure IV-11. JTS Process and Products - Requirements Phase

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CHAPTER V

PLANS

PREPARING THE JOINT TRAINING PLAN AND THE JOINT EXERCISE AND TRAINING SCHEDULE

1. Introduction. The plans phase of the JTS begins with the approved JMETL and the common joint tasks--the products of the requirements phase. (See Figure V-1)

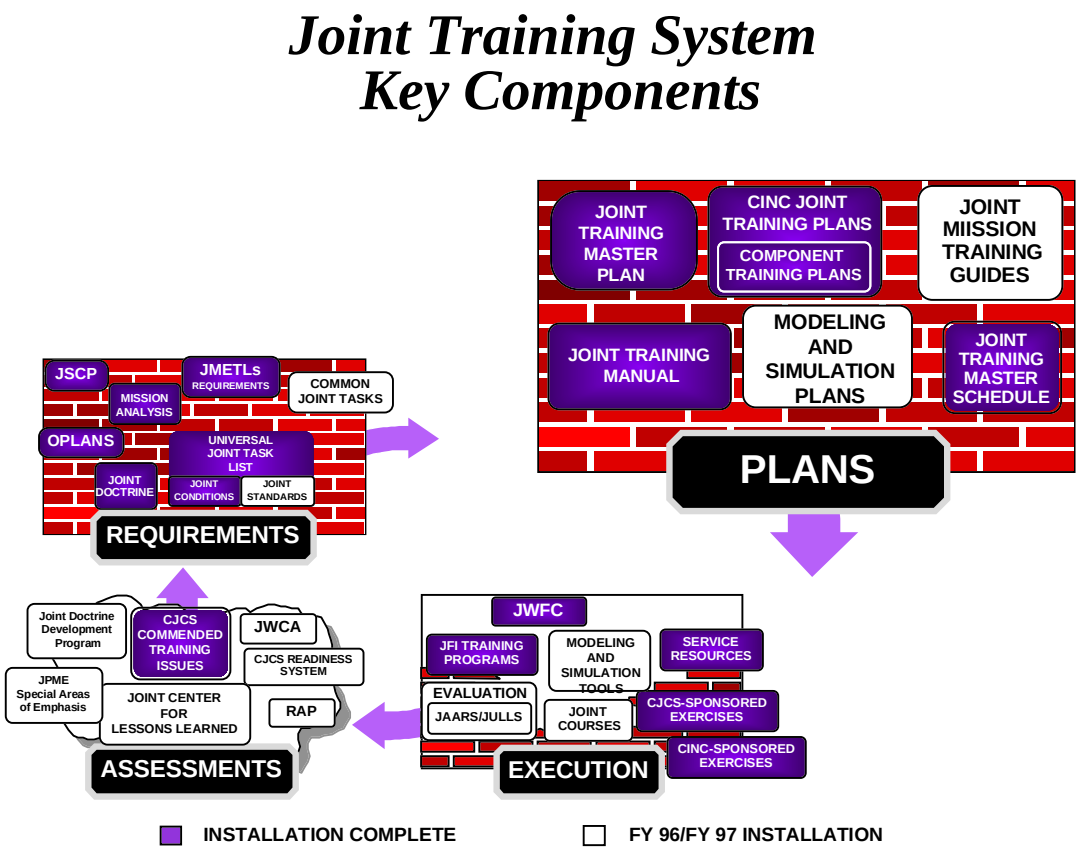

Figure V-1: The Joint Training System

a. Joint Training Plans. This phase involves development of JTPs at all echelons of the command to meet the training requirements documented in the combatant command JMETLs. The JTPs form the basis for resource deconfliction in terms of time, personnel and funding ultimately expressed in a joint exercise and training schedule. The joint exercise and training schedule is then executed and evaluated in the execution phase of the JTS.

b. JTMP. To initiate the process, the Joint Training Master Plan (CJCSI 3500.02), depicted in Figure V-2, provides CJCS guidance for development of individual plans, communicates the CJCS Commended Training Issues (CCTI's), identifies common requirements in the form of common joint task lists. Future CJCS JTMPs will address joint training programs from a global perspective based on the resource requirements identified in the individual combatant command JTPs.

Figure V-2: The Joint Training Master Plan

c. CINC JTPs. CJCS policy requires combatant commanders submit an annual JTP. The CINC JTP achieves eight objectives:

(1) Documents, in general terms, the missions that the combatant commanders may have to accomplish.

(2) Restates the JMETL and associated supporting tasks used to identify the requirements for joint and CINC-sponsored component interoperability training.

(3) Provides the commander's training guidance to subordinate and supporting commands. The key elements that shape this guidance include:

(a) Joint doctrine and JTTP.

(b) Goals and priorities of higher command--(i.e., at combatant command level, this includes the NCA issues and the CJCS Commended Training Issues).

(c) Supporting and subordinate command capabilities.

(d) Resources available.

(4) Specifies the training audiences (staffs and forces) that require multinational, joint, and/or component interoperability training.

(5) Identifies the training objectives planned for specified training audiences. Note: Since specific training objectives may change between JTP publication and exercise execution, they should be crafted to allow command flexibility and refined as the event or exercise planning matures.

(6) Identifies the joint training events required to accomplish the training objectives of selected joint training audiences.

(7) Communicates combatant commander's priority for each training event so that supporting commands, Services, other Defense agencies, and the Joint Staff can make informed supporting decisions.

(8) Identifies resources required to support the training events.

2. The CJCS Joint Exercise and Training Program. The CJCS Joint Exercise and Training Program is the Chairman's principal vehicle for achieving joint and multinational training. The exercises within the program provide an opportunity to stress strategic transportation and C4I systems and evaluate their readiness and supportability across the full range of military operations. Additionally, exercises and training events demonstrate US resolve and capability to project military presence anywhere in the world in support of our national interests and commitments to our allies. The CJCS Joint Exercise and Training Program has three components all requiring development and submission of JTPs: 1) CJCS-Sponsored Exercises, 2) USACOM/USSOCOM

Common Joint Task Training Programs, and 3) CINC-Sponsored Joint Training Programs. Excerpts from these plans are consolidated within the JTMS.

a. CJCS-Sponsored Exercise Program. This exercise program is described within the JTMP and developed for training audiences at the Joint Staff and NCA level. Training is typically focused on strategic national level joint tasks. The exercises within this program provide training for national level decision makers and their staffs, aid in determining the readiness and effectiveness of worldwide C4I, and exercise appropriate plans and procedures in crisis response situations. J-7, JETD, is the Joint Staff office of primary responsibility (OPR) for this program.

(1) CJCS - Sponsored Command Post Exercises (CPX). The Chairman sponsors one major CPX each year (POSITIVE FORCE) to provide the Joint Staff, Military Services, appropriate unified commands, and combat support agencies the opportunity to train together. Participation by the NCA, OSD, federal civil departments and agencies, and subordinate organizations having significant roles in crisis situations is encouraged. The goal of these exercises is to provide major mobilization play every 2 years. POSITIVE FORCE CPXs may be preceded by briefings and seminars to fully prepare participants for issues that will be addressed in these exercises.

(2) Seminars, Briefings, War Games, and Mini-CPXs. 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. These more narrowly focused training events address topics that do not require lengthy exercise play to accomplish the training objectives.

(3) No-Notice Interoperability Exercises (NIEXs). These exercises (ELIGIBLE RECEIVER) are conducted in accordance with CJCSI 3510.01, "No-Notice Interoperability Exercise Program," and provide training that is planned and executed with little or no notice to the participants. NIEXs focus on C4I and interoperability issues. Normally, two of these exercises are conducted each year. They may take the form of a CPX, FTX, or a combination of both.

(4) NATO Crisis Management Exercises. NATO Crisis Management Exercises 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. Common Task Training Programs. USACOM's JTP focuses on common operational joint tasks by training commanders and joint staffs to operate as joint task forces and JTF components ready to meet the requirements of the USACOM AOR or those of supported commands. Additionally, this commander and staff training prepares participants to be effective members of any future JTF or JTF functional staff. USSOCOM's JTP will include joint training focused on preparing joint special operations forces for worldwide missions. These JTPs will establish both the desired end-state of their individual training program and the concise identification of training events, training objectives, training audiences, funds, forces, facilities, and support necessary to achieve the desired end-state. These JTPs are based upon the common operational joint tasks with associated conditions and standards and not any single combatant command's JMETL. These JTPs will be coordinated with the other combatant commands and briefed at the worldwide conferences.

c. CINC-Sponsored Joint Training Programs

(1) CINC-sponsored exercises and 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.

(2) Joint and multinational training events range from small unit deployments through full scale field training exercises. Political and resource constraints may affect these activities, shaping their type and scope. Regardless of size and required resources, all training events are oriented toward improving readiness by training to mission requirements.

(3) Each CINC's JTP categorizes CINC-sponsored joint exercises according to the six categories of training discussed in Chapter II. This allows supporting organizations and agencies to anticipate which exercises and joint training events will require their participation. The goal is to give visibility to balancing requirements of regional engagement and joint training objectives.

3. JTP Process. Based on the input from the requirements phase, an analytical process is used to align joint training requirements to a cohesive plan for meeting those requirements. This process will identify the joint training audience; develop training objectives to accomplish the JMET; select the training method (academic, CPX, FTX); and outline a summary of the

events and resources required to accomplish the training objectives. The command's JMETL forms the foundation for the training requirements analysis process. Joint training requirements and training objectives are derived from the JMETL.

a. Step 1: Analyze JMETs. The focus of the analysis is on the JMETs with associated conditions and standards. The procedures used to accomplish the task (i.e., how it is done) are detailed in a combination of joint doctrine/JTTP and command standard operating procedures (SOPs). Useful tools to assist JMET analysis are the Joint Master Training Guides (MTGs). Subject matter expertise should be received from each appropriate organization identified with task accomplishment responsibility.

Joint Training Plan Process
1. Analyze JMETs
2. Refine Training Audience
3. Perform Training Audience Assessment
4. Formulate Commander's Training Guidance
5. Develop Training Objectives
6. Determine Training Method
7. Design & Schedule Training Events
8. Publish Joint Training Plan
9. Resource & Submit Joint Exercise Schedule

b. Step 2: Refine the Training Audience. Analysis of each JMET and the command echelon responsible for the accomplishment of the task will aid in identifying training requirements and audiences. The audiences may be functional (e.g., J-2, J-3, etc.), centers (e.g., Joint Operations Center (JOC), Joint Intelligence Center (JIC), etc.), or Joint Force Components (e.g., JFACC, etc.) depending on the organizational arrangement within the command. For example, if the combatant command headquarters staff is identified as responsible for accomplishing a JMET-ST 6.4.3, *Assess Effect of Theater Deception Plan*, further refinement would identify the J-2 within the staff with task responsibility. A review of procedures contained in JTTP and/or SOPs would identify what process the J-2 must do to accomplish this task. This analysis is repeated for each JMET selected and results in identifying staff processes that may require joint and/or interoperability training. With the combatant commander's training plan as a guide, components can develop their support training plans to address joint and interoperability training issues.

c. Step 3: Perform Training Audience Assessment. The training audience assessment compares the audience's current levels of training proficiency against the desired levels of proficiency. From this initial training proficiency assessment additional joint training requirements or needs can be identified. Note: Once the JTS completes a full cycle (Requirements, Planning, Execution, Assessment) the commander's assessment (JTS Phase IV) will provide the foundation for this portion of JTP development.

Joint Training Plan Process
1. Analyze JMETs
2. Refine Training Audience
3. Perform Training Audience Assessment
4. Formulate Commander's Training Guidance
5. Develop Training Objectives
6. Determine Training Method
7. Design & Schedule Training Events
8. Publish Joint Training Plan
9. Resource & Submit Joint Exercise Schedule

(1) The initial assessment of the potential training audience requires a judgment as to how well they currently perform the required procedures to accomplish the task. (Do they need training?) While ultimately this is the commander's decision, the leadership of each potential audience identified should make recommendations about the current training proficiency of that group (i.e., the directorate of the functional organization (J3, J4,) the director of the specific boards or centers (JOC Director, JIC Director, etc.), or inputs from joint force component commanders).

(2) The training proficiency assessment of the audience requires review of existing data from previous events and operations, as well as daily activities of the group. Where no data exists, an estimate of training proficiency in relation to the prescribed standard should be accomplished. Without the data from the assessment phase of the JTS, an initial estimate should be made to establish a point of departure for identifying the training requirements of the organization.

d. Step 4: Formulate Commander's Training Guidance. The commander's training guidance is a narrative discussion based upon the overall assessment of the command's training proficiency. The guidance describes the commander's intent, the desired end-state for that training period, key areas of focus, and current "real world" circumstances including the political, economic, and security factors affecting the regional strategy. Additionally, CJCS commended training issues should be considered when formulating this guidance.

Joint Training Plan Process
1. Analyze JMETs
2. Refine Training Audience
3. Perform Training Audience Assessment
4. **Formulate Commander's Training Guidance**
5. **Develop Training Objectives**
6. Determine Training Method
7. Design & Schedule Training Events
8. Publish Joint Training Plan
9. Resource & Submit Joint Exercise Schedule

e. Step 5: Develop Training Objectives. The training requirements (JMETL) are then translated and consolidated into training objectives required to bring the identified training audience(s) to prescribed standards. The training objectives are derived from, and linked to, JMETs (What procedural processes need to be performed to accomplish the task?), under what conditions (materials, location, and methods), and to what standards of performance (How do you know when the task has been completed?).

(1) A training objective describes:

(a) Specific *Performance* requirements (procedures and processes) for the training audience.

(b) The *Training Situation* is derived from the JMET task and conditions. The training situation describes the operational environment for the specified audience.

(c) The *Level of Performance* derived from the standards in the JMET. It describes how well the audience should perform in order to meet the training objective. Note that the Level of Performance may or may not directly equate to the JMET standard. (i.e., multiple training objectives may be required before the audience is capable of performing the task to the required standard.)

(2) Multiple training objectives may be prescribed for each JMET. For example, given JMET ST 1.1.1, *Process Movement Requirements,* and a

Joint Movement Center as a training audience, a sample training objective might be:

> "Produce an Intratheater Movement Plan [*performance derived from the task*] given a stated theater course of action (COA), a published mission letter of instruction (LOI), and apportioned theater lift assets [*situation derived from conditions*]. Movement Plan conforms to CINC standards and selected COA and is within available lift constraints (JP 4.0 Annex D; JP 4-01.3 JTTP for Movement Control) [*Level of Performance*]."

f. Step 6: Determine Training Method(s). For each of the identified training objectives, the JTP should include a determination of how the task could best be accomplished. The selection of the most appropriate training method is a key element of the entire requirements-based training system. Matching the tools to the training proficiency level of the training audience applies directly to the most efficient and effective use of scarce training resources. The appropriate training method is selected based on several factors: the level of training proficiency of the training audience, the perishability of training, and time available to train. Large, resource intensive CAXs are one choice, but academic seminars, briefings, courses, table top staff exercises or CPXs may be just as effective and efficient. Many of these training tools exist through various sources and, once identified, assistance from various sources can be requested. Training methods can be categorized into two general groups, individual joint training and collective joint training. By its nature, collective joint training is the more resource consuming of the two categories and generally is built upon the foundation created by individual joint training. Each of these two major categories can be further divided into specific methods. The general discussion that follows should serve only as a starting point for detailed discussions and decisions regarding the selection of training methods.

Joint Training Plan Process
1. Analyze JMETs
2. Refine Training Audience
3. Perform Training Audience Assessment
4. Formulate Commander's Training Guidance
5. Develop Training Objectives
6. **Determine Training Method**
7. Design & Schedule Training Events
8. Publish Joint Training Plan
9. Resource & Submit Joint Exercise Schedule

(1) Individual Joint Training. Joint academic courses, OSD, Defense agency, combatant command, or Service-sponsored events, are offered to prepare individuals to perform duties in joint organizations or to operate uniquely joint systems (e.g., Joint Intelligence Support System). Also, individual joint training may be required as part of a train-up phase within a CINC-sponsored joint training event. In all cases, curricula will be derived from joint doctrine. The Joint Course Catalog published and maintained by the JWFC, provides a synopsis of worldwide training resources by describing formal courses of instruction offered by Services, Service components, Defense agencies, or combatant commands. Furthermore, other methods exists that may not be in the Joint Course Catalog, but which also suffice for individual joint training.

Individual Joint Training
Reading Lists/ Programmed Text
Platform Instruction
Facilitated Instruction
Computer-Based Training
Joint Standardized Programs of Instruction

(a) Joint Individual Training Requirements. While joint individual training requirements are emerging, there is currently an ad hoc requirement definition process. The JWFC is developing a joint course development process to identify and prioritize combatant commander training requirements which are not otherwise addressed by existing programs or courses. As these requirements and supporting policy evolve, the JTM will expand its scope to include them. Meanwhile, other methods exist that also suffice for individual joint training. These methods range from reading lists and programmed texted to computer based instruction.

(b) Reading Lists and Programmed Texts. A flexible style of training, reading lists and programmed texts serve as either a precursor to the other training or wholly satisfy the intended outcome of training. The lack of interaction and remediation are the greatest disadvantages to this method; where flexibility, self-pacing, and relatively low cost are its strengths. Resource commitments at the low end--the reading list --are a few man-hours. At the high end--programmed texts--include training development resources that can either be provided from in-house assets or obtained off-the-shelf. Professional development of programmed texts is the highest cost alternative.

(c) Platform Instruction. Platform instruction involves everything from formal lecture to small informal workshops and seminars. The advantages of platform instruction include interaction, applicability to all training levels, remediation, and measurement. Disadvantages include instructor requirements, time (instructor and participants),

and possible facility needs. In all cases, platform instruction requires courseware development, instructor development, and appropriate presentation media. Resources can be taken from existing assets, acquired off-the-shelf, or contracted. Additional costs may include travel and per diem.

(d) Facilitated Instruction. Similar to platform instruction, this type of training requires the special talents of trained facilitators. They help guide participants to their own training conclusions that greatly aids in the internalization or valuing of the material and is the greatest advantage of this method. Facilitated instruction is most appropriate to higher training levels and for senior leadership seminars and workshops. The availability of facilitators and the man-hours required by participants are the only disadvantages. Resource requirements are similar to platform instruction. These trained facilitators are normally found in Mobile Training Teams that may be provided by several organizations. Designed to "train the trainers," these teams provide tailored instruction and courseware to assist instructors with classes, seminars, and conferences, or provide full instruction of staff trainers. Capabilities will eventually include interactive lessons and networked instruction.

(e) Computer-Based Training (CBT). The highest initial cost of academic methods, CBT can include everything from advanced "page-turners" to embedded part task trainers that provide performance training, analysis, remediation, and measurement. This training method, after the initial high investment, has a low life cycle cost. Additionally, CBT has the potential for centralized student management, lesson update, and trend analysis. CBT offers a variety of presentation media and adapts to the best learning method of the user. A training disadvantage is the lack of person-to-person interaction, but with new advances in video teleconferencing and networking this is only a short term problem. High initial investment costs are the largest drawback to other than a phased implementation strategy.

(f) Joint Programs of Instruction (JPOI). JPOI's are standardized lesson plans available to joint instructors to support academic seminars and formal joint courses. They are modular in design and focus instructors on the relevant joint training objectives, and performance requirements for executing a joint task, or series of tasks, to standard.

Collective Joint Training
Joint Master Training Guides
Operational Rehearsal
Joint Field Training Exercises
No-Notice Interoperability Exercise
Command Post Exercise
Computer-Assisted Exercise

(2) Collective Joint Training. Force drawdowns and increasing operational tempos have placed greater emphasis on the discipline embodied in the JTP development process. This disciplined process ensures that collective training events are developed with the detail necessary to produce a balanced training program to meet diverse needs. A balanced training program should include a variety of training events--classroom academics, seminars, war games, CPXs, field training exercises (FTXs), and possibly rehearsals. The JTP sets the stage for efficient execution of an effective training program that will achieve the commander's goals.

(a) Collective Joint Training Requirements. Training objectives derived form the JMETL and supporting tasks form the requirements base. Note that a supported command's training event or exercise may also encompass the requirements (i.e., supporting command JMETL, component command METL, or command-linked tasks, etc.) of other commands. Also, before a final decision is reached on the choice of method for satisfying a collective joint training requirement, the following criteria from CJCS Joint Training Policy must be satisfied: (1) the training must be requirements-based; (2) the joint training event model or simulation, if applicable, must be able to train task(s) to the required conditions and standards of realism set by the commander; (3) Modeling & Simulation (M&S) efforts must be appropriately scaled, based on clear identification of primary training audiences for each event; (4) joint training events requirements must keep overhead support needs to a minimum--the recommended ratio of supporting or secondary audiences should not exceed 1 to 1; and (5) the choice of joint training events must be both cost efficient as well as mission effective in training tasks to standard. If all five criteria are satisfied, and especially if the particular type of joint training event is to be computer assisted, one of the most important decisions that needs to be made is which of the available models and simulations is most appropriate to the purpose and goals of the exercise. Selecting the appropriate model(s) for a training event is just as important and has the same resource implications as making the choice between a seminar or FTX. These models can be used alone or in conjunction with FTXs and CPXs, can be either manual or computer-assisted exercises (CAXs), and offer both advantages and disadvantages.

(b) Joint Master Training Guide (MTG). Assembled in a single volume, these documents are derived from joint doctrine and usually focus on specific joint organizations requiring tailored training. A standardized "playbook", MTGs include tasks organized on a mission and/or functional basis grouped with supporting tasks and associated conditions and standards. These training tools are designed for commanders to better organize and focus joint collective training for units or personnel. An example is the JTF HQ Master Training Guide.

(c) Operational Rehearsals. The focus of a rehearsal program is to prepare commanders, staffs and assigned forces for known crisis operations. Once a contingency response option has been identified, the supported commander will specify rehearsal requirements. Typically, a rehearsal program will employ a combination of CPXs, CAXs as well as field training events, as time permits.

(d) Joint Field Training Exercises. An exercise performed in the field under simulated operational conditions, joint field training focuses on performing tasks at the tactical level of war and typically exercises joint tactics, techniques and procedures. The target audience is integrated units at echelons below the JFC. The emphasis is placed on CINC-sponsored interoperability requirements derived from operational mission analysis. FTXs may also satisfy multinational interoperability training requirements. Supported commands are responsible for coordinating, scheduling, providing joint expertise and transportation funding for Joint FTXs within their JTPs.

(e) No-notice Interoperability Exercises (NIEX). NIEX support crisis planning procedures and focus on interoperability and C4I issues in a short-fused, crisis response environment. Exercise planning is very close hold to optimize realistic training. Normally, one to two NIEXs are conducted by the CJCS each year.

(f) Command Post Exercise. A training event designed to practice and/or demonstrate current command and control capabilities. In a CPX, forces are typically simulated. This type of exercise can be conducted with US forces only, or in conjunction with multinational partners.

(g) Computer-Assisted Exercises. We must effectively match our training tools to the audience to achieve cost savings through emerging technology. Joint simulations are ideally suited to train commanders and staffs in decision making, especially at higher

echelons. Unlike traditional CPXs that are bounded by scripting and control limitations, simulations can create and manage a very detailed exercise environment that allows commanders the freedom to make decisions--right or wrong--and get realistic feedback on the results. Automated simulations can link with real world C4I systems to allow commanders and their staffs to train in their wartime command locations. They can use normal C4I systems without employing large numbers of lower-echelon personnel. It may be more effective and less expensive to have commanders and staffs participate in computer-driven distributed simulations at their home stations than to transport them to a central simulation site. On the other hand, such training cannot replace individual or unit FTX training. The range of simulation options include:

- Corps Battle Simulation (CBS). Brigade and above, ground combat model.

- Air Warfare Simulation Model (AWSIM). Operational/Strategic air combat model.

- Research, Evaluation, and Systems Analysis (RESA). Battle Group/Joint integration model. Naval theater combat simulation.

- Marine Air Ground Task Force Tactical Warfare System (MTWS). Expeditionary, Littoral, and Amphibious theater warfare model.

- Joint Theater-Level Simulation (JTLS). Theater level joint overview model.

- Joint Conflict Model (JCM). High resolution, sub-theater simulation.

- Joint Electronic Combat, Electronic Warfare Simulation (JECEWSI). Jamming (close-in & far-off) model which can be integrated into larger simulations such as AWSIM, MTWS, and RESA.

- Aggregate-Level Simulation Protocol (ALSP). Software protocol which facilitates interplay between Service models.

- Joint Simulation System (JSIMS). JSIMS will support combatant commands, Services, and JTF training by simulating

the actions and interactions of all ground, air, space, and sea entities within a designated area of operations. Initial operating capability is due in FY 1999 with full operational capability in FY 2003.

- Global Command and Control System (GCCS). The actions and reactions of major participants in the crisis action system can be simulated using GCCS.

g. Step 7: Design and Schedule Training Events. The end result of this process will be the command JTP that will identify training recipients, prioritized training needs and objectives, and means and methods to satisfy training objectives. It should include not only how training will be accomplished in collective joint training events, but also how prerequisite training, such as individual joint instruction, that builds to a collective joint training event will be accomplished. Ideally, the JTP would outline a building block approach to training in that each training activity would build on previous training and prepare the forces and/or staff for the next training event. The sum total of all training events should meet the requirements as expressed in the JMETL.

Joint Training Plan Process
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(1) Joint Training Event Design. The grouping of training audience, training objectives, and training methods will aid in the design of training events. For each audience, the list of training objectives developed, combined with the assessment of the level of proficiency of the audience, defines the overall training requirements of the command. Those audiences assessed as needing training should, as a minimum, be included in the training plan. Analysis of these requirements assists in identifying the scope and scale of the event required. For example, if the Joint Operations Center (JOC) is determined to be responsible for being proficient in 40 training objectives, and JOC personnel's current proficiency assessments reveals them proficient in 15 objectives based on performance in current operations, a training requirement of 25 training objectives for the JOC exists. For these 25 objectives, academic instruction was selected as the method to train 7, while 18 objectives

required a CPX supported by M&S. This process identifies three required training events: one block of individual joint instruction, and 2 CPX's annually for JOC personnel.

(2) The resource requirements identified when designing events provide the supporting organizations a first look at the overall requirements they must provide. Early identification of these requirements will assist in both a smoother allocation process but also in documenting the support requirements in the outyear programming process (i.e., courseware development, M&S development, lift funding, support manpower billets, etc.).

(3) 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 are explained in Appendixes D and E.

(4) The event design process must also address those exercises required to meet the requirements of regional strategy execution. Wherever possible, events required for joint training should be incorporated into exercises required for regional engagement. All exercises that require a Significant Military Exercise Brief (SMEB), should be considered for inclusion in the JTP. SMEB-only exercises do not have to be categorized in Tab G of the JTP, but should be electronically transmitted in the exercise schedule submission. The SMEB is described in Appendix D. Only where the training objectives are incompatible with the required design of these regional engagement events should an additional event be added to the existing schedule. This process will assist the commands in reducing the scope and scale of joint exercises by focusing on the specific audiences and training objective's required. In some cases, existing exercises can be downscaled, consolidated, or even eliminated.

(5) For planning purposes, resources required to support these exercises should be identified at the macro level. The detailed cost figures will be refined in the Execution Phase. Included here should be an estimate of air and sea lift required, large scale equipment requirements (e.g., ALSP) support organizations (e.g., JWFC technical support and exercise support), as well as any other resources requirements that can be identified at this time. In addition to JWFC, there are currently several organizations that provide support for joint training. They include the Joint Command and Control Warfare Center (JC2WC), the Joint Tactical Air Operations Group (JTAO), the Joint Communications Support Element (JCSE), the Joint Military Intelligence Training Center (JMITC),

and Defense agencies reporting to CJCS. These Defense agencies (DIA, DLA, DISA, DMA, DNA, etc.) are integral to the joint exercise program. Their participation in CINC- and CJCS-sponsored exercises is scheduled and published in the CJCS JTMS. Joint organizations and agencies publish a plan detailing their support to joint training.

(6) Exercise and Training Conferences

(a) The Worldwide Joint Training Conference held in September sets the stage for joint training planning throughout the upcoming year. J-7 hosts the conference, updates training guidance and resource allocation, reviews JMETs, resolves training issues, and identifies potential scheduling problems. Attendees come from unified commands, Services, Defense agencies, and other activities.

(b) The CINC Exercise and Training Scheduling Conference is the formal coordination vehicle for developing the command's training program. Normally scheduled in the fall, these conferences have attendees from component commands, supporting joint commands, the Joint Staff, Services and other agencies. Conferees discuss the overall direction of training programs, resolve conflicts such as transportation and supportability, eliminate redundancy and plan within the existing and forecast resource constraints. The combatant command exercise and training scheduling conference will address joint training requirements for exercises within the CJCS exercise and training program on a 3 years cycle (i.e., the conferences conducted in October-December 1997 will address resource requirements through FY 2001, but focused primarily on executing the FY 1999 program. Exercises for FY 2002 and 2003 will be addressed for POM planning purposes and future planning.)

(c) Key to a successful CINC Exercise and Training Scheduling Conference is a well-focused Worldwide Joint Training Conference and active participation of informed component command representatives. Unresolved scheduling differences should be referred to the Joint Staff J-7/JETD for resolution prior to the Worldwide Exercise Scheduling Conference. The major goal of these conferences is to facilitate each CINC's development of their Joint Exercise and Training Schedules.

(d) After the CINC Exercise and Training Scheduling Conference, the applicable CINC exercises become the command's Joint Exercise Schedule and forwarded to J-7/JETD electronically by 15 December each year for review (see Appendix D). This submission should cover

the POM years and will form the basis for deconfliction within the worldwide conferences.

h. Step 8: Publish Joint Training Plan. Annex B provides detailed guidance on the format for the JTPs that are submitted to J-7 JETD and made available to respective Service components and supporting agencies. Component Training Plans and METLs that support the CINC JTPs are in the evolutionary stage of development. As the combatant commands promulgate their JTPs, Service components will be able to align the individual and unit training programs in accordance with the guidance of their respective joint force commander(s). The foundation of military training readiness is provided by the Services. Accordingly, the intent is to ensure balance is achieved between joint and Service training programs. Aligning the components mission essential tasks and training programs with the combatant commands training program enhances the efficiency and effectiveness of training for all units and staffs. Linking plans and schedules ensures that Service training will not be disrupted in order to support joint training. Given adequate prior planning, both Service and joint training objectives may be captured within the context of similar training events.

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9. Resource & Submit Joint Exercise Schedule

i. Step 9: Resource and Submit Joint Exercise Schedule

(1) Exercise schedules are submitted to the Joint Staff in EXSCHED format, for POM planning purposes, in December of each year. These summaries are electronically updated quarterly. The Joint Staff uses the summaries to deconflict transportation and other resources. Resource disconnects will be addressed as issues in the worldwide exercise scheduling conference.

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(2) A worldwide exercise scheduling conference is held each year in February and includes representatives from the Joint Staff, combatant commands, Services, and other appropriate government agencies. Conference goals include discussion of the overall direction of the CJCS Exercise and Training Program, evaluation of last year's program, resolution of resource conflicts, 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.

(3) After this conference, combatant commands correct their exercise schedules and resubmit them to the Joint Staff J-7/JETD, by 15 March. Any changes made after this point need to be fully coordinated with the supporting commands, combatant commands, and Services, and shown to the supported combatant commands components. Evidence of this coordination should be submitted along with the action. Once this submission is received, overall CJCS exercise schedule is publish as part of the CJCS JTMS (by 15 July). As seen in Figure V-3, the CJCS JTMS is the annual culmination of months of development by the Joint Staff, CINCs, and Services.

CJCS Exercise Program Development Process

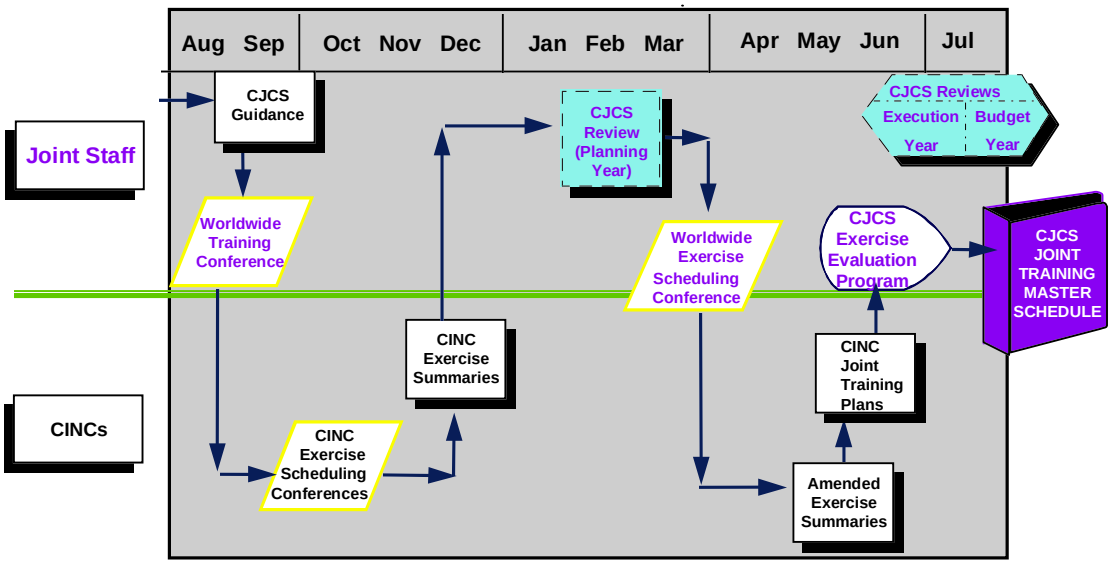

Figure V-III. Exercise Scheduling Process

(4) Joint organizations requirements that support joint training should be scheduled and published within the respective supported commands' joint exercise schedules. Other considerations would include:

(a) Supported commands will coordinate the required interface with supporting commands and agencies in developing joint training plans. Supporting commands should allocate resources based on the overall requirements of all supported commands and agencies, as coordinated by the Chairman of the Joint Chiefs of Staff and the Joint Staff.

(b) Supporting commands will base their resource allocations on the supported command JMETL and AMETLs. Tasks deemed "untrained" by the supported commander should be given priority.

(c) As the definition of specific combatant command requirements mature, a refined prioritization process will evolve. Until this definition exists, the Chairman of the Joint Chiefs of Staff will assist in the resolution of resource conflicts, when necessary. Appendix A contains additional guidance regarding coordination.

4. Adding Exercises to the JTMS. Exercises proposed by the combatant commands for addition to the CJCS JTMS will be forwarded to the J-7/JETD, by message or presented at scheduling conferences and must:

a. Be fully coordinated with and approved by appropriate Services, commands, and agencies that provide support for the exercise.

b. Provide as much lead time as possible to avoid disruption of scheduled unit training plans and to ensure submission of transportation requirements.

c. Be funded from within the command's allocated Joint and Service exercise funding unless the Joint Staff identifies an alternative.

5. Products and Milestones. The products of the planning phase are the combatant commands JTPs and Joint Exercise Schedules. The supported command JTPs are submitted every March, supporting command in May, covering the execution year +2 (i.e., 3 year overlapping training cycle) and are reviewed by the Chairman of the Joint Chiefs of Staff every June. JTPs are revised annually. For example, the JTP submitted in March, 1997 will address joint training requirements for FY 99, 00, 01. The Joint Exercise Schedules will be forwarded every December and refined in March, in the format prescribed by the Joint Staff, for consolidation in the CJCS JTMS. Planning joint training is a continual process. As recent training is evaluated, current training is being executed and future training is being scheduled. (See Appendix G).

6. Summary. The planning phase of the JTS identifies the training requirements and training methods. Requirements are derived from the JMETL/AMETL and translated into training objectives based on specific training audience needs. Training methods are selected to make best use of available resources and generally include academic and joint exercise options. The results of the training requirements and training assessment analyses are documented in the JTP and the Joint Exercise Schedules becoming the basis for the joint training conducted in the execution phase of the JTS (See Figure V-4).

Joint Training System: Process and Products

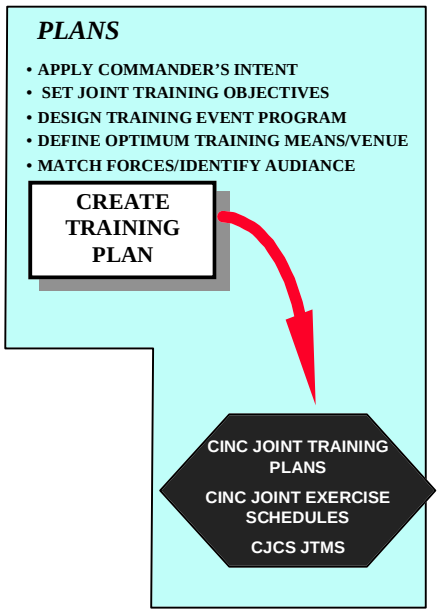

Figure V-4: JTS Process and Products - Plans Phase

CHAPTER VI

EXECUTION

TRAINING TO STANDARD

1. General. The JTS Execution Phase (Figure VI-1) embodies the conduct of discrete joint training events and exercises as designated in the JTPs and exercise schedules. Joint training events are often executed where individual joint training events contribute to the "train up" process in preparation for collective joint training or actual joint operations.

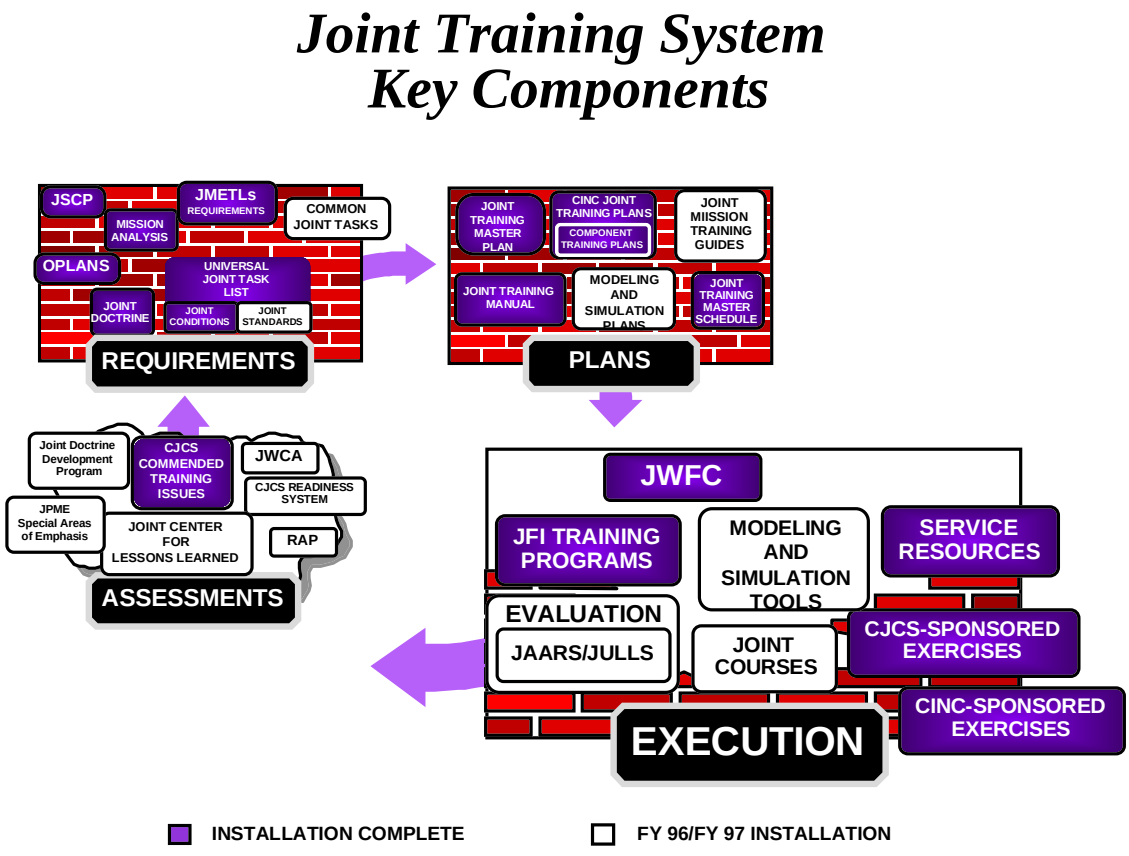

Figure VI-1: The Joint Training System

a. Joint training event execution needs to remain flexible in application due to the volatile nature of world politics. Commanders retain the ability to modify and change the scope of any event in order to maximize the training value of each training activity, to include rehearsal for actual operations.

b. Joint Training Event Execution--"A Cycle within A Cycle." The joint exercise life cycle describes the planning, preparation, execution, and post-exercise and evaluation stages required to successfully execute a discrete joint training event. The joint exercise life cycle begins with an exercise planning stage where training objectives are refined and the training audience, and training method designated. The JTP provides initial resource and other important information to begin exercise planning. One technique used to manage the life cycle is to form a joint training event team. If used, the joint training event team is usually comprised of a designated team leader (lead action officer), and cross functional team members from the commander's staff (staff POCs). This core team develops plans of action and milestones that include the commander at critical decision points. During the preparation stage, preparatory training is conducted, scenarios are refined, and the AAR Collection Management Plan is developed. The Facilitated After-Action Reviews are conducted in the execution stage. During the post-exercise and evaluation stage normal post-exercise requirements are met such as the Joint After-Action Report (JAAR) and the commander evaluation of training proficiency.

Joint Exercise Life Cycle
- *Planning Stage*
- *Preparation Stage*
- *Execution Stage*
- *Post-Exercise & Evaluation Stage*

2. Executing Common Task Training Programs

a. USACOM focuses on common operational joint tasks in order to train USACOM commanders and staffs to operate as JTFs, ready to meet the needs of both USACOM and supported combatant commands, upon request (See Figure VI-2). Additionally, this commander and staff training prepares participants to be effective members of any future JTF or JTF functional component staff.

b. USSOCOM also tailors their execution of joint training in order to focus on training joint special operations forces for common joint special operations tasks. However, commanders are still responsible to evaluate the training proficiency of the designated training audiences to perform under established conditions to common standards. USACOM and USSOCOM will brief the results of their training evaluations at the worldwide joint training conference 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.

Training Audience	Primary Training Focus	Secondary Training Focus
USACOM component core staffs	Nucleus-potential JTF/funct components	Augmentee-JTF/functional components
Other USACOM personnel	Augmentee-JTF/functional components	
Other CINC core staffs	Nucleus-JTF/functional components	Augmentee-JTF/functional components
Other CINC personnel	Staff training or as augmentees	

Figure VI-2: USACOM Exercise Training Audience

3. Executing Individual Joint Training. Individual training can cover a wide range of subjects from the fundamentals of joint planning to the specifics of a particular joint system. The goal of individual joint training is generally to train individuals or small groups (e.g., a specific staff section) to an appropriate level so that they may be able to effectively integrate into a collective training environment (i.e., CINC-sponsored exercise).

a. Planning Individual Joint Training Events. The planning for individual joint training events begins with adjusting and refining the training audience, training objectives, training method, and resources allocated from the JTP. Individual joint training builds on Professional Military Education and is often accomplished in academic style training environments. Planning begins with an analysis of the individual's training proficiency as compared to where they need to be to constructively contribute in a collective joint training event, exercise or operation. Based upon this assessment, appropriate training content areas are selected. In some cases, the best training method may be to send the individual to specific individual training courses as discussed in the Joint Course Catalog. In other cases, mobile training can be coordinated to present the training. A third technique may be for the command to present the instruction or conduct the training using materials developed internally or externally.

b. Preparing for Individual Joint Training Events. Preparation for individual joint training events may be as simple as reviewing "on the shelf" lesson plans, or as complex as preparing training materials from scratch. Once the training materials are prepared; instructors, facilitators, and evaluators should be identified and trained. In progress reviews should be held to ensure administrative and training issues are discussed and coordinated. The commander should be briefed on the training approach, the AAR concept of operations and the collection management plan, if applicable.

c. Conducting Individual Joint Training. The execution of these joint training events is no different than the collective joint training event. The training audience must perform the training objectives to a certain

standard. An evaluation process for these types of training events may be written tests, verbal tests, or actual demonstration of the task or collective written products, briefing or demonstrations.

d. Individual Joint Training Post Event Activities. The evaluation of the training must occur with a resulting training proficiency evaluation accomplished by or for the commander and normal post-event reports occurring. The commander verifies that the training audience met prescribed standards. Training proficiency evaluations will be assigned based on an individual's ability to perform certain tasks in order to prepare them to constructively participate in collective training events. The intent of this evaluation is not to overburden a command by keeping track of all these evaluations, but to ensure that subsequent collective training events are designed within understanding the individual's ability to perform pre-requisite tasks.

4. Executing Collective Joint Training. Collective joint training is characterized by a joint organization, headquarters, joint task force, a joint staff, or other joint force components (training audiences), under designated conditions, to meet a given collective standard. Examples of collective joint training events are seminars, war games, command post exercises, FTXs, and CAXs, or combinations of the above. Executing discrete joint training events usually involve a series of planning conferences designed to walk the commander and the entire joint training event team from concept through the submission of the JAAR.

Note: A Computer Assisted Exercise (CAX) is just one of many joint training methods or techniques. For the purposes of this manual, the CAX is used as an EXAMPLE because the CAX illustrates all the steps in the joint exercise life cycle. Other training methods such as CPXs, FTXs, Seminars, and Wargames Life Cycles' can be adapted as necessary.

a. Exercise Planning Stage. The exercise planning stage begins with the completion of the Initial Planning Conference (IPC) and ends with the Mid-Planning Conference (MPC) for each exercise. After the MPC, the commander approves the course of action and exercise plans. During this stage, the sponsoring command should review training requirements and methods to coordinate outside participants and support. Next, the

sponsoring command should direct participation from subordinate commands and invite participation or request support from other unified commands, agencies, and Services.

(1) Step 1: Refine Training Objectives and Model. During the planning stage, combatant commander's training objectives specific to the exercise are refined and confirmed. The geographic CINC's training objectives include relevant training requirements from the supporting combatant commander's JMETLs, the Service components' METLs, and those derived from defense agency AMETLs. To meet these training objectives and provide the vehicle for training, an exercise scenario and road to war is outlined and a draft Opposing Forces (OPFOR) campaign plan is developed. The model selected in the JTS planning phase (for computer assisted exercises) is reviewed for appropriateness in light of the specific training objectives and commander's guidance. The model must provide an accurate replication of friendly forces, enemy forces, and the physical environment in which the forces will be expected to operate. The model is selected which most accurately creates the conditions to test the training objectives and meet the commander's training goals. Events and circumstances that cannot be replicated in the model must be accounted for in other ways. (i.e., a scripted event in accordance with the MSEL) See Appendix L for further details on automated system support.

Joint Exercise Life Cycle

- Planning Stage

1. Refine Training Objectives and Model
2. Establish Exercise Objectives
3. Prepare Drafts, Plans and Outlines
4. Prepare the Scenario & Road to War
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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(2) Step 2: Establish Exercise Objectives. Exercise objectives are also established early on in exercise planning and are synchronized with the training objectives. Exercise objectives may include mission objectives; test, evaluation, and improvement of operational concepts; treaty and theater strategy requirements (like presence and access), and the promotion of multinational cooperation. A joint exercise objective is a specific statement of purpose, guidance, and/or direction for a training event. Some examples of exercise objectives, other than training are:

Joint Exercise Life Cycle

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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(a) Testing, evaluation, and exercising of the political, military, and civil emergency aspects of the nation's crisis management arrangements, procedures, plans, new equipment, concepts or doctrinal techniques.

(b) Testing, evaluation, and improvement of the readiness and effectiveness of joint forces, headquarters, and agencies.

(c) The testing, evaluation, and exercising of joint contingency and defense plans (operational rehearsal).

(d) The promotion of mutual understanding, confidence, and cooperation among forces and individual Service personnel in joint operations.

(e) The maintenance of presence within and access to an identified region or country.

(3) Step 3: Prepare Drafts Plans and Outlines. The plans, outlines, and draft documents prepared during the exercise planning stage are normally presented to and approved by the commander in coordination with the exercise director. These products include the Outline Exercise Directive and Time-Phased Force and Deployment Data (TPFDD) Letter of Instruction (LOI). The Outline Exercise Directive lists all training activities and associated training objectives that will be completed. Seminar lessons, MINIEX training, and other planned training activities (individual joint training, on the job training, hands-on familiarization, etc.) are included. Further, the Outline Exercise Directive covers the contents of the basic exercise plan and the specific annexes to be included in the final product. Both of these products are finalized in the exercise planning stage. The sponsoring command develops TPFDD LOI prior to the IPC. The TPFDD LOI provides units necessary guidance to do initial transportation planning. Refer to JP 5-03.1, JOPES Volume I for the format of the TPFDD LOI. Refer to Appendix J for a more detailed discussion and format for the Exercise Directive.

Joint Exercise Life Cycle

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- Preparation Stage
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- Post-Exercise & Evaluation Stage

(4) Step 4: Prepare the Scenario and Road to War for both friendly and OPFOR. Exercise scenarios are based upon Defense Planning Guidance, OPLAN assumptions, the National Intelligence Estimate, command mission statements, and flag officer inputs. The scenario provides the current and historical overview regarding the political, military, social, and economic situation in the "crisis" area. The road to war is a chronology of specific, significant events leading up to the current situation or crisis. Nominally, the road to war requires a 180 day buildup. During the road to war selection, the sponsoring command should select the phase(s) of the Crisis Action Procedures that are completed at STARTEX. See Appendix L for detailed information.

Joint Exercise Life Cycle

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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(5) Step 5: Prepare Opposition Campaign Plan and Friendly Forces Plans and Directives. The Campaign Plan consists of ". . . a series of related military operations aimed at accomplishing a strategic or operational objective, normally within a given time and space." Exercise planning documents (i.e., warning, planning, and alert orders, evaluation requests, commanders estimates, etc.) represent the synthesis of the scenario and road to war, training objectives, and force structure or operational order of battle. These documents must be rooted in the stated training objectives and be specifically designed to enable the training audience to develop plans and perform specified tasks so that their proficiency can be evaluated. Campaign plan components typically include:

(a) Command Relationships. Briefly describe the broad command relationships between the supported combatant commander and the

supporting combatant commanders, and any allies, other forces or agencies, and the types of principal subordinates and their delegated authorities for the campaign. Include specific multinational relationships with allies. Detailed information may be included in a command relationships annex.

(b) Situation. Briefly describe the composite conditions, circumstances, and influences of the theater strategic situation that the plan addresses.

1. National and Multinational Strategic Direction. Provide a summary of national and multinational strategies, interests, intentions and criteria for termination, or decision or policy statements, directives, letters of instruction, memorandum or strategic plans (JSCP, UCP) including a global campaign plan, received from higher authority, that apply to the plan.

2. Enemy Forces. Provide a summary of pertinent intelligence and counterintelligence data on the enemy including the location and disposition of its forces, concept of operation, strategic and operational objectives, and key decisive points at its tactical, operational, and strategic depths.

3. Friendly Forces. Include information about friendly forces not assigned to the combatant command that may directly affect the command. Describe the strategic intent of the US and members of any multinational coalition or alliance, and the intent of adjacent and supporting US combatant commands.

4. Assumptions. State reasonable assumptions for all participants applicable to the plan as a whole.

(c) Mission. State the key strategic tasks of the combatant commander and his intent for the purpose and relationships to achieving national security, multinational and military objectives of the strategic and military endstates in accordance with the exit strategy (termination conditions). Consider post-conflict activities.

(d) Concept of Operation

1. Strategic Concept of Operation. State the commander's strategic vision, intent and design. Include mobilization, deployment, employment, sustainment, and redeployment of all

participating forces, activities, and agencies. Address theater strategic objectives, organization of operating areas, and the phases of the campaign to include timing (tempo, duration, opportunities, sequencing).

2. Phasing. Address each phase of the campaign with regard to the concept of operations, objectives, tasks, and timing. Relate these aspects of each phase to achievement of the overall campaign objectives. Address each phase as a step in the logical sequence of the campaign, at the end of which a major reorganization of forces may be required in order to progress to the next significant action.

(e) Logistics. Briefly describe the concept for theater sustainment for the campaign with information and instructions applicable to the campaign by phase. Logistics phases must complement the theater strategic employment phases.

(f) Command and Control. Describe the subordinate command and control relationships for the campaign. Describe when shifts in control are anticipated during the campaign. The focus should be on unity of effort and decentralized execution.

(6) Step 6: Conduct Initial Transportation Planning. Prior to the IPC, the sponsoring command should estimate the forces and resources required to accomplish the exercise. Often forces and support resources may require transportation to the exercise location. Transportation requirements are defined in a GCCS TPFDD. The scheduling command initiates a GCCS TPFDD and enters the real-world transportation requirements prior to the IPC. Additionally, the sponsoring command begins planning of reception, staging, and onward movement (RSO) for arriving personnel and cargo. For a CAX, the number of people may be smaller than a major FTX, but planning for movement from origin to the exercise area--even if it is a wargaming center in the Continental US--is necessary for a good event start. The scheduling command must also plan redeployment (See Appendix C for details).

Joint Exercise Life Cycle

- Planning Stage

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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(7) Step 7: Plan the AAR. The AAR process serves a unique role in providing to the commander training audience data and information in order to assist the evaluation of the audience's training proficiency (i.e., "T" Trained, "P" Needs Practice, or "U" Untrained).

(a) Based upon prior information such as the exercise objectives, the joint training objectives, the training audience, the training method (Computer Assisted Exercise in this case), the duration of the event, the level of distribution of the event (directing the physical locations of the training audience), the personnel and equipment available, and the number and type (formal or informal) of Facilitated After Action Reviews (FAARs) requested--the AAR Concept of Operations is drafted.

These factors largely determine the scope of the AAR process effort and resources required.

(b) Also, based upon these factors the framework for structuring the AAR process is developed. The framework is formalized in an AAR Concept of Operations and is included in the Exercise Directive.

(8) Step 8: Conduct the IPC. The purpose of the IPC is to approve the exercise design and exercise parameters in accordance with the commander's guidance. The training audience, training objectives, training method, road to war, exercise scenario, exercise directive, campaign and operations plan/order (incorporating CJCS Commended Training Issues) are approved in draft format. Simulation support requirements and the AAR front end analysis are reviewed and logistical requirements are outlined and synchronized with the resources allocated in the Joint Training Master Schedule. However, the key outcome of the IPC is development of the draft exercise milestones. The exercise milestones detail the schedule for the timely completion of the many actions required to ensure a successful joint training event.

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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(9) Step 9: Draft the Exercise Directive. After the IPC, the exercise directive is refined and approved. The Exercise Directive includes exercise assumptions and STARTEX conditions. For example, Presidential Reserve Call Up normally occurs before partial mobilization. OPLANs and Operations Orders provide input to the exercise data base build. Further, Exercise Directive Annexes and supporting plans are developed to provide guidance and information supporting the basic event directive. The guidance and information contained in the exercise directive and its annexes may be supplemented by subordinate command directives, supporting plans, letters of instruction, or orders.

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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(10) Step 10: Approve Plans

(a) Exercise Control Plan (ECP). The ECP describes the concept, organization, functions, responsibilities and procedures for conducting the exercise. It outlines the control organization, provides controller instructions, and "White" Cell (control group) procedures. The ECP is normally an annex to the Exercise Directive.

(b) Joint Exercise Control Group (JECG) Plan. This plan outlines the organization (See Figure VI-3), procedures, and responsibilities of the JECG. Included are the various cells for the control of the simulation(s) and model(s), observer/controllers, senior mentors, scenario, support, AAR, and OPFOR. This plan is either a stand alone item or replaced by a JECG manual containing the same material.

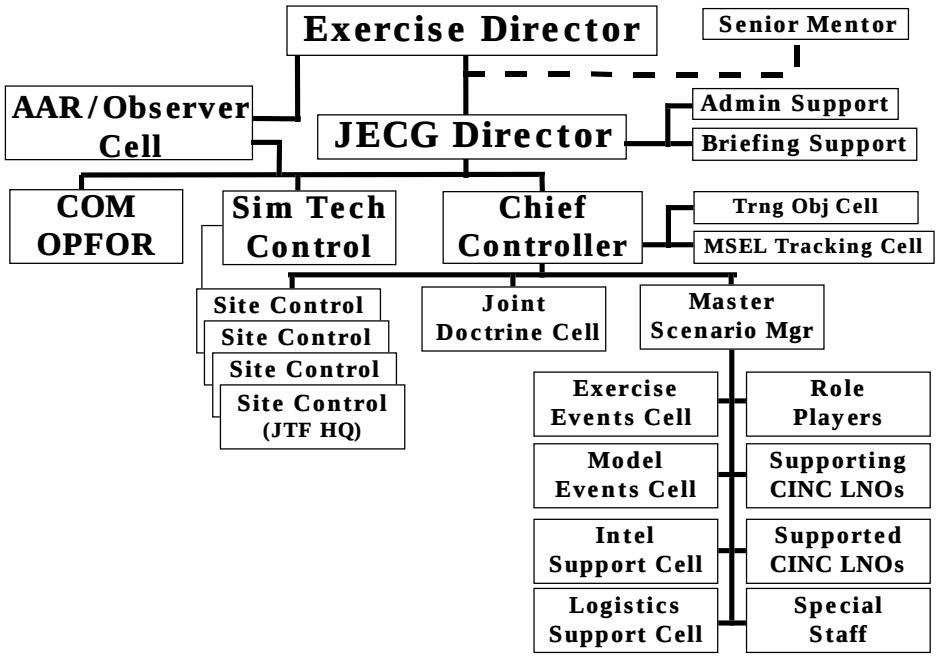

Figure VI-3: Proposed JECG Organization

(c) CAX Data Base Build. The simulation data base is the aggregate of the models and constitutes the forces, capabilities, locations, and physical environment of the exercise. The data base build defines the forces to be replicated in the model ("the players") and is based upon data base build documents, such as the Operation Order and force lists. Model managers are identified and they are responsible for collecting data base documents from the players. The various documents are sorted and input into the models. The results of the planning stage data base build is Data Base Test #1. The successful results are archived for future use.

(d) Simulation Control Plan. This plan describes the concept, organization, functions, and responsibilities of the simulation control centers. The plan also outlines instructions for simulation control and training at both the instructor/controller level and for augmentees (gamers) on workstation procedures. Guidelines for model instructors and technical personnel are also provided in the plan. The Simulation Control Plan is normally an appendix to the Exercise Control Plan. Finally, instructions for using GCCS as part of the control plan is at Appendix L.

1. Technical Control Plan. This plan describes the concept, organization, functions, and responsibilities for the technical operations of the models and simulation sites. It provides simulation architecture and configuration, provides crash recovery procedures for the models and provides detailed information on all technical procedures. The Technical Control Plan is normally an appendix to the Simulation Control Plan.

2. Communications Plan. This plan describes the concept, functions, and responsibility for communications. It provides procedures to allow gamers to practice communications in the MINIEX. Additionally, the Communications Plan establishes the communications architecture and telephone directory for the exercise. The communications plan is normally an annex to the Simulation Control Plan or exercise directive.

(11) Step 11: Prepare the Master Scenario Events List. First, an exercise-specific task and training objective matrix is developed. This matrix defines training objectives that match JMETs and the requirements for MSEL items to generate the required training (see Figures VI-4 and VI-5). This step allows evaluation of the feasibility of achieving objectives. Feasibility includes schedule, cost, technology, and operational risks. Schedule feasibility considers the time available to plan, execute, and evaluate the event. Cost feasibility considers the resources required to plan, execute, and evaluate the event. Technical feasibility considers the availability of technology to support the planning, execution, and evaluation of the event. Finally, operational risk assessment considers the likelihood and impact of an unanticipated

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disaster (such as an aircraft crash or friendly fire incident) resulting from execution of the event. Events that are not schedule, cost, technology, and operationally feasible should be considered for elimination and the joint training accomplished by other means or under other conditions.

(a) Events that are feasible are integrated into an exercise functional area and schedule matrix. This matrix defines each exercise event and the functional area responsible for developing the event and its implementing materials. (See Figure VI-4). Exercise planners then may use the Joint Exercise Management Program (JEMP) Master Scenario Events List (MSEL) software to develop the MSEL data base for the exercise. The MSEL is an exercise control document and must not be disclosed to exercise players. Foreknowledge of exercise events may invalidate evaluation and training assessment. The exercise scenario and MSEL are essential to development of the AAR Collection Management Plan. Appendix N describes Joint Staff MSEL Levels.

(b) Prepare Master Scenario Events List Implementation Tools. Planned exercise events that require MSEL items to ensure accomplishment (see Figure VI-5) need a means to make the event happen. The actual message, document, phone call script, face-to-face encounter script, or other tools are "implementers." The sponsoring command's exercise planning team, in cooperation with supporting commands and agencies, drafts implementers and distributes them to exercise controllers to input to the exercise at the time and by the means specified in the MSEL. For large or complex exercises, the sponsoring command may add an implementer conference before or in place of the Final Planning Conference (FPC).

(c) The MSEL Matrices are included in the Exercise Director's Handbook. The Exercise Core Scenario is covered as an integral part of the Exercise Operations Plan/Order and derived from the Campaign Plan and road to war. The Core Scenario and MSEL are also essential to the development of the AAR Collection Management Plan.

		JTF TRAINING OBJECTIVES											
ITEM	1=Will Happen 2= Should Happen 3= May Happen 4=Will Not Happen UJTL TASK/ #	#1 Exercise CAP & stand up a JTF	#2 Exercise joint interoperability and JTTP	#3 Develop OPLAN and TPFDL	#4 Validate force flow	#5 Exercise joint Sustainment	#6 Exercise joint intelligence	#7 Exercise joint communication	#8 Exercise joint deception	#9 Exercise joint rear operations	#10 Exercise joint med support & patient tracking	#11 Exercise theater missle defense	#12 Provide input to USACOM for JTMP & UJTL
1	***Gain & Maintain Air Superiority in Theater of Operations*** **(OP 1.5.3)**	~	**4**	~	2	2	3	3	3	2	~	**4**	1
2	***Synchronize/ Integrate Operations*** **(OP 5.4.4)**	~	3	~	~	3	2	3	3	2	~	3	1
3	***Suppress Enemy Air Defenses*** **(OP 3.2.4)**	~	3	~	~	3	2	3	3	2	~	3	1
4	***Develop Operational Target Information*** **(OP 2.3.3.2)**	~	3	~	~	~	2	2	3	2	~	3	1
5	***Provide Airspace Control*** **(OP 6.1.3)**	~	**4**	~	~	~	**4**	2	3	3	~	**4**	1
6													
7													
8													

Figure VI-4: MSEL Management Matrix

Matrix Number System

A "1" means the task/event *will happen* (MSEL event not required). There is a high probability that the event will occur to support the training objective either within the normal operation of the chosen platform or previously defined "work arounds" will be employed under the direction of the senior controller(s) to make it happen within the boundaries of the chosen platform.

A "2" means the task/event *should happen* (MSEL event may be required). There is a high probability that the event will occur to support the training objective if it falls within the normal operation as above and the training audience chooses certain doctrinal courses of action that are consistent with the exercise design concept.

A "3" means the task/event *may happen* (MSEL event will probably be required). This event will not normally occur as defined in #1, above. This category probably requires scripting.

A "4" means the task/event *will not happen* (MSEL event will be required). The normal operation of the platforms and "work arounds" as defined in #1, above, will not generate specific JMET-related activity to support the training objectives. This category requires pre-scripting.

Figure VI-5: MSEL Legend

FUNCTIONAL AREA		DATE 11 Oct 99 (E00) CENTCOM C029 PACOM C-09	EVENT NBR	OBJECTIVES
J3	RQMTS	DOS Request Hostage Support	010300	1, 9
		NCA Direct Hostage Support	010700	1, 9
		Restarting Kurdish Relief Estimate	011200	6, 9
		CINC Daily Validation Message (Late)	011600	1, 9
	AIR	PACOM Requests Reinstatement of Air Evac Channel	010100	1, 4
		Foreign Flag Acft Offer	011900	2, 8
		C-141 Delay (Engine Change)	012800	1
		C-17 Diversion (Weather)	012900	1
		C-141 Diversion (Runway Damage))	013200	1, 4
		AMC Request Use of AETC Assets	011700	8
	SURFACE	Rail Accident, Concord CA.	011800	4, 9
		Foreign Flag Ship Offer	012100	2, 8
		FSS CASREP (Boiler Tubes)	010600	1, 4
		PACOM Requests Hospital Ship Allocation	011000	1
	CAP	JS Drafts Alert Order	011400	7, 9
		Publish Daily SITREP	012400	9
J4	LOGISTICS	USACOM J4 Questions Container Management Policy	010800	8, 9
		Tech Orders for WRM AGE Missing	010900	9
		25K Loader WRSK Not Arrived in AOR	011500	8
	MOBILIZATION	J2 Requests Reserve Personnel Augmentation	013000	9
		Press Request for Details of PSRC	013100	9, 12
J6	C4S	CENTCOM Requires Secure INMARSAT	011300	2, 9
		USCINCPAC Initiates Crisis News Group	010200	9
J2	MRC-WEST	MRC-W Intel Report for 1200Z	010400	5
		MRC-W Intel Report for 2359Z	012500	5
	MRC-EAST	MRC-E Intel Report for 1200Z	010500	5
		CAT Requests Airfield Threat Data	012700	9
J1 & Special Staff		CRAF Crews Request Chem Gear	011100	9
		Personnel SITREP Analysis	012600	9
		AMC Requests Personnel Backfill	012200	9
		PACOM Requests Medical Evacuation Support CONOPS	012201	8

Note: Some event descriptions have been modified to ensure sample table is Unclassified.

Figure VI-6. Sample Functional Area and Schedule Matrix (USTRANSCOM CPX Example for Day One)

(12) Step 12: Develop the AAR Concept of Operations. The AAR planning includes the following key actions (refer Appendix K for details).

(a) Front end analysis of command documents, doctrine publications, and the command JMETL.

(b) Collection of the draft Exercise Directive, standard operating procedures, and operations orders.

(c) Identification of AAR observer requirements and physical, augmentation, communications, and administrative support requirements.

(d) Development of preliminary training requirements for observers and augmentees.

(e) Decision briefing for the commander on the AAR Concept of Operations. (Usually in conjunction with MPC commander's brief.)

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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(13) Step 13: Develop Logistics and Transportation Requirements. Based upon resource constraints specified in the Joint Training Plan and Exercise Schedule, the overall support logistics and transportation requirements are captured and briefed. Also, prior to the Mid-Planning Conference (MPC), the scheduling command should require the supporting commands and agencies to identify all forces and resources allocated to the exercise. These forces and resources are used to source the scheduling command's requirements in the GCCS TPFDD. Additionally, USTRANSCOM and its Transportation Component Commands normally create draft schedules based on the sourced TPFDD and then negotiate transportation arrangements and cost at the MPC (See Appendix C for details).

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- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(14) Step 14: Conduct the MPC. This conference finalizes the draft planning documents from the IPC and ends the planning stage. The Exercise Director usually accepts and approves these technical and support plans, the Operations Plan and Order, and the Exercise Directive for the commander. The Exercise Milestones are updated from the IPC and dates are set for data base tests #2 and #3. (Note, data base tests are for CAX only, it is unnecessary for FTX's and excluded from GCCS CPXs unless in conjunction with a CAX.) Final planning meetings are conducted and manning requirements for gamers and the JECG are finalized. A final validation of the exercise directives is completed at this point in the life cycle. (See Appendix C for transportation planning activity at the MPC.) The MPC marks the end of the planning stage and entry into the preparation stage.

b. Exercise Preparation Stage. During the preparation stage, the approved exercise directive and supporting plans are distributed; pre-exercise training is developed and conducted; the data base is finalized and tested; and the TPFDD is validated. The FPC is also conducted to ensure the completion of all required milestones prior to STARTEX. The full Exercise Directive is briefed at the FPC as well as the AAR Collection Management Plan--the final check to ensure that the exercise design provides the opportunity to capture data related specifically to the training objectives.

Joint Exercise Life Cycle
- Planning Stage
- **Preparation Stage**
- Execution Stage
- Post-Exercise & Evaluation Stage

(1) Step 1: Prepare and Conduct Seminars. Seminars set the stage for the exercise to follow. These may also be in the form of Individual joint training. They provide pre-exercise doctrine training to the participants and an opportunity for the commander to communicate guidance or the commander's intent to staffs. Also, the seminars allow the participants to wargame courses of action for the exercise, enable the director to identify staff strengths and weaknesses, and provide remedial training where required. Seminars can be conducted with the assembled participants or by function.

Joint Exercise Life Cycle
- Planning Stage
- Preparation Stage

1. Prepare and Conduct Seminars

2. Conduct Data base Tests

3. Prepare the AAR Collection Management Plan
4. Conduct the Final Planning Conference

- Execution Stage
- Post-Exercise & Evaluation Stage

(2) Step 2: Conduct Data Base Tests. The final data base tests (#2 and #3--CAX only) validate all subsequent changes, verify model functionality, ensure connectivity, help identify fixes, non-fixes for workarounds and controller procedures, conduct controller training, and provide dress rehearsal and last chance to fine tune the data base. The final data base includes all the friendly and enemy positions arrayed as at STARTEX on the designated terrain.

(3) Step 3: Prepare the AAR Collection Management Plan. The following AAR actions are completed in the preparation stage (refer to Appendix K for detailed discussion):

Joint Exercise Life Cycle
- Planning Stage
- Preparation Stage

1. Prepare and Conduct Seminars
2. Conduct Data base Tests
3. Prepare the AAR Collection Management Plan
4. Conduct the Final Planning Conference

- Execution Stage
- Post-Exercise & Evaluation Stage

(a) The Collection Management Plan is developed (refer to Appendix M for discussion and format).

(b) Document "Crosswalk" performed (check for consistency between documents, doctrine review, and SOPs).

(c) Analysts rehearsals and training conducted.

(4) Step 4: Conduct the FPC

(a) The FPC finalizes actions required prior to STARTEX. Milestones receive a final review and update, operations plans and orders are distributed, and simulation gamer augmentees and AAR observer manning is completed, and the AAR Collection Management Plan is approved. Key actions of the FPC are time-phased force deployment list (TPFDD) refinement, concept of operations and MSEL review, as applicable.

(b) Final Transportation Planning. The FPC should be held before the scheduling command validates transportation requirements to USTRANSCOM for transportation scheduling. This allows the supported commander's exercise planning staff to resolve force and resource issues with the supporting commands and agencies before validation. All deployment, redeployment, and RSO plans should be briefed at the FPC to ensure timely arrival and departure of exercise players, gamers, and controllers in the exercise area. If the FPC is held after the scheduling command validates requirements to USTRANSCOM, then the opportunity to change transportation requirements at minimum cost is greatly decreased (See Appendix C for details).

c. Exercise Execution Stage. During the execution stage, the exercise is actually conducted. This stage begins with the deployment to the exercise area and ends with the final AAR and ENDEX activities. The key activities occurring during this stage are:

Joint Exercise Life Cycle
- Planning Stage
- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(1) Step 1: Conduct Deployment. This a deployment of forces and exercise support personnel to the exercise area in accordance with pre-planned TPFDD.

(2) Step 2: Conduct Support Personnel Training. Train JECG members, response cells, communications interface personnel, and should include the lower echelon personnel within the training audiences. This training is designed to inform the entire exercise support team on the road to war, scenario, the Exercise Control Plan and the AAR Collection Management Plan.

Joint Exercise Life Cycle
- Planning Stage
- Preparation Stage
- Execution Stage

1. Conduct Deployment
2. Conduct Support Personnel Training
3. Execute the AAR Process
4. Conduct the MINIEX
5. Conduct the COMMEX
6. Conduct the STARTEX Conference
7. Conduct Daily JECG & "White Cell" Briefings
8. Conduct Mid and Final AARs
9. Execute Redeployment

- Post-Exercise & Evaluation Stage

(3) Step 3: Execute the AAR Process. Commander's are required to evaluate every training event to capture training audience proficiency. Specifically, the AAR process ensures joint training event design provides opportunities for observations and data that is generated, captured, and correlated against each training objective. This process requires extensive planning, detailed preparation and coordinated execution. The AAR process provides the commander the data to conduct *issue* identification and readiness reporting as appropriate during the JTS assessment phase. A detailed description of the AAR process is at Appendix K. The following techniques are offered and could be tailored to FTX, CAX, CPX, etc.

(a) Establish AAR operations center.

(b) Train observers (augmentees).

(c) Execute the collective management plan and develop Task Performance Observations (TPOs). TPOs are the sum of a training audience, training objective with conditions, standards associated and collated with all of the data both from the model and observer reports along with an executive summary in order for the commander to review and make a training proficiency evaluation.

(4) Step 4: Conduct MINIEX. The MINIEX provides a structured, controlled environment in which all participants play. It provides an opportunity to conduct additional practice exercise events and a forum to conduct cell, gamer, and controller training. Other benefits of the MINIEX include: refinement of internal SOP actions; validation of communications; shift change schedules and interface requirements; and MSEL validation.

Joint Exercise Life Cycle

- Planning Stage
- Preparation Stage
- Execution Stage

1. Conduct Deployment
2. Conduct Support Personnel Training
3. Execute the AAR Process
4. Conduct the MINIEX
5. Conduct the COMMEX
6. Conduct the STARTEX Conference
7. Conduct Daily JECG & "White Cell" Briefings
8. Conduct Mid and Final AARs
9. Execute Redeployment

- Post-Exercise & Evaluation Stage

(5) Step 5: Conduct COMMEX. The objectives of the COMMEX are to ensure tactical and simulation communications are operable; refine communication SOP actions, validate communications reliability, and validate gamer and participant communications interfaces. Again, all participants should take part.

(6) Step 6: Conduct the STARTEX Conference. The STARTEX conference provides the final opportunity for the commander and the JECG to review the status of any issues and officially begin the exercise. After the STARTEX conference the Exercise Director will direct the MSEL and simulation begun.

(7) Step 7: Conduct Daily JECG and White Cell Briefings. These briefings for the JECG internally and the entire "White Cell" are designed

to ensure the control of the exercise is continuing smoothly. They will review the MSEL management matrix to ensure the exercise is producing data for every training objective.

(8) Step 8: Conduct the Mid and Final AARs. These AARs are critical training events. They are designed to be "self discovery" learning sessions by the commander and the training audience. The facilitator uses collated observer and model data called TPOs to develop "story lines" for the facilitator to use when assisting the training audience discover for themselves what happened during the training; and how they can capture the positive training results and correct the identified training deficiencies.

Joint Exercise Life Cycle
- Planning Stage
- Preparation Stage
- Execution Stage

1. Conduct Deployment
2. Conduct Support Personnel Training
3. Execute the AAR Process
4. Conduct the MINIEX
5. Conduct the COMMEX
6. Conduct the STARTEX Conference
7. Conduct Daily JECG & "White Cell" Briefings
8. Conduct Mid and Final AARs
9. Execute Redeployment

- Post-Exercise & Evaluation Stage

(9) Step 9: Execute Redeployment. Real-world deployment of exercise players, gamers, and controllers is executed according to scheduling command validated TPFDD and USTRANSCOM-produced transportation schedules. Depending on the size and duration of the exercise, redeployment may start before the exercise is complete (see Appendix C for details).

d. Post-Exercise and Evaluation Stage. This stage includes the AAR Post-Exercise and Evaluation actions.

Joint Exercise Life Cycle
- Planning Stage
- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

(1) Step 1: Gather Internal (JECG) Observations. Observations should be gathered to examine the effectiveness and efficiency of the exercise. For example, recommendations may be made as to the worth of a particular simulation to model certain mission profiles.

(2) Step 2: Prepare Commander's Summary. The AAR Facilitator is responsible to prepare and deliver the commander's summary which relates training data stated as TPOs specifically to each training objective. It is a comprehensive document consisting of several chapters that replay the entire training event and provides data and information related directly to each training objective. While the FAAR focuses on four to seven major issues, the commander's summary report is the mechanism to provide TPOs on all of the training objectives. The commanders summary is normally completed within 20 days of the completion of the training event.

Joint Exercise Life Cycle

- Planning Stage
- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

1. Gather Internal (JECG) Exercise Observations
2. Prepare Commander's Summary
3. Conduct Training Proficiency Evaluations
4. Conduct Internal Analysis to Identify Issues or Lessons Learned.
5. Document Issues or Lessons Learned for Assessment Phase Input
6. Submit JAAR

(3) Step 3: Conduct Training Proficiency Evaluations. Based upon the TPOs and input from the staff and subordinate commanders, the commander evaluates the training proficiency of the training audience to accomplish the training tasks to standard. The commander rates each tasks as "T" (trained), "P" (needs practice), "U" (untrained), or "N" (not observed/not trained).

(a) "T" (trained) means that the training audience can successfully perform the task to standard

(b) "P" (needs practice) means that the training audience can perform the task with some shortcomings. The shortcomings are not severe enough to require complete training.

(c) "U" (untrained) means that the training audience cannot perform the task to standard.

(d) "N" (not observed) means that either no TPOs were captured in order to relate a training proficiency evaluation to a training audience or not enough data was captured to make a judgment. This can also include objectives not trained by design.

(4) Step 4: Conduct Internal Analysis to Identify Issues or Lessons Learned. Depending on the TPOs and other data captured the commander may direct an internal analysis be conducted to determine if there is enough information to fully identify an issue for either external remedial action, or one that contained ways to overcome shortcomings that may benefit other joint commands (lesson learned).

Joint Exercise Life Cycle
- Planning Stage
- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

1. Gather Internal (JECG) Exercise Observations
2. Prepare Commander's Summary
3. Conduct Training Proficiency Evaluations
4. **Conduct Internal Analysis to Identify Issues or Lessons Learned.**
5. Document Issues or Lessons Learned for Assessment Phase Input
6. Submit JAAR

(a) *Issue* identification is conducted within the relevant command by relating the TPOs to specific domains illuminating the root of the deficiency--doctrine, materiel, training, joint education, and organization.

(b) Lessons Learned. If during the exercise the command may discover or develop a specific technique, procedure, or work around that was particularly effective in accomplishing a specific task to standard. If the commander believes this lesson learned does not require any analysis or further action and may be useful to others he may direct the lesson learned be prepared for submission to the JCLL.

(5) Step 5: Document *Issues* or Lessons Learned for Assessment Phase Input. This step provides information to inform the JTS assessment phase. If the *issue* or lesson learned warrant external consideration, the commander uses this data in the development of his JAAR.

Joint Exercise Life Cycle

- Planning Stage
- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

1. Gather Internal (JECG) Exercise Observations
2. Prepare Commander's Summary
3. Conduct Training Proficiency Evaluations
4. Conduct Internal Analysis to Identify Issues or Lessons Learned.
5. Document Issues or Lessons Learned for Assessment Phase Input
6. Submit JAAR

Joint Training System Links to Readiness and Capabilities

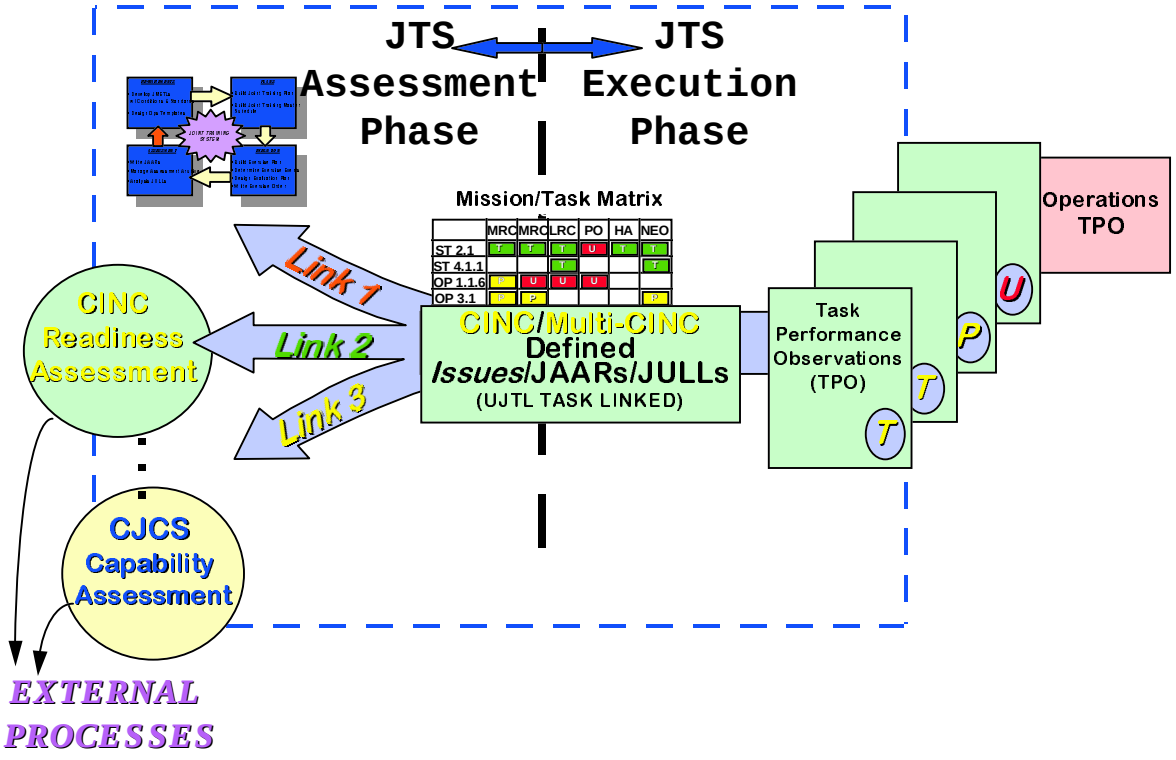

Figure VI-6: JTS Assessments

(6) Step 6: Submit JAAR. In this step, the JAAR is prepared and submitted. The JAAR provides the official description of a joint training event or operation and identifies the exercise lessons learned. JP 1-03.30 "Joint After Action Reporting," directs the supported commander of joint exercises to submit an AAR in JULLS format to the Joint Staff, J-7 Evaluation and Analysis Division (EAD), within 90 days of completion. The JAAR may include the combatant commander's assessment of how component, multinational, and JMET derived joint training objectives were met during the exercise. Also, JAARs may be requested in similar format to document operational assessments. In this case, the requirement for submission of an operational JAAR is specified in the CJCS Execute Order. Both exercise and operational JAARs are archived in the JCLL data base.

Joint Exercise Life Cycle

- Planning Stage
- Preparation Stage
- Execution Stage
- Post-Exercise & Evaluation Stage

1. Gather Internal (JECG) Exercise Observations
2. Prepare Commander's Summary
3. Conduct Training Proficiency Evaluations
4. Conduct Internal Analysis to Identify Issues or Lessons Learned.
5. Document Issues or Lessons Learned for Assessment Phase Input
6. Submit JAAR

5. Summary. The JTS Execution Phase conducts discrete exercises identified in the JTP and Exercise Schedule. Execution encompasses Exercise Life Cycle--planning, preparation, execution, and post-exercise and evaluation stages. TPOs, identified *issues*, and lessons learned informs the final phase of the JTS--Assessment. Figure VI-7 describes the linkage vehicles or products between execution and assessment.

Joint Training System: Process and Products

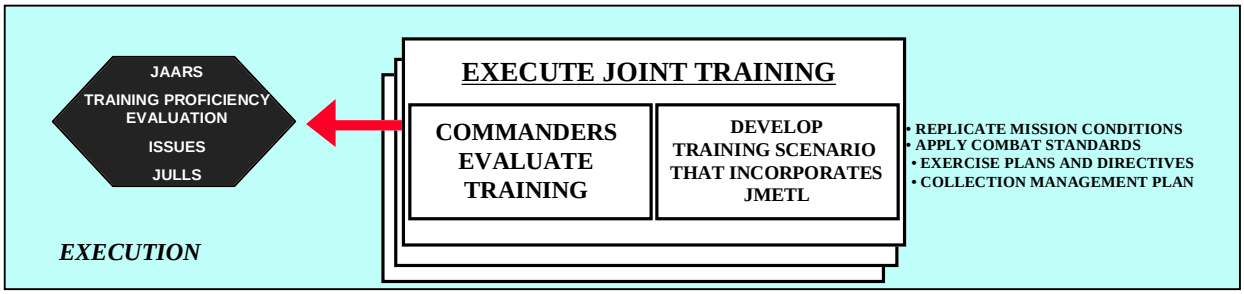

Figure VI-7. JTS Process and Products - Execution Phase

CHAPTER VII

ASSESSMENT

IMPROVING JOINT READINESS

1. General. The assessment phase of the Joint Training System describes how the collective training results are translated into future requirements for subsequent training cycles, command readiness reports or capability assessments. As tools for commanders, three assessments are made. First, training proficiency assessments are designed to assist the commander in adjusting present or future training plans, or reports out lessons learned for use by other commands. Second, the status of joint training is available to support combatant command readiness assessments--primarily a reporting venue for the CRS and other systems requiring readiness information. Readiness related issues can be retained in the command or be passed to external sources for remedial action and resolution. The third type of assessment is the CJCS capability assessment. In this case, readiness and training *issues* are identified across commands as shortcomings in doctrine, organization, training, education and materiel. These systemic *issues* are then managed through the *Issue* Resolution Cycle--*issue* definition, *issue* analysis, *issue* correction, and *issue* validation (within the context of a training event or operation). Capability assessments derived from exercises provide inputs into the Joint Warfighting Capabilities Assessments, Remedial Action Project Program, Joint Doctrine Development Program, Professional Military Education Review Process, and Chairman's Commended Training Issues. The Joint Center for Lessons Learned provides an overarching capability to collect and manage defined *issues*, assist *issue* analysis, track *issue* correction and validation, and finally archive the entire process so lessons need not be relearned. The JTS assessment phase feeds-back both training and other operational results to begin the next cycle of joint training requirements and plans development.

a. The Requirement for CJCS Assessments. Title 10, US Code, directs the Chairman of the Joint Chiefs of Staff to advise the Secretary of Defense on critical deficiencies and strengths in force capabilities identified during the preparation and review of contingency plans (section 153(a)(3)(c)). The statute further requires the Chairman to establish, after consultation with the combatant commands, a uniform system for evaluating the preparedness of each combatant command to carry out assigned missions (section 153(a)(3)(d)), and a uniform system for reporting readiness of the combat support agencies to perform with respect to war or threat to national security (section 193(c)).

b. Joint Readiness. Readiness must account for the strategic, operational and tactical levels of war. Readiness at the strategic level is defined as the synthesis of readiness at the operational and tactical levels. Readiness at the operational level must consider the joint perspective. Joint readiness is defined as the combatant commands ability to integrate and synchronize ready combat and combat support forces to execute his assigned missions based upon their theater concept of operations. Readiness at the tactical level is primarily measured through the units of the Services. Unit readiness is defined as the ability to provide capabilities required by the combatant commands to execute their assigned missions. To provide the CJCS the information necessary to fulfill his requirement as established in Title 10, the CJCS readiness system was implemented to assess both unit and joint readiness. Unit readiness is assessed by unit commanders and reported through the Services. Joint readiness is assessed and reported by the combatant commands. Each level of readiness has unique metrics. Unit readiness metrics focus on people, training, and equipment. Joint readiness is assessed against key functional areas that enable combatant commands to integrate and synchronize forces. The readiness assessments are, by nature, subjective--the measures and metrics do not define readiness by themselves. They are tools used by those responsible for readiness--unit and joint force commanders.

c. The JTS and Joint Readiness. The purpose of the JTS is to improve joint readiness through quality joint training. The JMETLs and supporting tasks provide a clear and common framework for assessing joint training results back to the requirements phase of the JTS. Furthermore, the requirements-based JTS establishes a uniform system for joint training proficiency assessments that directly supports joint readiness assessments.(Figure VII-I)

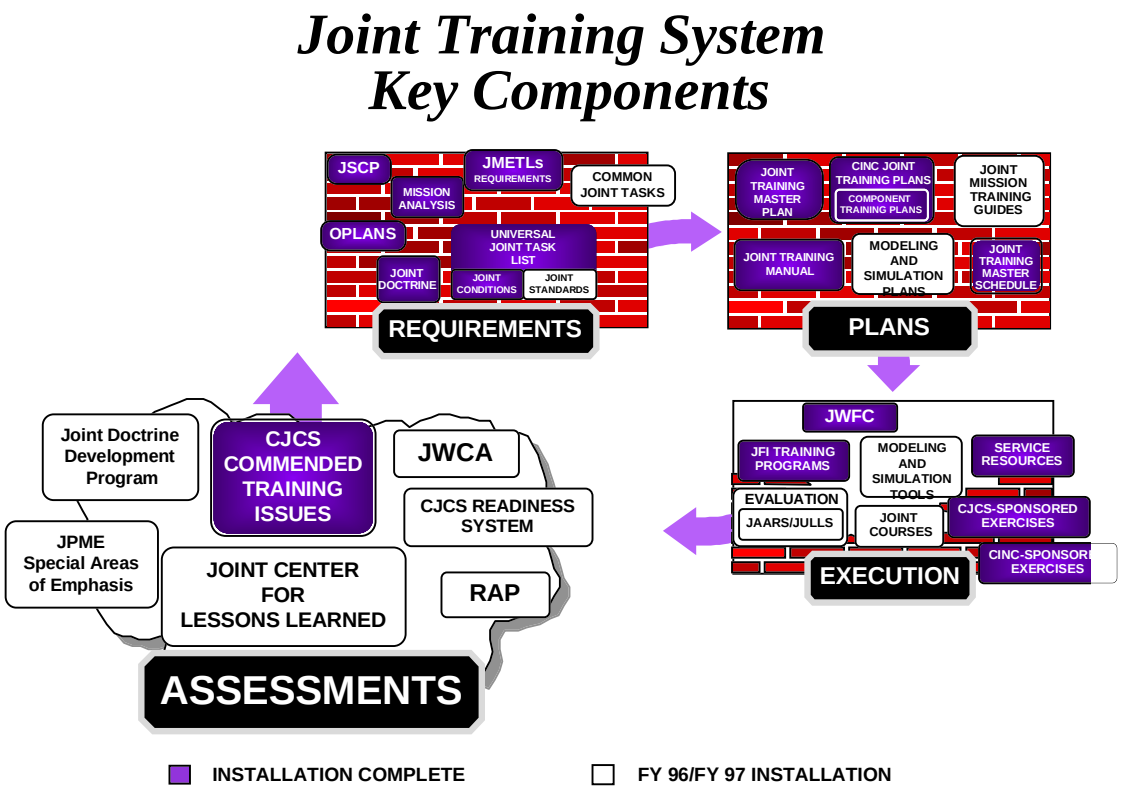

Figure VII-1: The Joint Training System

d. Assessment of Common Joint Task Training. Since USACOM's Joint Force Integrator (JFI) training is based upon all combatant commander's JMETLs (contained in the Common Operational Joint Task List), and is focused on training and preparing individuals to operate in a common joint environment, they will necessarily modify the procedures described in this chapter. The same applies to USSOCOM for their Common Special Operations Joint Tasks. However, USACOM and USSOCOM will assess the overall status of their JFI training program to prepare commanders, staffs, and individuals by describing the status of joint training and generally how well the commanders, staffs, and individuals were trained to those common tasks, under common conditions, to specific common standards. USACOM and USSOCOM will report on assessment of these training programs at the Worldwide Training Conference and brief Common Operational Joint Task and Common Special Operations Joint Tasks future training plans at the Worldwide Exercise Scheduling Conference.

2. Training Proficiency Assessments. During the execution phase, the JTP is executed by conducting each joint exercise and training event. The training

proficiency of each individual JMET-derived training objective is evaluated through an embedded AAR process. Periodically, the commander assesses the command's overall training proficiency based on the aggregated results of joint exercise and training events and actual operations conducted during the assessment period. Since the JMETL reflects those essential tasks that must be accomplished in order to successfully accomplish the mission, the training proficiency assessment of those JMETs and associated supporting tasks forms a reflection of the command's ability to accomplish the mission. The results of this assessment leads the commander to one or more of the following actions:

a. Input to Future Joint Training Plans. If the commander determines during the assessment that the deficiency can be corrected within the resources allocated, with no outside assistance, and simply requires more training, then he will direct the assessment results be included in future training. Commanders should focus their training resources and efforts on JMETL tasks assessed U (Untrained), P (Needs Practice), or N (Not Observed/Not Trained). An assessment of T (Trained) in any given task or JMET means full capability to perform that JMET, under established conditions, to standard. T (Trained) is the goal. However, some tasks require continuous training because skills are perishable if not practiced on a regular basis. Therefore, some tasks assessed as T (Trained) may be included as valid requirements for subsequent JTPs.

b. 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 immediately correct that identified deficiency within the current training cycle. Commanders should understand that this decision may have drastic short term impacts on joint and Service training events that are already planned.

Training Audience Assessment

JMET	CINC	CINC Staff	CJTF					Subunified					Functional				Service				Unit				Other			
			1	2	3	4	5	1	2	3	4	5	JFACC	JFMCC	JFLCC	JSOTF	A	N	F	M	1	2	3	4	1	2	3	4
ST 1	T	P	U				N																			O	O	
ST 7.1.6	P	P																										
ST 6.1	T	P																										
ST 5.3.2	T	P	P	P	U	U	N																					
ST 5.1.4	P	T																										
ST 4.2.4	T	T	P	P	P	P	P	P	P	P			T	T	T	T												
ST 2.1	P	T	T	P	P	T	T																			O		
OP 6.2.4	P	P	P	P	P	P	P	P	P	P			P	U	U	P	U	U	U	U								
OP 4.1	T	T	T	T	P	T	T	T	T	T			P	P	P	P												

Matrix Key:

CJTF 1:	MEF	Subunified 1:	USF	Unit 1:	Component Input	Other 1:	FEMA
2:	FLT	2:	USF	2:	Component Input	2:	DIA
3:	AF	3:	CMD	3:	Component Input	3:	DOS
4:	CORPS	4:		4:	Component Input	4:	
5:	NAVSPECWARGRU	5:					

Legend: Blank=N/A U=Untrained T=Trained N=Not observed/unknown P=Needs Practice O=Potential training audience X=Planned Task

Figure VII-2

c. Report Out Lessons Learned. From the commander's assessment or during the evaluation of a specific joint training event, the command may discover that they have developed a particular technique, procedure, or work around that was particularly effective in accomplishing the training to standard. The command may also discover remedies to problem areas that may be applicable to other joint commands. These lessons learned may be reported through the Joint Center for Lessons Learned for use by the entire joint community. The lesson learned should be fully documented and include the task, conditions, and standards to assist others in determining applicability to their particular operational situation.

Lesson Learned

- *A technique, procedure or work around that allowed the task to be accomplished to standard based upon a identified shortcoming or deficiency within a specific command or circumstance which may be applicable to others in similar circumstances.*
- *A changed behavior based upon previous experiences which contributed to mission accomplishment.*

d. CINC Readiness Assessment. The joint training proficiency assessment can also be used as an aid for reporting joint readiness. If a training strength or deficiency reflects readiness status, the combatant commander may include the assessment in the Joint Monthly Readiness Report (JMRR). The JMRR is the central component of the CJCS Readiness System (CRS). The CRS focuses on near term (execution and budget years) readiness issues. If the strength or deficiency appears to impact long term readiness, the JMRR may inform the Joint Warfighting Capabilities Assessment (JWCA) process. While the JWCA process focuses on longer term issues it may review and work short term readiness issues as well through the Joint Readiness JWCA team. This same information may be reported to other agencies requesting status reports because these strengths, deficiencies or shortcomings are based on demonstrated training proficiency against established standards. Inputs may also be included in the quarterly Readiness Report to Congress prepared by the joint staff. This type assessment is generally only a reporting venue. However, defined *issues* requiring correction or validation generated from CINC readiness assessments are transferred to the CJCS capability assessments programs for correction.

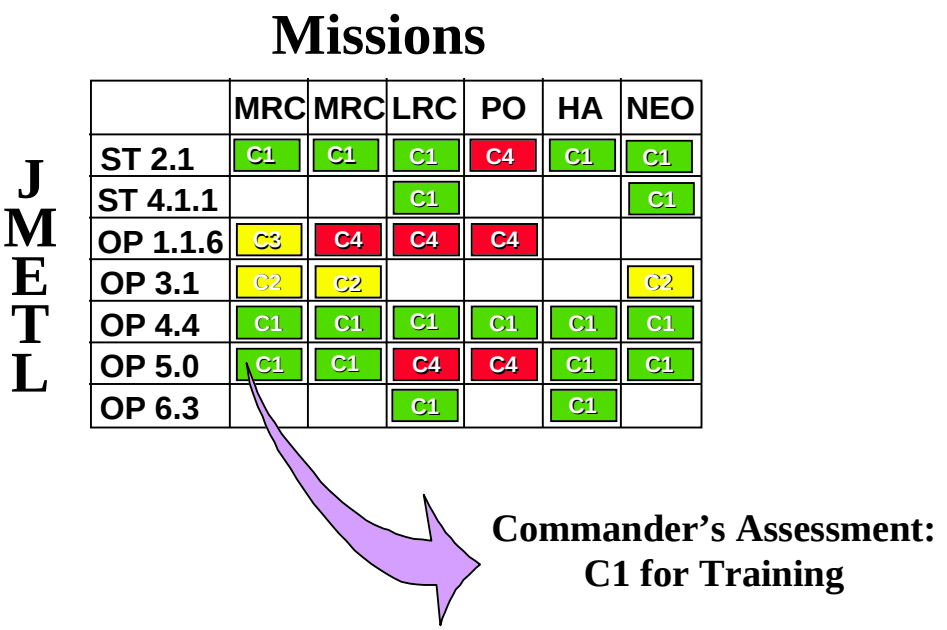

Figure VII-3

(1) The CRS (JMRR). The CRS is oriented towards a current assessment of the military's ability to fight and meet the demands of the National Military Strategy. The CRS and its JMRR should be the primary method the commander uses to report his readiness capability. There are joint training proficiency implications embedded in any readiness assessment. Consequently, the JMRR provides an excellent opportunity for commanders to elevate concerns generated from the execution of their joint training plans. The JMRR is conducted using one of three distinct formats each month:

(a) The Full JMRR is the Service, CINC, and Combat Support Agency assessment reported and briefed quarterly. The Full JMRR may be required by the Chairman on short notice to assess readiness implications of a military significant event.

(b) The By-Exception JMRR is conducted during the month after a Full JMRR is conducted and reports changes to readiness by exception.

(c) The Feedback JMRR is conducted during the month prior to the Full JMRR and reports on the status of actions to address readiness deficiencies raised by the CINCs, Services, and combat support agencies. The feedback JMRR may also generate Defined *Issues* requiring analysis, correction and validation within the JTS.

Chairman's Readiness System

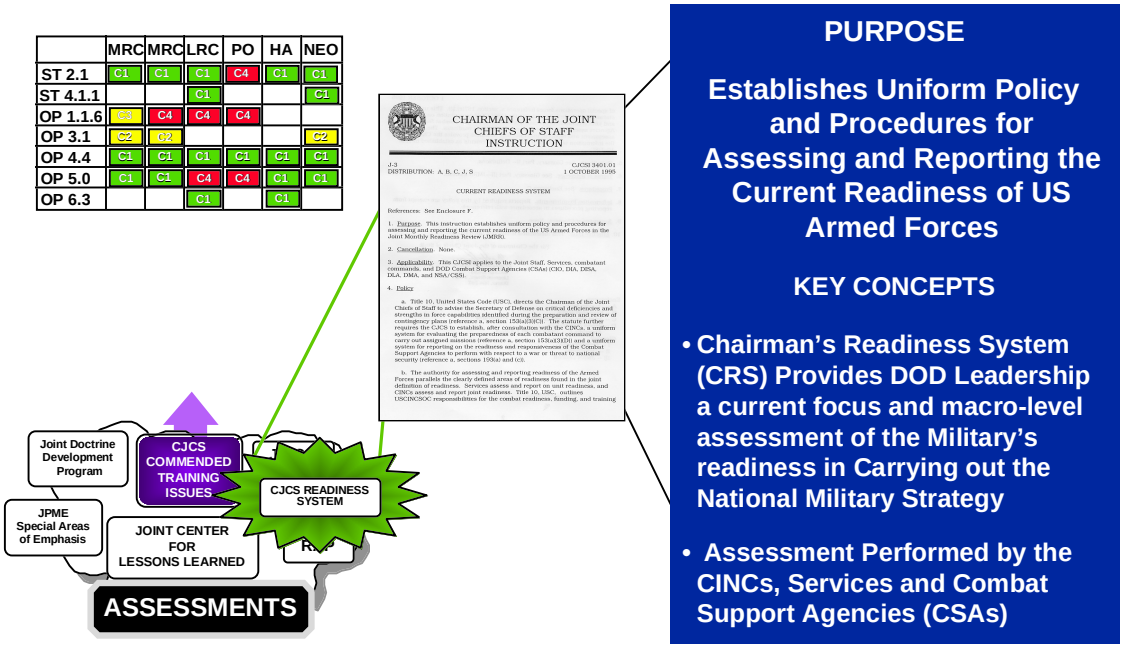

Figure VII-4: Chairman's Readiness System

(2) The Services, combatant commands, agencies, and Directors, Joint Staff Directorates provide a POC to the Joint Staff, J-3 Readiness Division to coordinate JMRR preparation and to assist in the preparation of a collaborative report to the Feedback JMRR to address readiness deficiencies raised through the JMRR. The Vice Chairman of the Joint Chiefs of Staff chairs the JMRR. The Services assess and report unit readiness (the ability to provide capabilities required by the CINCs to execute their assigned missions) in the JMRR, while the CINCs assess and report joint readiness (the CINCs ability to integrate and synchronize ready combat and support forces to execute his assigned missions). Joint Training readiness is a pillar of joint readiness and is embedded in each of the readiness functional areas. CINC assessments also include specific comments on the adequacy of support by the combat support agencies, where appropriate.

(3) Joint readiness assessments are identified by eight functional areas. There are joint training proficiency implications in each functional area. The Joint Readiness Functional Areas are:

(a) Joint Personnel. Joint personnel consists of the following components for assessment purposes: joint headquarters manning levels, joint personnel systems capability, augmentation capability, headquarters deployability, Reserve component availability, and component personnel fill. Office of Primary Responsibility (OPR) is the Joint Staff J-1.

(b) Intelligence/Surveillance/Reconnaissance (ISR). ISR is described by the following components for assessment purposes: intelligence systems capabilities; intelligence personnel and training; interoperability of intelligence systems and personnel; mobility of intelligence systems and assets; vulnerability of intelligence systems and assets; mapping, charting, and geodesy; and the collection, processing, production, and dissemination of intelligence information. OPR is the Joint Staff J-2.

(c) Special Operations. Special operations is described by the following components for assessment purposes: direct action; unconventional warfare; PSYOP; civil affairs; foreign internal defense; counterterrorism; special reconnaissance and special operations-unique intelligence, logistics, training, and equipment. OPR is the Joint Staff J-3/SOD.

(d) Strategic Mobility and Sustainability. Mobility as a functional area is described by the following components for assessment purposes: strategic airlift, strategic sealift, spacelift, special operations movement, intratheater mobility, and throughput. OPR is the Joint Staff J-4.

(e) Logistics/Sustainment. Logistics/sustainment consists of the following components for assessment purposes: pre-positioned assets afloat and ashore, munitions, health service support, equipment that facilitates movement, equipment maintenance capability, and other classes of supply. OPR is the Joint Staff J-4.

(f) Infrastructure. Infrastructure is any fixed transportation structure and is described by the following components for assessment purposes: road networks, airfields, seaports, rail networks, water distribution, fuel distribution, beddown for personnel and equipment, and power generation. OPR is the Joint Staff J-4.

(g) Command/Control/Communications/Computers. The ability to direct forces in the accomplishment of the commanders will and to

maintain near real time communications throughout the organization. OPR is the Joint Staff J-6.

(h) Joint Headquarters Capability. Joint headquarters capability consists of the following components for assessment purposes: joint training and exercises, joint headquarters/JTF organization, joint doctrine, planning, personnel availability, UJTL derived JMETs assessment, allocation of forces for JTF headquarters, and JULLs from prior operations. OPR is the Joint Staff J-7.

(4) The Senior Readiness Oversight Council (SROC) is briefed by the VCJCS and the Service Chiefs monthly on the warfighting assessments based on the JMRR reports. (See Figure VII-5).

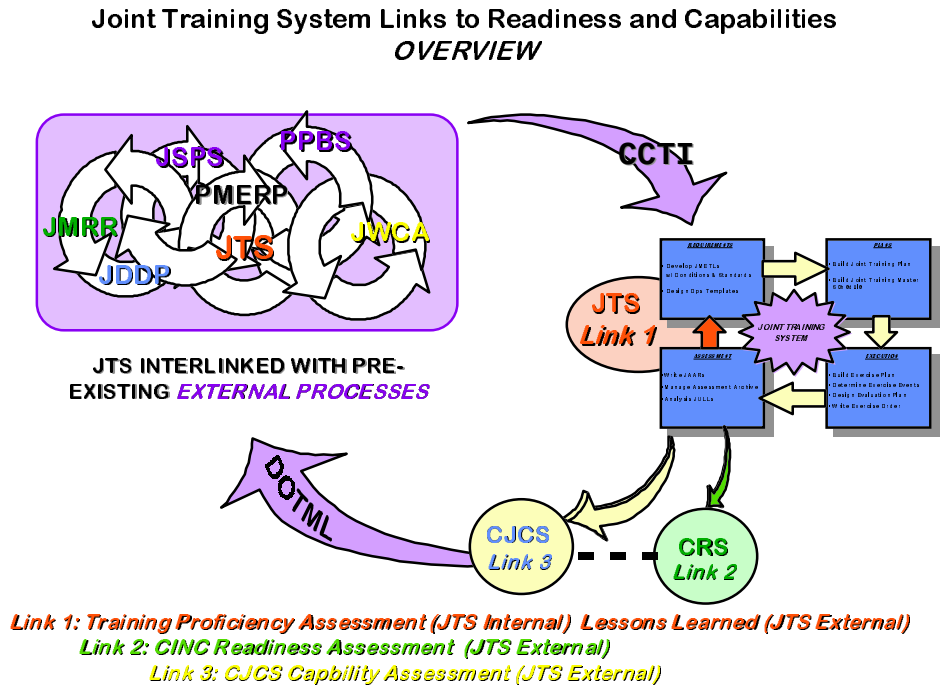

Figure VII-5: JTS System Assessments

3. CJCS Capability Assessment. If during the commander's assessment it is determined that the source of the deficiency does not allow training to standard, that *issue* is identified, defined, and analyzed within the command and reported to higher headquarters or the Joint Staff. As discussed in Chapter V, Execution, *issue* identification occurs as a direct result of the AAR Process. If the command elects to submit the *issue* for resolution, the *issue* should be defined as comprehensively and fully documented as possible.

a. *Issue* Definition. The defined *issue* should consider aspects of doctrine, training, organizations, modernization, and education causes and effects. (See Figure VII-6) Given this information, the higher headquarters or the joint staff can further analyze the defined *issue*, work solutions across the entire joint community and give the *issue* with corrections noted back to the reporting commander so that he can include the *issue* in the requirements phase of the JTS and validate the deficiency has been corrected through future joint training events or operations.

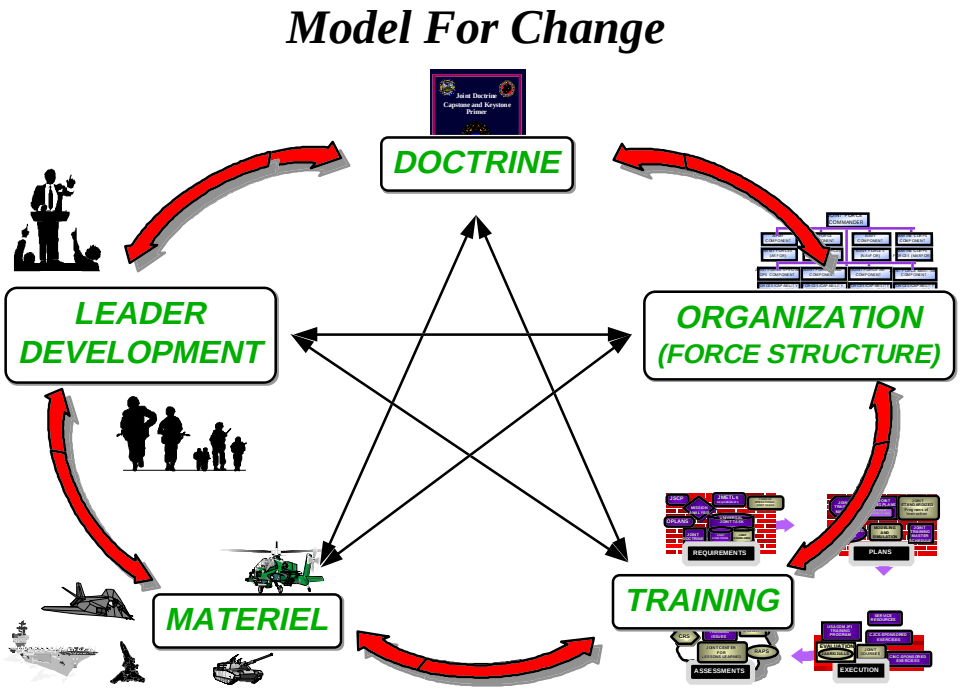

Figure VII-6: A Model for Change

(1) Doctrine. Doctrine sets forth the fundamental principles by which military forces guide their actions in support of objectives. It is authoritative, and will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. During the execution of joint training, potential doctrinal voids may be discovered requiring new doctrine development or adjustments and revisions of existing doctrine to ensure that the entire joint community is being guided through the execution of operations through a common frame of reference--doctrine. New doctrine or changes to doctrine are done through the Joint Doctrine Development Program as discussed in Joint Publication 1-01.

(2) Training. Training occurs in one of six categories; Service, component interoperability, joint, multinational interoperability, joint/multinational, and interagency. Training enhances individual and unit ability to perform specified tasks. Joint individual training and joint collective training are conducted to enhance joint readiness. Training aspects of identified *issues* are either included in future training plan development, immediately integrated into current training plans, or postponed until the other aspects of the *issue* are corrected (doctrine, materiel, organizations (force structure), and/or education) in order to allow further attempts to accomplish the tasks to the established standard. Without related *issue* resolution, training events will often simply illuminate the deficiency time and time again.

(3) Materiel. Deficiencies and shortcomings in this area involve current equipment or supply capabilities and their ability to interact and interoperate jointly that cause significant problems in accomplishing the task to standard or make accomplishment of standard impossible. Recommendations may either correct current equipment or demonstrate a need for a completely new modernization initiative to assist in resolving the issue. Recommendations in this area are normally handled through the Services, using the Joint Monthly Readiness Report and/or through the JWCA process.

Issue

- *A shortcoming or deficiency identified during training or operations that precludes training to standard and requires focused problem solving.*
- *Defined and analyzed in terms of doctrine, training, education, material, and organizations (force structure) to facilitate correction and validation.*

(4) Education. Leader development occurs throughout the personnel life cycle and is the cumulative result of training and education, experience and self-development. Professional Military Education (PME) is the pillar of leader development that provides systematic instructions of professionals enhancing their knowledge of the science and art of war. The PME system is a progressive, cumulative process preparing officers for successive levels of responsibility within the levels of war. JPME is that portion of PME concentrating on instruction in joint matters. JPME instills knowledge of broad joint warfare concepts found throughout the range of military operations as codified in joint doctrine. (CJCSI 1800.01) Commanders may reasonably expect that graduates of JPME courses have a basic knowledge of joint concepts, processes, and

systems appropriate to their grade and level of PME. Graduates of other joint courses as identified in the Joint Course Catalog can be expected to have additional knowledge and be trained in the specific areas related to the course(s) completed. The level of PME attained in concert with any other joint course completion by a given individual must be considered as a factor in the training proficiency assessment before an accurate Joint Training Plan can be finalized. Leader development issues related to education are elevated through the Professional Military Education Review Process (PMERP) sponsored by the J-7/MED, Joint Staff. Leader development issues related to specific joint courses (existing or required) are elevated to the Joint Course Development Process sponsored by the Joint Warfighting Center, Training Division.

(5) Organization. Shortcomings may be discovered in this area when, during joint training events, the amount of forces required are not available to meet the standard or they are not fundamentally organized correctly. The combatant commands have the responsibility and are empowered to organize forces assigned to their command in any way they deem fit. However, when systemic force structure deficiencies are noted, the Services may be called upon to make certain organizational adjustments or adjust amount of forces because the accomplishment of certain tasks do not provide sufficient capability to accomplish tasks to standard. The primary source to correct these deficiencies is through the CRS and the JSPS.

b. *Issue* Resolution Process. Once commanders make their training readiness assessments and identify *issues* through an internal analysis of observed deficiencies in terms of doctrine, training, education, materiel, and organizations then the commander may direct the *issue* be fully defined. External reporting of *issues* is very valuable to the commander because it provides a means for commanders to gain visibility and obtain remedies for defined issues outside their internal control. These programs are the CRS, the Joint Warfighting Capabilities Assessment and its JROC-CINC Conferences, the Remedial Action Projects

Issue Resolution Process

- Step 1: *Issue* is submitted by CINC.
- Step 2: *Issue* is refined by JCLL.
- Step 3: JCLL forwards *issues* to Joint Staff.
- Step 4: Joint Staff assigns OPR for *issue* correction.
- Step 5: OPR reports that *issue* is corrected and ready for validation.
- Step 6: *Issue* for validation is designated in the JTMP.
- Step 7: CINCs validate.
- Step 8: JCLL archives.

Program, the Joint Doctrine Development Program, the Joint Strategic Planning System's Integrated Priority List, and the Professional Military Education Review Process recommendations to the Military Education Coordinating Council. The purpose of the CJCS Capability Assessment is to provide the commander a single entry point into these external programs and a single source for receiving new training requirements based upon external *issue* resolution.

Issue Resolution Process

- Step 1: *Issue* is submitted by CINC.
- Step 2: *Issue* is refined by JCLL.
- Step 3: JCLL forwards *issues* to Joint Staff.
- Step 4: Joint Staff assigns OPR for *issue* correction.
- Step 5: OPR reports that *issue* is corrected and ready for validation.
- Step 6: *Issue* for validation is designated in the JTMP.
- Step 7: CINCs validate.
- Step 8: JCLL archives.

(1) Step 1: *Issue* is submitted by CINC. The primary method to package and communicate deficiencies discovered during training is through an *issue* definition process. This step is linked directly to the Post-Exercise & Evaluation Stage of the execution phase when the commander elects to report the *issue* outside the command. The identified *issue* is then as completely defined as possible. In the conduct of a single event or exercise, some deficiencies are noted. The deficiencies may or may not be considered a significant command *issue* by itself. On the other hand, when the same deficiency is noted over multiple exercises (e.g., operating in multiple multinational command arrangements causes consistent inability to meet standard when apportioning air assets) with implications to other commands, the respective command should advance the *issue* for further definition and resolution. Further, commands categorize the deficiency in terms of doctrine, training, materiel, education, and organization aspects, possible implications and recommendations. This general analytical method will also allow for the defined *issue* to be reduced to its parts for individual aspect correction within the appropriate staff, agency or program and then integrated into one coordinated and complete corrective action before being returned to the command for validation within the context of joint training events or actual operations. For example, if the organizational structure or new doctrine is written to accommodate more effective multinational command arrangements then the way that organization is employed doctrinally, trained, equipped, or its personnel educated may also be affected. A sample format for defined *issues* is set forth in Appendix N.

Issue Resolution Process

- Step 1: *Issue* is submitted by CINC.
- Step 2: *Issue* is refined by JCLL.
- Step 3: JCLL forwards *issues* to Joint Staff.
- Step 4: Joint Staff assigns OPR for *issue* correction.
- Step 5: OPR reports that *issue* is corrected and ready for validation.
- Step 6: *Issue* for validation is designated in the JTMP.
- Step 7: CINCs validate.
- Step 8: JCLL archives.

(2) Step 2: *Issue* is refined by JCLL. The JCLL will manage the automated analysis tools and archive RAPs, JAARs, JULLs, and *issues*. The JWFC provides an analytical support capability to the JCLL and the entire joint community. Both operational assessments specified in the Execute Order as well as joint training assessments and lessons learned are entered into the master data base, part of the JCLL. Lessons learned are then available for future exercise and operational planning. The analytical arm of the JCLL conducts quality assurance of all inputs to ensure the input is categorized correctly and stored using the UJTL as its Dewey Decimal System. Also, the JCLL receives the defined *issues* from combatant commands, refines the definition by correlating the information with data collected from other commands, and forwards the defined *issue* to the Joint Staff J7/EAD for action. A supporting data base in the JCLL will provide the capability to track the deficiency through analysis, correction and validation. Finally, the *issues* are archived for future reference. The specific responsibilities of the JCLL are:

(a) Receive, catalog, and publish the lessons learned submitted by the joint community. These lessons learned require no analysis and are offered to the entire community as better alternatives based upon the experience of one reporting command or agency.

(b) Perform Front End Quality Assurance to every input (observation or Defined *Issue*) to ensure clarity and completeness.

(c) For analysis purposes, tag each defined *issue* to the UJTL and cross checks both horizontally and vertically using the UJTL construct.

(d) Assist the community with *issue* resolution.

(e) Conduct Analysis.

(f) Support the RAP Steering and Working Groups.

(g) Conduct independent *issue* identification and definition at the direction of the CJCS or the Joint Staff.

(h) Assist all users in research requests.

(i) Prepare products as appropriate.

(j) Conduct JULLS data base maintenance and distribution.

(k) Conduct JULLS software controls administration.

(3). Step 3: JCLL forwards *issues* to Joint Staff.

(a) Once the JCLL has completed the front end analysis and has completely defined the *issue* per the format at Appendix N, it will forward the *issue* to the J-7 with a disposition recommendation.

Issue Resolution Process

- Step 1: *Issue* is submitted by CINC.
- Step 2: *Issue* is refined by JCLL.
- Step 3: JCLL forwards *issues* to Joint Staff.
- Step 4: Joint Staff assigns OPR for *issue* correction.
- Step 5: OPR reports that *issue* is corrected and ready for validation.
- Step 6: *Issue* for validation is designated in the JTMP.
- Step 7: CINCs validate.
- Step 8: JCLL archives.

(b) The J-7 will then forward the defined *issue* with recommendations to the most appropriate existing Joint Staff OPR for correction. The normal routing will be through the Director of the Joint Staff or through the J-7's normal staff responsibilities.

Issue Resolution Process

- Step 1: *Issue* is submitted by CINC.
- Step 2: *Issue* is refined by JCLL.
- Step 3: JCLL forwards *issues* to Joint Staff.
- Step 4: Joint Staff assigns OPR for *issue* correction.
- Step 5: OPR reports that *issue* is corrected and ready for validation.
- Step 6: *Issue* for validation is designated in the JTMP.
- Step 7: CINCs validate.
- Step 8: JCLL archives.

(4) Step 4: Joint Staff assigns OPR for *issue* correction. The Joint Staff has several established procedures to resolve identified and defined *issues* including the RAP Program, the JMRR, the JSPS, the JWCA programs, the Joint Doctrine Development Process, the Joint Professional Military Education Review Process.

(a) One method is the CJCS Remedial Action Project (RAP) Program. The RAP Program is designed to correct deficiencies identified through operations, the execution of the Joint Training System, or other sources (See Figure VII-7). A RAP is a shortcoming in existing policies, supporting strategies, plans, procedures, materiel, or forces that may be corrected by specific action. The JCLL supports 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. Oversight of the CJCS RAP program resides with the Director, Joint Staff, while J-7 has staff purview. The objective of the CJCS RAP program is to improve joint warfighting capability through the following means:

1. Identify real world impediments to US warfighting capability. These problems will normally be documented as a result of Joint AARs received from operations or from joint training events. However, inputs from any source consistent with the objectives of the RAP program are encouraged. A designated source of RAP inputs is the JMRR through its Feedback JMRR report. If appropriate, representatives from the RAP Working Group (J-7/EAD) will attend the Feedback JMRRs to effect the hand off of defined *issues* and OPRs.

2. Assign responsibility for *issue* correction.

3. Review and track the status of *issue* resolution.

CJCS Remedial Action Project (RAP)

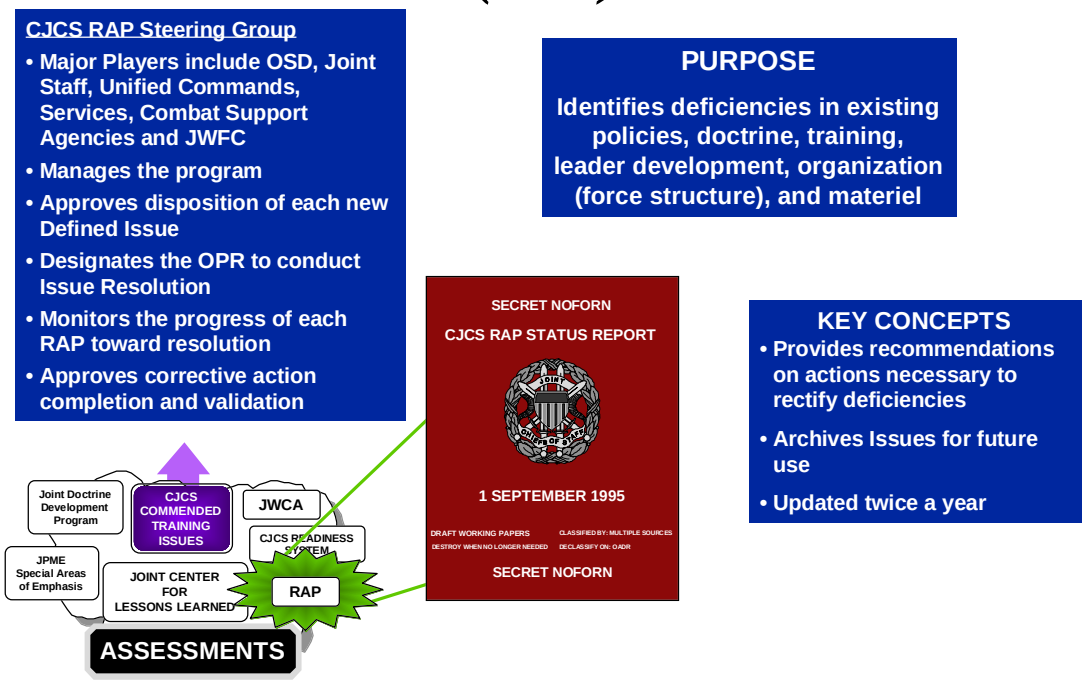

Figure VII-7: Remedial Action Project Program

4. Once the RAP Steering Group has approved a Project for validation they will pass that issue to the J-7/JETD for inclusion in the JTMP to communicate issues requiring validation. In this way, the joint training community can expect training requirements from a single source, as opposed to every Joint Staff OPR whose issue requires validation, designate corrective actions complete and ready for testing, review validity of the effectiveness of corrective actions, and close RAPs that have been successfully tested. Results of the meetings are published in a CJCS memorandum. Changes to the annual status report that results from the meeting are produced after each steering group meeting. Detailed instructions and procedures for CJCS RAP program are contained in CJCSI 5716.01, the CJCS Remedial Action Projects Program.

(b) Joint Warfighting Capabilities Assessments (JWCA). The JWCA process assesses joint warfighting capabilities to support the CJCS's statutory responsibility to assess defense programs and provide alternative programming recommendations and budget proposals to better meet strategic priorities and the priorities of the combatant

commanders. As currently structured, the JWCA provides inclusive examinations of joint warfighting areas (Strike; Land and Littoral Warfare; Strategic Mobility and Sustainability; Sea, Air and Space Superiority; Deterrence and Counterproliferation; Command and Control; Intelligence, Surveillance and Reconnaissance; Information Warfare; Regional Engagement and Presence; and Joint Readiness) and a comprehensive view of intersecting capabilities. Members of the Joint Staff, Services, Defense agencies, Office of the Secretary of Defense, and unified commands participate in this process. Joint training proficiency is an important aspect of many of those categories and specifically within the Joint Readiness JWCA. Additionally, longer term issues identified in the JMRR may be referred to the JWCA for consideration. The JROC will determine whether a JWCA team will assess a given JMRR deficiency. In the event that a proposed JMRR deficiency is not addressed by the JWCA process, the issue may be passed to the RAP Program. JWCA team findings and recommendations are presented to the Joint Requirements Oversight Council (JROC), the CINCs and the Joint Chiefs. Insights from this process are provided to the CJCS as input to the Chairman's Program Recommendations (CPR) and the Chairman's Program Assessment (CPA) which influence the Defense Planning Guidance (DPG) and defense program respectively.

Joint Warfighting Capabilities Assessment

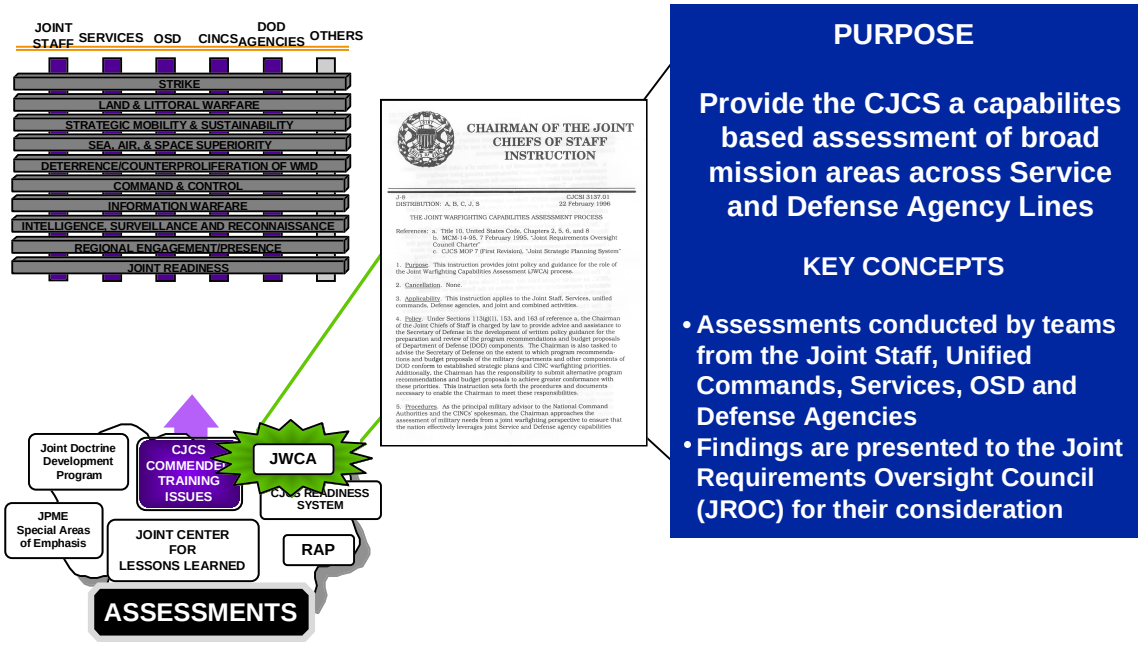

Figure VII-8: Joint Warfighting Capabilities Assessment

(c) Professional Military Education Review Process (PMERP). 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.

1. CJCSI 1800.01 Officer Professional Military Education Policy provides guidelines and procedures for the joint commander to affect the individual education of officers before they arrive at the command. Specifically, the head of other DOD activities, to include CINCs, will periodically review and recommend modifications to JPME content based on joint mission experience and requirements.

2. Special Areas of Emphasis (SAEs) emerging or existing areas not included in learning areas and objectives may be identified as SAEs. These areas may or may not be supported by a mature doctrinal base. SAEs serve to highlight OSD, Service, combatant command, Defense agencies, and joint staff curricula coverage

concerns. SAEs keep JPME on the leading edge of joint warfighting. The joint staff develops, coordinates, staffs, and maintains the list of SAEs.

3. Annually, the Joint Staff sponsors conferences focused on the status and adequacy of PME. The Military Education Coordination Conference is chaired by the Director, Joint Staff. The MECC Working Group is chaired by the Chief, Military Education Division, J-7, Joint Staff. Also, the Joint Staff hosts joint education conferences on specific topics of interest to the joint warfighting community and supporting educational institutions.

(d) Joint Doctrine Development Program (JDDP). The JDDP is discussed in detail in JP 1-01, "Joint Publication System, Joint Doctrine and Joint Tactics, Techniques, and Procedures Development Program."

1. New Doctrine. Proposal for the development of new doctrine may be submitted at any time by a Service Chief, a combatant commander, a Director, Joint Staff directorate or the Commander, JWFC to the Joint Doctrine Directorate, J-7, Joint Staff by message or letter. There are four processes of the JDDP; initiation, development, approval, and maintenance. The development of a new doctrinal publication takes about two years. The semiannual Joint Doctrine Working Party is the preferred method for introducing project proposals.

2. Changes to Doctrine. Administrative and substantive changes are submitted IAW CJCSI 5711.01. Urgent changes are submitted via priority message to the J-7, Joint Staff and the publications Lead Agent. Routine changes are submitted to the Joint Doctrine Directorate, J-7, Joint Staff.

3. Revisions to Doctrine. Scheduled revisions to doctrine will be completed on a 5-year cycle beginning with the effective date of the publication. Out of cycle revisions are considered on an as-needed basis.

(e) The Chairman's Readiness System (CRS). The CRS is an excellent mechanism to elevate organization and force structure *issues* through the Joint Staff J-3 to the Services for resolution through their normal title 10 responsibilities.

Issue Resolution Process

- Step 1: *Issue* is submitted by CINC.
- Step 2: *Issue* is refined by JCLL.
- Step 3: JCLL forwards *issues* to Joint Staff.
- Step 4: Joint Staff assigns OPR for *issue* correction.
- Step 5: OPR reports that *issue* is corrected and ready for validation.
- Step 6: *Issue* for validation is designated in the JTMP.
- Step 7: CINCs validate.
- Step 8: JCLL archives.

(5) Step 5: OPR reports that *issue* is corrected and ready for validation. The OPR reports *issue* correction complete and recommends the *issue* be returned to the CINC for validation. The J-7 will forward the corrected *issue* documentation to the combatant commanders for validation in a Joint Training Event or operation.

(6) Step 6: *Issue* for validation is designated in the JTMP. The JTMP will designate those *issues* requiring validation. If the *issue* is systematic across multiple commands or describes a major readiness deficiency, it will be elevated to a Chairman's Commended Training Issues (CCTIs). CCTIs are special-interest items developed from all-source lessons learned, readiness reports, operational assessments, and those *issues* that have been corrected in 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. Each command may make CCTI recommendations to the CJCS through the J-7 (JCLL) on training *issues* they have determined require specific training focus. CCTIs are reviewed every two years to remove those which have met the standard, those that require continued focus, and new *issues*. Each command considers these CCTIs for special emphasis in the upcoming training cycle. Moreover, each command should assess these tasks in relation to their theater conditions as a key training readiness indicator.

CJCS Commended Training Issues

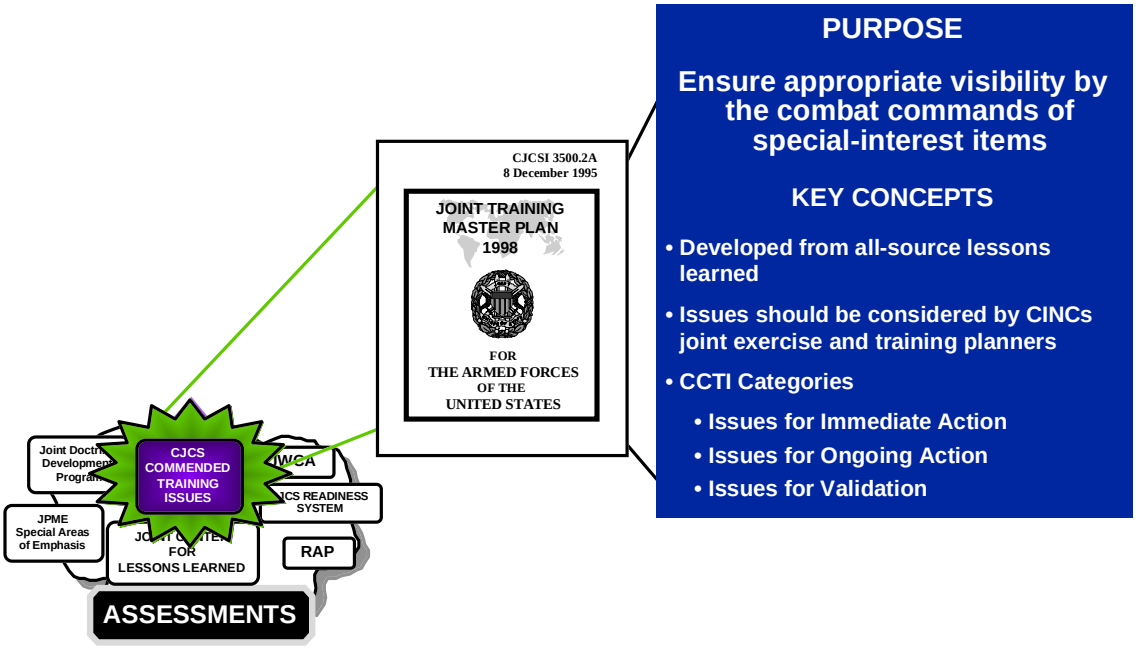

Figure VII-9: Chairman's Commended Training Issues

(a) Issues for Immediate Action. These issues are identified by the CJCS as training deficiencies based on operational assessments, the current readiness program, the joint warfighting capabilities assessments, and/or any number of other methods which bring specific items to the attention of the CJCS and will be specifically included in joint training plans.

(b) Issues for On-going Action. To improve long-term interoperability and enhance jointness, these issues are commended to focus on a joint vision. Many of these issue are based on emerging joint doctrine/JTTP, reported readiness shortfalls within the JMRR, and/or JWCA recommendations. As doctrine matures, it is the commanders' responsibility to ensure joint procedures are understood, tested, and exercised. These issues identify those emerging areas where inclusion within training events provides clear feedback as to the relative worth of these initiatives to correct previously identified shortcomings and deficiencies or to integrate new initiatives into the joint operational world.

(7) Step 7: CINCs validate. These *issues* then become valid training requirements which are included in the JTP and tested within the context of joint exercises or operations. When the CINC's report back to the J-7 JETD, through the Joint Center for Lessons Learned, that the *issue* has been validated then it will be removed, archived at JCLL and published, as appropriate. If the CINC determines it has not been validated then the *issue* will be returned with recommendations to the OPR through the JCLL.

Issue Resolution Process

- Step 1: *Issue* is submitted by CINC.
- Step 2: *Issue* is refined by JCLL.
- Step 3: JCLL forwards *issues* to Joint Staff.
- Step 4: Joint Staff assigns OPR for *issue* correction.
- Step 5: OPR reports that *issue* is corrected and ready for validation.
- Step 6: *Issue* for validation is designated in the JTMP.
- Step 7: CINCs validate.
- Step 8: JCLL archives.

(8) Step 8: JCLL archives. The JCLL will archive the entire *issue* resolution history for future reference.

4. CJCS Evaluation Program for Joint Operations and CINC-Sponsored Exercises.

a. Pursuant to title 10, US Code, Section 153, the primary purpose of the CJCS Evaluation Program is to provide an independent assessment of the preparedness of the combatant commands to carry out their assigned missions as demonstrated during selected joint operations and CINC sponsored joint training events. The term assigned missions includes those identified in the JSCP, UCP and approved OPLANs and CONPLANs. The Joint Staff, J-7, Evaluation and Analysis Division (J-7 EAD) executes the CJCS Evaluation Program.

b. The CJCS Evaluation Program supports the Chairman by providing an independent field assessment and by documenting issues of interest to the joint community. The Joint Exercise Evaluation Program is a fiscal year program initiated one year in advance. Combatant commanders nominate two major field training exercises and two major command post/computer assisted exercises for consideration. Each nomination list the CCTIs addressed and identifies JMET derived training objectives. The Joint Staff J-7/EAD develops a draft joint training event evaluation plan based upon training objectives, timing, and resource availability. The draft evaluation schedule is briefed at the annual Worldwide Scheduling Conference. The

final plan is released by message and approved by the Director, Joint Staff, as part of the JTMS.

c. The Joint Staff J-7/EAD is responsible for the Chairman's JTF oversight program. The focus of this program is to conduct on site assessments of real-world joint operations. The assessments focus on selective portions of the joint operation which are of current operational interest of the Chairman and the joint community. Coordination for operations assessments are conducted with the appropriate combatant commands.

5. Assessment Phase Summary. During the assessment phase of the JTS (See Figure VII-10), joint commanders must carefully assess their training proficiency and capture why the training standard was or was not achieved. Commanders then take action designed to continue favorable results or correct those deficiencies within their purview. If corrective action is needed outside their purview, commanders should communicate those deficiencies to their higher headquarters or the joint staff for resolution. The essence of the assessment phase is that it is the commander's tool to decide where and how training information is reported and acted upon both internal and external to the command. Commanders at all levels know that to increase readiness the correction of deficiencies identified through training and operations must be managed by exception so that the same mistakes are not made time and again. The assessment phase completes the joint training cycle and, if carefully and aggressively executed, will demonstrate the worth of the system.

Joint Training System: Process and Products

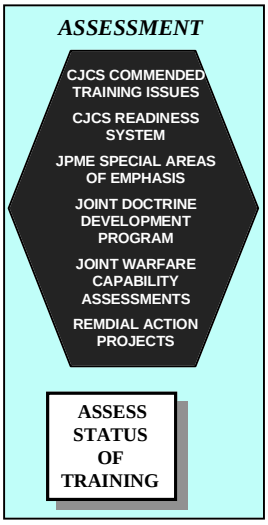

Figure VII-10: JTS Process and Products - Assessment Phase

6. Joint Training System Summary. The JTS provides a systematic approach to training that identifies mission-based training needs in the Requirements Phase; packages those prioritized training requirements in a joint training plan 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. In short, the Joint Training System represents an interlocking series of disciplined, logical, and repeatable processes that are designed to continuously improve joint readiness.

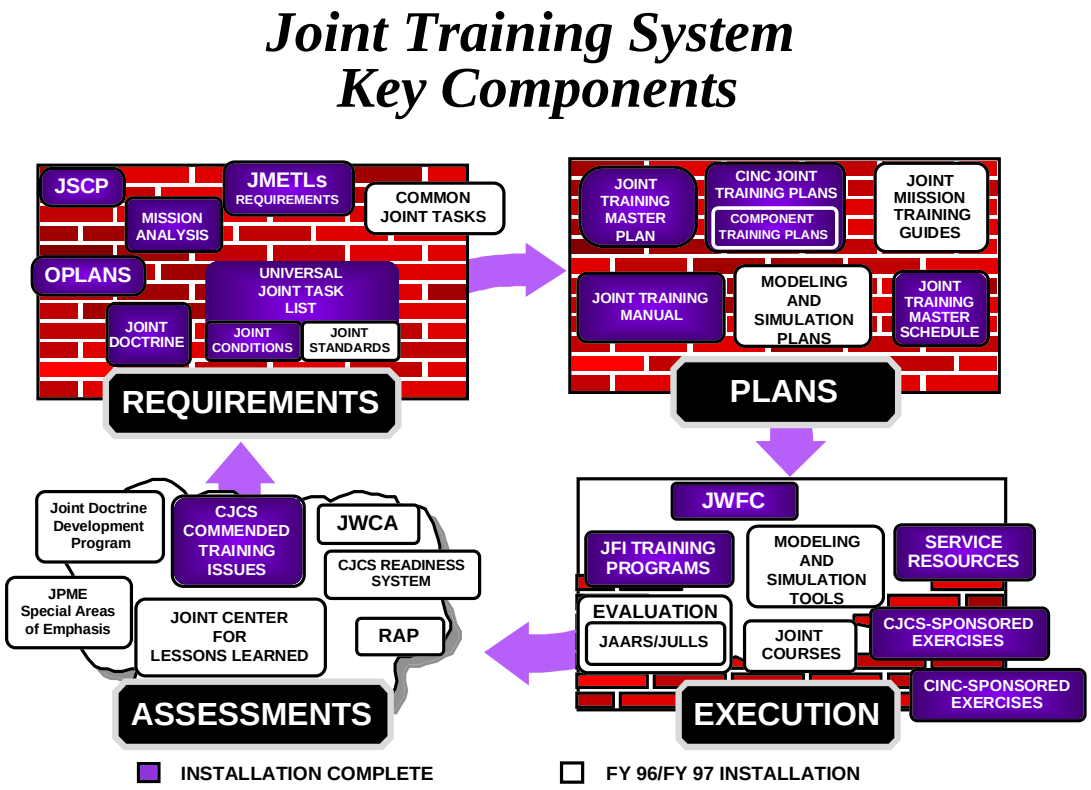

Figure VII-11: Joint Training System

APPENDIX A

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. The Joint Staff need only be kept informed through each command's point of contact in J-7, Joint Exercise and Training Division (JETD), CINC Exercise Branch (CEB). Special attention should be given to exercise timing and force lists. When two or more commands expect to use the same forces in exercises, force requirements should be exchanged to facilitate the planning effort. The Joint Staff will resolve conflicts, upon request. This coordination occurs throughout the entire planning and execution phases of an exercise.

b. Normally, USACOM 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.

(1) Exercise sponsoring commands will consolidate and submit validated common-user airlift requirements to USTRANSCOM NLT T-70. 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 Navy amphibious sealift) to USTRANSCOM NLT T-100.

d. The Joint Operations Planning and Execution System (JOPES) will be used in conjunction with all CINC-sponsored or CJCS-sponsored exercises that involve movement of forces. For command post exercises , separate Time-Phase Force and Deployment Data (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 joint training objective within CINC Joint After Action Reports (JAARs).

e. Requests for mobile communications support and equipment controlled by the Joint Staff J-6, should be submitted IAW CJCS MOP 3, "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 Air Mobility Command (AMC) Tanker Airlift Control Center (TACC/XOOT) 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, onload, 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. Requests for National Intelligence Support will be submitted in accordance with the specific guidance contained in the Joint Tactical Exploitation of National Systems (JTENS) Manual, Section 7, Chapter II. In order to ensure maximum support and efficient utilization of national resources in multiple exercise programs, coordination must begin as early as possible and include J2/DIA Exercise Branch (J20-2) as an addressee. The Defense Support Project Office (DSPO) can provide specific training and exercise assistance with regard to national systems and may be contracted directly through the J2/DIA.

h. The Defense and Space Operations Division, J-3, 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. The space training and exercise support resources listed above provide tailored support if contacted early in the planning process.

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. Significant Military Exercise Briefs (SMEBs). DOD directive C-5030.43, "Significant Military Exercises", requires the Joint Staff (J-7) to inform the Secretary of Defense of significant military exercises. OSD then coordinates with the Department of State before obtaining final approval from the National Security Council (NSC). Appendix D defines significant exercises and provides the SMEB format.

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 and USTRANSCOM during the Worldwide Training Conference in September each year. These estimates will allow the combatant commander to conduct initial planning for the outyears 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. The Chairman will determine the priority of support, including Special Operations Forces (SOF) support, to CINC-sponsored exercises in the event of resource conflicts.

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 US 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, non-governmental organization, 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 (J7/JETD) is the office of

primary responsibility for exercise transportation funding to include airlift, sealift, port handling (PH) and inland transportation (IT). Exercise related construction (Appendix E) is also centrally managed by the Joint Staff (J4/SMED). 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 in accordance with 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 conflict interests among combatant commands and 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 priorities, while the Joint Staff coordinates exercise scheduling and allocates exercise funding.

b. Planning. For CINC-sponsored exercises, transportation requirements are refined for the current year and estimated for the subsequent five years. These requirements are then electronically submitted to J7/JETD for inclusion in the JTMS. This document then serves as the planning document for programming transportation resources. Hence the planning phase of the Planning, Programming and Budgeting systems (PPBS) is primarily a combatant command responsibility.

c. Programming. Transportation planning factors (for example airlift hours and steaming days) contained in the JTMS are costed by the CJCS Exercise Program Manager (J7/JETD) using inflation factors contained in OSD's POM guidance. These airlift and sealift costs, together with port handling (PH) and inland transportation (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 (PDM), which is the mechanism used to adjust the FYDP in preparation for the budgeting phase.

d. Budgeting. Typically, not all transportation requirements identified in the POM are funded. Consequently, J7/JETD must apply resource constraints to combatant commands' 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 two) 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 J7/JETD 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 (PBD). 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. J7/JETD 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 down-scaling 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 the Services for PH and IT. An exception to this distribution of funds is the Commercial Ticketing Program (CTP), discussed below.

(3) Commercial Ticketing Program. 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 of economical.

(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 commercial ticketing is endorsed by the combatant commander, as well as whether units should be approved for one way or round trip tickets. USTRANSCOM (TCJ3 -OP) will authorize use of the CTP only after TPFDD validation and consultation with the combatant commander. Once CTP is approved, USTRANSCOM (TCJ3-OP) 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 point of origin

   c. Destination

   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 (J7/JETD). 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-OP) 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. Joint Staff 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 moneys 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-OP) will track total authorizations by exercise and Service and ensure CTP authorizations are included in monthly airlift reports from AMC/TACC. Services will, in turn, provide Joint Staff (J7/JETD) with quarterly reports of expenditures by exercise by the 30th day of the month following the quarter.

f. CINC and Service Roles in the Funding Process. The importance of the roles of the CINCs 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 commands 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 to 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, contribute significantly to program resourcing.

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APPENDIX B

JOINT TRAINING PLAN FORMAT

1. The Joint Training Plan (JTP). The joint staff and the combatant commanders develop JTPs that describe the training audience, the training events, training objectives, support resources required, and the anticipated timing of training events. The JTMP identifies the training requirements primarily for the joint staff, OSD and other NCA level organizations. The CINC JTP identifies the training requirements for the forces and staffs assigned to the combatant command, the command training goals, and plans for achieving these goals. The JTP is a product of the JMETL-based training requirements analysis. The supported command JTPs should be submitted to Joint Staff (J-7/JETD), JWFC, supporting commands, and components by 15 March annually. Supporting commands will submit JTPs NLT 15 May. The JTP will address the joint training requirements within a 3 year cycle. (For example the JTP submitted in March 1996 will address the joint training requirements for FY 1998, 1999, and 2000. These requirements for FY 1998, once resourced, become the FY 1998 Joint Exercise Schedule.) Note the JTP cycle addresses the scheduling of exercises and training events, not the specific design of exercises--normally submitted in a discrete exercise plan. Training requirements not identified within the JTP will not be funded by the CJCS. The JTP will list required forces in detail for at least the first year of the three year cycle. Adjustments on a case-by-case basis will be addressed through change requests by the supported command.

a. Tab A - CJCS/CINC's Training Guidance. The training guidance is a concise narrative describing the focus and objectives of the plan as related to assigned missions and outlining the program's contributions to readiness. Possible topics that may be included (where appropriate): Purpose; Intent; Mission: Goals; Priorities; Training Philosophy (recommend including CJCS Commended Training Issues (CCTI)); Training Principles; Evaluation/Assessment; or others the CJCS/CINC deemed appropriate.

b. Tab B - Mission Capability Requirement Matrix. This matrix lists all JMETs to include supporting and command-linked tasks, as appropriate, required to accomplish each of the CJCS/CINC's assigned missions. (See Figure B-1)

Mission Capability Matrix				
	MRC	MRC	LRC	NEO
ST 1 CONDUCT INTRATHEATER STRATEGIC DEPLOYMENT AND MANEUVER OF FORCES	X	X	X	X
ST 4.2.5 Coordinate Theater Reception Activities	X	X	X	
ST 8.3 Obtain Support for US Forces and Interests	X	X		X
ST 7.1.4 Determine Forces & Cargo to be Deployed(COMMAND-LINKED-USTRANSCOM)	X	X	X	X
ST 5.1.4 Monitor Worldwide and Theater Strategic Situation	X	X	X	X
ST 2 Develop Theater Strategic Intelligence	X	X	X	X
ST 2.2.3 Provide for Theater Strategic Reconnaissance & Surveillance	X	X		
ST 6.1 Provide Theater Aerospace and Missile Defense	X			
ST 6.1.5 Provide Theater Missile Defense	X	X		
OP 3.1.1 Establish Joint Force Targeting Strategy	X	X		
OP 6.2.4 Provide Positive Identification of Friendly Operational Forces	X	X	X	X

JMETL

Figure B-1. Tab B Example

c. Tab C - JMETL: The JMETL is the combatant commander's list of joint tasks considered essential for accomplishment of plans predicated on the missions assigned and forces apportioned by the JSCP, US alliance or treaty, or by regional initiatives. This list (with conditions and standards) will be used to focus the training program required to support the combatant command's missions. All supporting and command-linked tasks will be listed under the appropriate JMET. (Note: If the command chooses to publish their respective JMETL under separate cover, only a reference to that document is required in Tab C.)

Example:

JMET: *Establish Theater-Wide Command and Control Warfare (C2W)* (ST 5.5)

Conditions:
C 2.2.5.2 Modern information and intelligence and processing systems (abundant)
C 2.3.2.3 Flexibility of warfare style (flexible)
C 2.4.4 Theater intelligence organization (mature)
C 2.7.3 Space control (full)

Standard: 90 percent of campaign plans have integrated C2W efforts

Supporting Tasks: *Identify Operational Vulnerabilities* (ST 2.3.6)

Conditions:
C 2.4.5 Theater Intelligence access (difficult)
C 2.3.2 Military Style (conventional)

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

Command-Linked Task: (USSPACECOM) *Provide for Theater Strategic Reconnaissance and Surveillance* (ST 2.2.3)

Conditions:
C 2.4.5 Theater Intelligence Access (difficult)
C 1.3.2 Visibility (high)
C 2.7.3.2 Space platforms (availability) (high)

Standard: 90 percent of Joint Operating Area has surveillance coverage.

d. Tab D - JMETL Training Audience/Assessment Matrix. This matrix will identify those specific individuals, staffs, components, and/or units responsible for accomplishing a specified JMET. For internal distribution only, this matrix also depicts the commander's assessment of each training audience's current proficiency (T-trained, P-needs practice, U-untrained, N-not observed/unknown. The assessments are an optional submission to the joint staff. A blank space indicates that the task is not applicable to that audience. An "X" depicts a planned task. An "O" denotes a potential training audience over whom a CJCS/CINC does not have direct training responsibility.) The potential training audience may include any or all of the following:

(1) CJCS/CINC--The individual commander/director responsible for mission accomplishment.

(2) Joint Staff/CINC Staff--Joint Staff/Combatant Commander's staff that supports the execution of the CJCS/CINC's missions (may include augmentees and liaison personnel).

(3) Combatant Commander's Component Commanders/Staff--Service or functional components of combatant commands that support mission accomplishment (e.g., ARPAC, NAVEUR, JFLCC, JSOTF etc., may include augmentees and liaison personnel).

(4) Joint Task Force/Subunified Command--The commander/staff of JTF's and sub-unified command directly responsible for accomplishment of the mission assigned by the establishing authority.

(5) Functional/Service Components--The component organizations that accomplish the JTF mission (e.g., JFMCC, JFACC, JFLCC, JSOTF, NAVFOR, MARFOR, ARFOR, etc.)

(6) Units--Units assigned to a JTF and identified as responsible for performing joint tasks or CINC sponsored component interoperability tasks. (Note: Service component unit's responsibility is currently under review).

(7) Other Agencies--Other DOD (e.g., DIA) or non-DOD (FEMA) agencies that may be required to support a CINC, JTF or component in the accomplishment of a joint task. An "O" denotes a potential training audience over whom a CINC does not have direct training responsibility.

Training Audience Matrix

JMET	CINC	CINC Staff	CJTF					Subunified					Functional				Service				Unit				Other			
			1	2	3	4	5	1	2	3	4	5	JFACC	JFMCC	JFLCC	JSOTF	A	N	F	M	1	2	3	4	1	2	3	4
ST 1	T	P	X				X																			O	O	
ST 7.1.6	P	P																										
ST 6.1	T	P																										
ST 5.3.2	T	P	X	X	X	X	X																					
ST 5.1.4	P	T																										
ST 4.2.4	T	T	X	X	X	X	X	X	X	X			X	X	X	X												
ST 2.1	P	T	X	X	X	X	X																			O		
OP 6.2.4	P	P	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X								
OP 4.1	T	T	X	X	X	X	X	X	X	X			X	X	X	X												

Matrix Key:

CJTF	1:	MEF	Subunified	1:	USF	Unit 1:	Component Input
	2:	FLT		2:	USF	2:	Component Input
	3:	AF		3:	CMD	3:	Component Input
	4:	CORPS		4:		4:	Component Input
	5:	NAVSPECWARGRU		5:			

Other	1:	FEMA	
	2:	DIA	
	3:	DOS	
	4:		

Legend: Blank=N/A U=Untrained T=Trained N=Not observed/unknown P=Needs Practice O=Potential training audience X=Planned Task

Figure B-2: Tab D

e. Tab E - Training Objective & Training Audience Matrix: This matrix links a specific training audience to a specific training objective. A training objective is a statement that describes the desired outcome of a training activity. It is derived from JMETs, conditions and standards. If a unit or staff can perform a task without further training then it should not be listed in this matrix. Submission of this information to the Joint Staff is optional. Dissemination between combatant commands, Services, and supporting organizations is encouraged. The anticipated method that will be used to achieve the training objective will also be identified as follows:

(1) A Academic instruction, i.e., school, exportable training, distributive, individual, and/or Seminar, etc.

(2) C CPX/CAX , i.e., Scripted or Computer Assisted Exercise, Wargame, etc.

(3) F FTX (field exercise)

JMETL - Training Objective - Training Audience Matrix						
TRAINING OBJECTIVES	CINC	CINC staff	JFC	Functional Component	Service Component	UNIT
Demonstrate knowledge of treaties, alliances, political systems, and character of people/leadership within the command (ST 8.1)	A	A	A	A	A	
Demonstrate knowledge of elements of regional stability and impact of perception and interests of nations/people within the command (ST 8.1)	A	A	A	A	A	
Identify requirements necessary to support insurgency/counter insurgency, counter terrorism, and MOOTW activities (ST 7.1.6)		A	A	A	A	
Demonstrate knowledge of theater strategy through analysis of objectives (ST 7.1.6)		A/C	A/C		A	
Given theater strategy, objectives and knowledge of potential threat develop force structure requirements to ensure favorable combat ratio (ST 7.1.6)		C	A/C		C	

Figure B-3: Tab E

f. Tab F - Event Summaries: The event summaries describe the training events required to train the targeted training audience. Event summaries discuss the type of training event to be used, training objectives to be achieved, training audience served, resources required, and approximate time schedule for accomplishment. A training objective may be achieved through sequential events or multiple objectives trained in one event. Event summaries formats should include:

(1) Identification number: (CINC code + FY + sequential number {e.g., PC98-1, PC98-2, etc.}). Names will be assigned once resources have been allocated.

(2) Training audience: CJTF (_th Fleet), JFLCC (_ MEF), and JFACC (_ Wing) The training audience will be described to the level of detail known, i.e., CINC staff, J-5.

(3) Type of training event: There are a variety of training events that could be used, which include:

(a) Academic instruction, i.e., school, exportable training, distributive, individual, and/or seminar, etc.

(b) CPX , i.e., scripted or computer assisted exercise [CAX], wargame, etc.

(c) FTX (field exercise)

(4) Resources required: Identification of support required in following format:

- Funding.....$_____
- Personnel.....#_____
- Equipment(high demand/value).....Description
- Facilities (JTASC, WPC, NTC).....Description
- Transportation (Hours/Sea Days)_____hrs _____days
- Modeling & Simulation (Yes/No) (ALSP, JTLS, JCM, JSIMS)

- Supporting Organizations

DESCRIPTION OF SERVICES REQUESTED

- JWFC
- AFSC
- JC2WC
- Others

An optional supplement to Tab F will list shortfalls that have an adverse impact on training. Potential shortfalls include:

(a) Lack of doctrine/JTTP. A training need is identified but no joint doctrine or JTTP is available on which to base the training. Alternative sources may have to be used to fill this shortfall and should be identified.

(b) Lack of facilities/tools. No facilities or tools (e.g., M & S available) exist to conduct training to the desired level of expertise. Alternative training facilities/tools available should be identified.

(5) Training Objectives. The training objectives to be accomplished by the training event.

(6) Anticipated scheduling of the training event (e.g., 1st QTR, FY 98).

(7) CJCS Commended Training Issues. A statement of how the CCTI will be addressed in the training event.

g. Tab G - Categorization Matrix: This matrix provides the CJCS/combatant commander's categorization of each training event IAW the definitions in Chapter I, Overview of Joint Training. (See Figure B-4)

EXERCISE CATEGORIZATION MATRIX

LEGEND:

Category:
- 1 - Service Training
- 2 - Component Interoperability Training
- 3 - Joint Training
- 4 - Multinational Interoperability Training
- 5 - Joint/Multinational Training
- 6 - Interagency/Intergovernmental Training

Exercise Requirement:
- R - Regional Engagement
- W - Warfighting

Exercise Name	Category (1,2,3,4,5, or 6)	Exercise Requirement (R/W)	Exercise Objectives (Mark P for Primary Objective and X's for all Secondary Objectives): Mil-to-Mil Contacts	Nation Assistance	Security Assistance	Humanitarian Ops	Counterdrug & Counterterrorism	Peacekeeping	Nuclear Deterrence	Regional Alliances	Crisis Response	Arms Control	Confidence Building	NEO	Sanctions Enforcement	Peace Enforcement	Clear Objectives - Decisive Force	Wartime Power Projection	Fight Combined and Joint	Win the Information War	Counter WMD	2 MRC Focus	Force Generation	Win the Peace	Resources: Strategic Mobility ($Million)	Unit Size (Thousands)	CONUS Based Units (PCT of Unit Size)	Location (CONUS or OCONUS)	Time (Employment Days)	Type (CPX and/or FTX and/or CAX)	Remarks

Category (1-6)	Exercise Requirements - Primary Reason for Exercise
1 - Service Training 2 - Service / Multinational Training 3 - Component Interoperability Training 4 - Joint Training 5 - Joint / Multinational Training 6 - Interagency / Intergovernment Training	R- Regional Engagement W - Warfighting (MRC/LRC) Exercise Objective(s) P - Primary exercise objective from group indicated by exercise requirment X - Any scondary exercise objectives

Figure B-4: Exercise Categoriazation Matrix

h. Tab H - Time Line. A schedule showing the participation of each training audience by training event. (See Figure B-5)

Training Event Time Line

Training Audience by Quarter	FY 99				FY 00				FY 01			
	/ 1 /	/ 2 /	/ 3 /	/ 4 /	/ 1 /	/ 2 /	/ 3 /	/ 4 /	/ 1 /	/ 2 /	/ 3 /	/ 4 /
CINC	99-1		99-3	99-4	00-1		00-3	00-4	01-1		01-3	01-4
CINC STAFF	99-1		99-3	99-4	00-1		00-3	00-4	01-1		01-3	01-4
CJTF STAFF	99-1	99-2		99-4	00-1	00-2		00-4	01-1	01-2		01-4
JFACC		99-2				00-2				01-2		
JFMCC		99-2				00-2				01-2		
JFLCC		99-2				00-2				01-2		
JSOTF		99-2	99-3			00-2	00-3			01-2	01-3	
OTHER DOD	99-1			99-4	00-1			00-4	01-1			01-4
OTHER NON-DOD			99-3	99-4			00-3	00-4			01-3	01-4

Tab H

Figure B-5. Time Line Example

i. Tab I - CINC Sponsored Component Interoperability Requirements. A listing of specific component interoperability training requirements that require joint resources to achieve desired readiness. It provides the necessary input to Services and USACOM (Joint Force Integrator) to ensure adequate component/unit training programs have the necessary tools to satisfy the combatant command's requirements.

j. Tab J - CINC Assessment Plan. The assessment plan is a statement of how the command plans to assess training audience completion of training objectives as specified in the joint training plan. Submission of this information to the joint staff is optional.

2. CJCS Joint Training Master Schedule. The CJCS JTMS is published during July and consolidates inputs from each CINC JTP and the Worldwide Exercise Scheduling Conference. Inputs are compiled by J-7/JETD, reviewed and then disseminated on the WIN or via GCCS. Inputs are submitted to the CJCS for review in the following format: (See Annex A)

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.

c. Section 3: Exercises and training events in the second fiscal year following the execution year. 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 third through 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 planning, refinement, and future budget estimates.

ANNEX A TO APPENDIX B

Example Exercise Report

UNCLASSIFIED

AS OF: 26 JAN 95 FISCAL YEAR: 1996

EXSCHED SIX-YEAR SCHEDULE REPORT

EXAMPLE EXERCISE REPORT

FISCAL YEAR	SCHEDULING COMMAND	SPONSORING COMMAND	INCLUSIVE DATES DAYS (U)	EMPLOYMENT DATES (U)	# EMP
1996	SAMPLECOM	SAMPLECOM	15 JAN 96 - 25 FEB 96	20 JAN 96 - 20 FEB 96	32

COMMAND PRIORITY: 1 PART: 1F PLAN: FTX CCD: 07 JAN 96 JAARS: Complete

EXERCISE TRANSPORTATION REQUIREMENTS

AIRLIFT	HOURS	SEALIFT	DAYS
C-5	10	FSS	2
C-141	60	RORO	10
C-130	0	OTHER	0
C-17	0	SEALIFT	0.000 ($M)
KC-10	0		
COMML	0.000 ($M)		

($ IN MILLIONS)

INCREMENTAL COSTS		OTHER COSTS	
USA	0.000	PH/IT	0.000
USN	0.000	ERC	0.000
USAF	0.000	DCCEP	0.000
USMC	0.000	HCA	0.000
SOF	0.000	1051	0.000

(U) LOCATION: TBD

(U) TASKS:
TA.2 Employ Firepower.
TA.2.1 Process Targets.
TA.2.1.1 Select Target to Attack.
TA.2.2 Engage Targets.
TA.2.2.2 Conduct Nonlethal Engagement.

1. (U) DESCRIPTION: INCLUDE A BRIEF DESCRIPTION OF THE PLANNED EXERCISE, INCLUDING ANY INVOLVEMENT BY FOREIGN GOVERNMENTS, AND EXERCISE CONSTRUCTION PRIORITY.

2. (U) PURPOSE: IDENTIFY PRINCIPAL INTENT FOR THE EXERCISE AND MAJOR OBJECTIVES.
A. (U) ADDRESS JOINT MISSION ESSENTIAL TASKS (JMETS) TO BE TRAINED DURING THE EXERCISE IF NOT IDENTIFIED IN THE ADMINSTRATIVE DATA SECTION ABOVE (TASKS PARAGRAPH).
B. (U) EXERCISE SUMMARIES SHOULD IDENTIFY JMETS EITHER BY TASK CODE FROM UJTL OR TASK CODE AND BRIEF DESCRIPTION (AS SHOWN ABOVE).

3. (U) REMARKS:
A. (U) ALL PARAGRAPHS SHOULD BE MARKED TO REFLECT THE HIGHEST CLASSIFICATION OF INFORMATION CONTAINED.
B. (U) PROVIDE ANY OTHER INFORMATION ON AREAS THAT SUPPORTING AND COORDINATING COMMANDS WOULD REQUIRE TO ENSURE UNDERSTANDING OF THE EXERCISE.
C. (U) INCLUDE INFORMATION, WHEN APPROPRIATE, ON THE FOLLOWING:
1. (U) ESTIMATE PORT HANDLING/INLAND TRANSPORTATION AND EXERCISE RELATED COSTS.
2. (U) OPLAN SUPPORTED BY THE EXERCISE.
3. (U) INTERNATIONAL AGREEMENTS THAT THIS EXERCISE SUPPORTS.
4. (U) OTHER EXERCISES/OPERATIONS THIS EVENT SUPPORTS.
5. (U) DATES FOR KEY CONFERENCES AND SUBMISSION OF TRANSPORTATION DATA.
6. (U) DATE THE SMEB WILL BE SUBMITTED, IF REQUIRED.
7. (U) PLANNED EXPENDITURE OF TITLE 10 FUNDS.

4. (U) MAJOR FORCES (12552-06739): INCLUDE ALL FORCES, US AND FOREIGN, NOTING WHEN PARTICIPATION IS TENTATIVE.

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APPENDIX C

TRANSPORTATION PLANNING

1. Purpose. This appendix 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 wargames.

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. The scheduling command normally pays for movement from POE to POD and from POD to destination (see Annex B for Commercial Ticket Program 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 training tasks listed in Table C-1. Scheduling commands should coordinate training and assessment of these tasks with supporting commands when creating their joint training plans.

Table C-1. Joint Training Tasks Associated with Transportation Planning.

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 available transportation
SN	1.1.2	Coordinate and match transportation resources
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 threat, climate, and geography on deployment
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	Provide terminal operations
SN	1.2.4	Provide movement to POE and port support services

Table C-1. Joint Training Tasks Associated with Transportation Planning.

Task Level	Task Number	Task
SN	1.2.5	Move forces from POE to POD
SN	1.2.6	Backhaul personnel and equipment from theater
SN	1.2.7	Coordinate global strategic refueling
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 multinational exercises
SN	4.2.5	Provide Defense-wide base operations support
SN	4.2.12	Acquire host-nation support
SN	5.1.1	Communicate strategic decisions/information
SN	5.4.2	Coordinate support for unified, joint, and multinational operations
SN	6.1.2	Develop and exercise Reserve component 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 for deployment
ST	1	Conduct intratheater strategic deployment, concentration, and maneuver of forces
ST	1.1	Conduct intratheater strategic deployment
ST	1.1.1	Process movement requirements
ST	1.1.2	Provide reception and onward movement services
ST	1.1.3	Conduct intratheater deployment of forces
ST	1.1.4	Provide command and control of deploying units
ST	4.2.5	Coordinate theater reception activities
ST	4.3.1	Provide movement services within AOR
ST	5.1.3	Maintain strategic information, data, and force status
ST	5.3.3	Issue planning guidance
ST	5.4.1	Prepare and coordinate theater strategy, campaign plans, or operations plans, and orders.
ST	5.4.2	Issue theater strategic operation plans, orders, and ROE
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

Table C-1. Joint Training Tasks Associated with Transportation Planning.

Task Level	Task Number	Task
ST	7.1.4	Determine 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

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

NOTE

The verbs "will," "shall," "should," and "may" have specific meaning in this Annex. Will and shall indicate doctrine or procedures that must be followed. Should indicates procedures that will increase the effectiveness of transportation planing. 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.
APOE	Aerial Port of Embarkation--As a general rule; for strategic lift considerations, an APOE should have (as a minimum) 100 PAX or 10 STONS.
C-day	Unnamed day on which deployment operation commences.

Term	Meaning
Manifesting	Designation of all or part of a valid requirement as loaded on a transportation asset.
N-days	In GCCS, days before C-day are displayed as N-days. For example, the last day before C-day is N01; the next-to-last is N02.
Scheduling Command	Command that entered the training event into the Joint Training Master Plan
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: Deployment starts of 16 March, then T-day is 1 March.
Transportation Asset	Vehicle, such as an aircraft, ship, 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.

Term	Meaning
Validation	Scheduling command's statement to USTRANSCOM that transportation requirements in the designated data base are correct and ready for allocation to common-user transportation.
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 C-2 shows exercise criteria.

Table C-2. Exercise Size Criteria.

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

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 data bases. Planning for exercises that use a shared set of data bases is described in paragraph seven. Participation in the process may also support accomplishment of JMETs shown in Table C-1.

a. Identify Requirements and T-day. The sponsoring command develops a requirements data base from the list of forces and resources necessary for training event execution. The GCCS JOPES will be used to identify joint training transportation requirements. The sponsoring command will complete requirement data entry NLT 160 days before C-day (T-160). When the requirements data base 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 shall determine C-day for the exercise and execute GCCS function to set C-day.

c. Source Requirements. Supporting commands and agencies shall review the sponsoring command's requirements data base 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 data base. 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 data base. 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 shall be sourced or shortfalled prior to validation.

d. Validate Requirements. The scheduling command will review the requirements data base 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 Annex A). The sponsoring command shall execute GCCS functions required to mark valid requirements. The scheduling command then shall notify USTRANSCOM using 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. Requirements moving by USTRANSCOM-provided ocean transportation from POE to POD shall be validated NLT 100 days before T-day (T-100). This allows for commercial contracting lead time necessary to ensure most effective use of transportation funds and assets.

(2) Air Validation Deadline. Requirements moving by USTRANSCOM-provided air transportation from POE to POD shall be validated NLT 70 days before T-day (T-70). 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), Joint Pub 4-01, and applicable Service directives.

f. Verify Requirements. USTRANSCOM will verify that validated requirements are technically accurate, execute GCCS 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 T-60.

g. Schedule Transportation Assets. AMC will enter aircraft schedules into GCCS JOPES Scheduling and Movement (S&M) NLT 30 days before T-day (T-30). MSC will enter the schedule for ships dedicated to the training event into S&M NLT T-30. (See Annex B for Commercial Ticket Program 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 S&M data base. These allocations show the ULN(s) from the requirements data base, 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 cargo 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 S&M. Aircraft activities will be updated at least every 2 hours; ships at least every 12 hours.

k. Manifest Ships. The organization that loads the ship will enter the ship's manifest data into GCCS S&M. 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 S&M. Ship manifest data

will be entered into S&M NLT 96 hours after the ship departs the SPOE. Exception: if the transit time between SPOE and Sea POD (SPOD) is less than 96 hours, then the ship's manifest must be entered into S&M NLT one-half of the time required for transit from SPOE to SPOD.

l. Manifest Aircraft. AMC will report aircraft manifest data in GCCS S&M for aircraft under AMC operational control. Manifest data will be updated NLT 2 hours after the aircraft departs the Air POE (APOE). Exception: if the transit time between APOE and Air POD (APOD) is less than 2 hours, then the aircraft's manifest must be entered into S&M NLT one-half of the time required for transit from APOE to APOD.

m. Reception, Staging, and Onward Movement (RSO). The sponsoring command will plan and execute RSO of units, passengers, and cargo arriving at SPODs and APODs for the training event. RSO 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. 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 five with some modifications listed below. Also, redeployment 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 C-1) the scheduling command shall use the same T-day for deployment and redeployment.

a. Identify Requirements. The sponsoring command develops a redeployment requirements data base from the deployment requirements data base. The sponsoring command should reverse the POE and POD pairs, and then set ALD at POE, earliest arrival date (EAD) at POD and 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.

b. Check Requirement Sourcing. The sponsoring command's service components will review the redeployment requirements data base 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.

c. Validate Requirements. The scheduling command shall review the redeployment requirements data base and ensure it represents an accurate and feasible statement of transportation needs. Each transportation requirement shall contain all data required to allow its allocation to a transportation asset (see Annex A). The scheduling command shall execute GCCS JOPES functions required to mark valid requirements. The scheduling command then shall 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. Redeployment requirements moving by USTRANSCOM-provided ocean transportation from POE to POD will be validated NLT 100 days before redeployment T-day (T-100).

(2) Air Validation Deadline. Redeployment requirements moving by USTRANSCOM-provided air transportation from POE to POD will be validated NLT 70 days before T-day (T-70).

d. 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), Joint Pub 4-01, and applicable Service directives for redeployment.

e. Verify Requirements. USTRANSCOM will verify that validated redeployment requirements are technically accurate, execute GCCS 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.

f. Schedule Transportation Assets. AMC will enter aircraft schedules into S&M no later than 30 days before redeployment T-day. MSC will enter the

schedule for ships dedicated to the training event into S&M NLT 30 days before redeployment T-day. See Annex B for Commercial Ticket Program information.

g. 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.

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

i. 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 S&M. Aircraft activities will be updated at least every 2 hours; ships at least every 12 hours.

j. Manifest Ships. The organization that loads the ship will enter the ship's manifest data into GCCS S&M. 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 S&M. Ship manifest data will be entered into S&M NLT 96 hours after the ship departs the SPOE. Exception: if the transit time between SPOE and SPOD is less than 96 hours, then the ship's manifest must be entered into S&M NLT one-half of the time required for transit from SPOE to SPOD.

k. Manifest Aircraft. AMC will report aircraft manifest data in GCCS S&M for aircraft under AMC operational control. Manifest data will be updated no later than 2 hours after the aircraft departs the APOE. Exception: if the transit time between APOE and APOD is less than 2 hours, then the aircraft's manifest must be entered into S&M NLT one-half of the time required for transit from APOE to APOD.

l. Reception, Staging, and Onward Movement (RSO). The providing organizations shall plan and execute RSO of redeploying units, passengers, and cargo arriving at SPODs and APODs from the training event area. Redeployment RSO planning starts during the requirements 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 Data base. Some scheduling commands have several small training events each year that require force sourcing and common-user transportation for deployment and redeployment (see Table C-1 for exercise size criteria). The scheduling command may choose to use one data base for deployment and redeployment or to use one database for deployment and another data base for redeployment. Data bases may be built for each calendar year. Use of a single exercise data base does not negate the planning steps or milestones shown in paragraphs five and six. However, the procedures are modified as shown below.

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

b. C-day should be set for 31 December of the previous year so that C001 corresponds to 1 January and Julian date 001. 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 five and six.

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

d. Manifesting of aircraft and ships will be accomplished as described in paragraphs five and six.

e. The necessity to plan and execute RSO 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 shall be identified and either sourced or shortfalled.

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

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

(4) Permitted magnitude of change without approval is shown in Table C-3. Process for coordinating changes is shown in Table C-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.

Table C-3. Transportation Requirement Change Parameters

Transportation Mode	Revalidate When	Remarks
Sea, Dedicated Ship	10% increase or decrease in validated square feet or measurement tons (MTONs) for any requirement. Any change in number of passengers.	Any requirement changes that exceed capacity of single ship requires 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	Multiple changes requiring

Table C-3. Transportation Requirement Change Parameters

Transportation Mode	Revalidate When	Remarks
	or more passengers for any validated ULN	additional aircraft require scheduling command approval.
Air Cargo	Increase or decrease of 2 short tons (STONs) 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; change of ALD, EAD, LAD, POE, or POD	

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

Step	Process	OPR	Approval by
1	Forwards 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 returns to sponsoring command.	Scheduling command	Scheduling command*
5	Reset Transportation Status Flags to	Scheduling	Scheduling

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

Step	Process	OPR	Approval by
	allow data changes after validation but before USTRANSCOM pull.	Command	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, flag-officer request/approval required.			

b. Schedule Changes. Aircraft and ship schedules in 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 S&M as soon as change information is known and coordinate support requirement changes with transportation customers. USTRANSCOM will inform the scheduling command and effected transportation customers when any of the following happen:

(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 Initial Planning Conference (IPC) should be held NLT T-220. Sourcing is normally completed after the IPC.

b. The Mid Planning Conference (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, RSO plans and arrangements should be confirmed and requirements added to the data base as necessary. The sponsoring command shall record negotiated changes to deployment and redeployment requirements that are generated at the conference. The sponsoring command will update the deployment and redeployment data bases prior to validation.

c. The Final Planning Conference (FPC) should be held NLT T-85. This allows the airlift requirements to be finalized before validation at T-70. Final confirmation of RSO arrangements and redeployment requirements must be completed at the FPC.

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ANNEX A TO APPENDIX C

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 Identifier Code (UIC)	Sourcing Command or Agency
Unit Level Code (ULC)	Sourcing Command or Agency
Unit Name	Sourcing Command or Agency
Origin Location	Sourcing Command or Agency
Transportation Mode to POE*	Sourcing Command or Agency
Transportation Source to POE*	Sourcing Command or Agency
Ready-to-Load Date (RLD) 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. Data elements not available in GCCS. Pass information by record communication.

ANNEX B TO APPENDIX C

COMMERCIAL TICKET PROGRAM

1. Purpose. This Annex explains procedures for using the Joint Staff, J-7 Commercial Ticket Program (CTP) to support joint training events.

2. General. The CTP distributes funds for those units that are validated in GCCS/JOPES TPFDD. CTP funds transportation from Air Port of Embarkation (APOE) to APOD only. CTP does not cover per diem nor movement to the APOE or from the APOD. The Joint Staff, J-7 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 people between APOE and APOD who are participating in a joint training exercise. Participants include 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, AMC verification process may reveal an inability of a requirement owner to change its APOE or Available to Load Date (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 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 option 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 approve use of CTP funds or disapprove and direct appropriate changes to requirements data base 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 send authorization message to Joint Staff, J-7/JETD, 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, Origin Location, Number of Passengers, Round Trip or One Way, 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.

APPENDIX D

SIGNIFICANT MILITARY EXERCISES

1. Criteria. The CJCS Exercise and Training Program consists of exercises utilizing CJCS Exercise Program Funds (transportation, exercise related construction and/or service "incremental" funding as discussed in Appendix A). Exercises not nominated by the scheduling commands for use of CJCS Exercise Program funding, but requiring a significant military exercise brief (SMEB), will be included in the CJCS Joint Training Master Schedule (JTMS) for tracking/reporting purposes. These "SMEB-only" exercises are not considered part of the CJCS Exercise Program and are ineligible for program funding.

2. SMEB Requirements. Exercises are deemed significant and require a SMEB if they fall into any of the following categories:

a. Involve comparatively large-scale participation of US or foreign forces or commands.

b. Require granting of rights or approval by another nation, except where such approval is sought by NATO.

c. Have particular political significance, including those planned to occur in politically sensitive areas.

d. Are likely to receive prominent media attention.

e. Other exercises designated by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, or by the scheduling command.

3. SMEB Requirement Exceptions. If applicable, SMEB requirement exceptions and notification procedures will be included in the updates to the Politically Sensitive Areas (PSA) list.

4. Schedule of Significant Military Exercises

a. By the 15th of February, May, August, and November of each year, scheduling CINCs will update the Joint Staff exercise data base for the following 12 months (beginning 1 April, 1 July, 1 October, and 1 January) using EXSCHED. Transportation updates will be included with this submission to provide USTRANSCOM with the best possible information on airlift requirements. Combatant commanders will transmit their exercise

data bases to the Joint Staff using the Global Command and Control System (GCCS), Intercomputer Network (WIN), US registered mail or Federal Express. Upon completion of this action, a message will be forwarded to the Joint Staff, J-7/JETD detailing the changes in the latest update.

b. Five days before the beginning of each quarter, the Joint Staff will provide seven copies of the Quarterly Schedule of Significant Military Exercises to the Assistant Secretary of Defense for International Security Affairs (ASD(ISA)), two copies to the Assistant Secretary of Defense for International Security Policy (ASD(ISP)), one copy to the Assistant Secretary of Defense for Public Affairs (ASD(PA)), one copy to the Deputy Under Secretary of Defense for Environmental Security (DUSD(ES)), and a copy to each of the Services. Additional copies will be distributed in accordance with approved requirements.

c. Significant military exercises must be reported in the quarterly schedule before any firm commitment is made to other governments. A minimum of 45 days must be allowed between the first publication of an exercise in the schedule and the exercise start date to permit time for consideration by the Joint Staff and appropriate interagencies.

5. Significant Military Exercise Brief (SMEB)

a. For exercises requiring a SMEB, scheduling commands will submit a detailed SMEB by message to J-7/JETD, NLT 40 days before the established Critical Cancellation Date (CCD). Format, addresses, and guidance are listed on pages D-A-1 through D-A-5. Additional guidance for exercises, which include counterdrug-related activities is provided in Annex B to Appendix D.

b. 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 (preferably during the middle of the work week) from 7 to 30 days in advance of the (inclusive) exercise start date. An earlier date may be necessary when a long-lead commitment is required for exercise or host-country planning.

c. Significant military exercises that include counternarcotics (CN) or counterdrug (CD) activities which involve the transfer of OPCON of forces, use of CN and CD funds, or which occur within the territorial seas, airspace, or land mass of a foreign nation must be specifically approved by

the Secretary of Defense or Deputy Secretary of Defense. The approval process for the specific CN and CD activities follows the NSC approval of the general exercise concept and may require up to 10 additional days. Scheduling commands with exercises that include CN and CD activities should adjust CCDs for these exercises to allow for additional staffing.

d. After Joint Staff coordination, and at least 30 days prior to the CCD, J-7 will forward copies of the SMEB to ODTUSD(P)/PS for coordination with the Department of State before transmission to the National Security Council (NSC). Final review and approval of the exercise is provided by the NSC on behalf of the President. J-7, JETD will notify the scheduling command of the NSC decision by message.

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 United States 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. Central America (CENTAM). For combined exercises in CENTAM, the SMEB will contain the following adjustments:

a. Subparagraph 10 of the SMEB (see Annex A to Appendix D, page D-A-3) will be expanded to include a chronological list of specific key events, including location and a brief description of each event.

b. Subparagraphs 20E and F (see Annex A to Appendix D, page D-A-5) require a listing of all facilities, equipment, and number of personnel remaining in country from previous exercises and those projected to remain from the current exercise.

7. 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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ANNEX A TO APPENDIX D

SIGNIFICANT MILITARY EXERCISE BRIEF FORMAT

(Use GENADMIN Message Text Format)

(FROM): (APPLICABLE CINC)//J3 (or J-7)//

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

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

SECDEF WASHINGTON DC//ODTUSD(P)/PS//
(For all)

SECDEF WASHINGTON DC//ASD:ISP//
(For Europe, NATO, NORAD, or STRAT)

SECDEF WASHINGTON DC//ASD(ISA:EAPR)//
(For Pacific)

SECDEF WASHINGTON DC//ASD(ISA:IAR)//
(For Central/South America)

SECDEF WASHINGTON DC//ASD(ISA:NESAR)//
(For Near East/South Asia) //

SECDEF WASHINGTON DC//ASD(ISA:AA)//
(For Africa)

SECDEF WASHINGTON DC//ASD:PA//
(For all)

SECDEF WASHINGTON DC//DUSD:SR//
(For former Soviet and E. Europe)

SECSTATE WASHINGTON DC//PM-ISO//

(As applicable)

AMEMBASSY

COMPONENTS

MIL SPT GP

OTHER CINCS

SERVICES

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)/(PRIPHN:PRIMARY PHONE)/-/(LOCATION)//

RMKS/1. ( ) EXERCISE NAME.

2. ( ) GEOGRAPHIC AREA.

3. ( ) DATES.

4. ( ) CRITICAL CANCELLATION DATE.

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

6. ( ) PURPOSE. (Include verbiage on JMETs exercised and overall exercise objectives.)

7. ( ) OPLAN EXERCISED.

8. ( ) POLITICAL IMPLICATIONS.

A. ( ) US COMMITMENTS TO ALLIES.

B. ( ) DATE COMMITMENTS MADE.

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.)

B. ( ) ALLIED. (List by country, if necessary.)

C. ( ) TOTAL. (Approximate number of US and allied personnel participating, followed by number of US participants by service.)

13. ( ) SCOPE OF ANTICIPATED PARTICIPATION.

A. ( ) OTHER UNIFIED COMMANDS.

B. ( ) UNASSIGNED FORCES OF THE US MILITARY SERVICES.

C. ( ) ALLIED NATIONS.

D. ( ) OTHER FEDERAL AGENCIES OR DEPARTMENTS.

14. ( )SIMULATED USE OF NUCLEAR OR OTHER UNCONVENTIONAL WEAPONS. State "none," if applicable.

15. ( ) COUNTERDRUG-RELATED OPERATIONS OR TRAINING IN

EXERCISES. (If none, so state. If Yes, provide the information in Annex B to Appendix D for each portion of the exercise that is CD-related.)

16. ( ) COORDINATION WITH OTHER UNIFIED OR SERVICE COMMANDS, GOVERNMENTAL DEPARTMENTS, AGENCIES, OR REPRESENTATIVES.

17. ( ) RECOMMENDED PUBLIC AFFAIRS POLICY. (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 CCD. Initial news release should normally be after the critical cancellation date-any exception to this policy should be requested and justification provided.)

18. ( ) GENERAL POLICY CONSIDERATIONS.

A. ( ) DIPLOMATIC INFORMATION.

B. ( ) SECURITY RESTRICTIONS.

19. ( ) PERCEPTION MANAGEMENT. (Assessment of perception of US and allied strategy and military capability.)

20. ( ) ADDITIONAL REMARKS.

A. ( ) Desired or alternate routing of flights for both deployment and return routes.

B. ( ) Approximate number of flights involved in each enroute and destination stop.

C. ( ) En route support requirements: (ALCE, stage crews)

D. ( ) Pre-deployment survey team requirements.

E. ( ) Number of US forces and equipment remaining in as a result of any previous exercise.

F. ( ) Number of US forces and equipment remaining in as a result of this exercise:/ /

DECL/(Downgrading instructions)/ /

ANNEX B TO APPENDIX D

COUNTERDRUG SIGNIFICANT MILITARY EXERCISE BRIEF GUIDELINES

1. Significant Military Exercise Briefs 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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APPENDIX E

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 is an important element of the CJCS Exercise Program. Its purpose is to support the scheduling command's doctrinal objectives, in its area of responsibility, by improving exercise effectiveness, enhancing safety, facilitating resource savings, training engineer troops, and preparing the geographic region for OPLAN execution. 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 inadvertently accrue to host foreign countries.

3. The Joint Staff, Sustainability, Mobilization, and Engineering Division (J-4/SMED), will issue ERC programming guidance prior to the next 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/SMED to unfunded program year requirements and be prepared to defend them during budget deliberations.

4. By 31 March, scheduling commands will submit a formal request for approval of budget-year ERC projects. Submission of projected requirements for the program year (plus one), although incomplete in many respects, are also required to help substantiate the multi-year ERC budget. Combatant commands should send ERC project approval requests, by message, to J-4/SMED with information copies to J-7/JETD, ASD(ES), ASID(ISA), ASD(ISP), and interested Service headquarters. Prioritize projects by fiscal year of planned accomplishment and include the following information for each project:

a. Associated CJCS exercise.

b. Brief Description of the project.

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

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

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

f. Method of accomplishment.

g. Justification, including the impact if not funded.

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

a. Unexpected, out-of-cycle requests must be identified to J-4/SMED, 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/SMED immediately if schedule changes result in a change to fiscal year funds obligations (see paragraph four 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 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. J-4 programs, budgets, and approves the ERC program in accordance with DOD Directive 4270.36, "DOD Emergency, Contingency, and Other Unprogrammed 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. J-7/JETD, 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. Contribute to OPLAN execution.

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 he 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) O&M 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 DOD.

(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.

9. As soon as possible after funding authority is available, J-4/SMED 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 re-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/SMED. A change in method of accomplishment (troop or contract) requires formal re-approval by the Joint Staff, J-4.

10. Although a military construction appropriation is available for use for five 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 unobligated 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.

11. Scheduling commands will report project obligations by message to J-4/SMED, with information copies to the Joint Staff Comptroller, in accordance with Table E-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).

Table E-1
Exercise-Related Construction Program Obligation Report Format

PROJECT	FUNDS FY	FUNDS APPROVED	FUNDS RECEIVED	CURRENT ESTIMATE	FUNDS OBLIG	PERCENT 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	--	--	--	--	--

12. ERC projects will be executed in accordance with paragraph eight above and the established construction practices and cost accounting procedures of the Military Department accomplishing the project.

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APPENDIX F

DEVELOPING COUNTRIES COMBINED EXERCISE PROGRAM

1. IAW Title 10, 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 US 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. J-7, JETD, 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 J-7/JETD, (with information copies to J-5, and ASD(ISA)) for coordination and approval. Request format is shown in Annex A to Appendix D.

c. Exercise details should be included in the remarks section and the costs section of the exercise data base and, in the case of a Part I exercise, the SMEB.

3. Program Funding. Funding to support DCCEP requirements is programmed by the combatant commands through their executive agents during the budget review process. Combatant commands have flexibility to expend their funds on

any approved exercise in the plan. Unified command staffs will report to J-7, JETD, by message, a list of all countries and moneys spent in the DCCEP program by 31 December each year.

APPENDIX G

KEY SUSPENSES ASSOCIATED WITH JOINT TRAINING

The suspenses listed below are established in the Joint Training Manual. References for each suspense are included to provide complete information on the action required.

Date	Office	Subject
1 September	J-7, JETD	CJCS publishes guidance: JTMP, CCTIs, and Common Joint Tasks. (Published every 2 years, reviewed in non-publishing years.)
September	Joint Staff	Worldwide Joint Training Conference
15 September	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)
15 September	JCLL, Joint Staff, CINC	Submit Issues to MECC
25 September	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD
1 October	Scheduling Commands	Combatant commands publish JMETLs and issue joint training guidance to Service Components. (Published every 2 years, reviewed in non-publishing years.)
October - November	Scheduling Commands	Conduct CINC Exercise and Training Scheduling Conferences
15 November	Scheduling Commands	Submit exercise summaries for the following 12 months (beginning 1 January).
15 December	Scheduling Commands	Submit exercise summaries to the Joint Staff, J-7, for the upcoming execution year, budget year, and following 4 years, incorporating changes from the CINCs' Exercise and Training Scheduling Conferences.
15 December	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)

Date	Office	Subject
20 December	JCLL, Joint Staff, CINC	Submit Issues for JWCA Contract Brief
26 December	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
Prior to the Worldwide Exercise Scheduling Conference	Scheduling Commands	Submit inputs for the CJCS Exercise Evaluation Program to the Joint Staff, J-7 (EAD).
31 December	Scheduling Commands	Submit summary report of annual DCCEP moneys spent to J-7, JETD.
15 January	Scheduling Commands	Submit formal request for ERC projects.
15 January	USACOM, USSOCOM	Coordinate Common Task Training
February	J-7, JETD	Worldwide Exercise Scheduling Conference
February	JCLL, Joint Staff, CINC	Submit Issues for Joint Doctrine Working Party
15 February	Scheduling Commands	Submit JTP exercise summaries for the following 12 months (beginning 1 April).
15 February	JCLL, Joint Staff, CINC	Submit Issues to MECC
15 March	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)
15 March	Supported Commands	Submit Joint Exercise Schedules to the Joint Staff, J-7, incorporating corrections from the Worldwide Exercise Scheduling Conference.
15 March	Supported Commands	Submit Supported CINC Joint Training Plans
26 March	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
31 March	Scheduling Commands	Submit DCCEP Plans for next two fiscal years to the Joint Staff, J-7, the first year for approval, the second year for planning.

Date	Office	Subject
15 May	Scheduling Commands	Submit exercise summaries for the following 12 months to the Joint Staff, J-7.
15 May	Supporting Commands	Submit Supporting CINC Joint Training Plan
June	J-7	CJCS Review of CINC Sponsored Exercises
15 June	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)
26 June	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
15 July	Joint Staff	CJCS publishes the CJCS Joint Training Master Schedule (JTMS).
August	JCLL, Joint Staff, CINC	Submit Issues for Joint Doctrine Working Party
August	J-7	CJCS Review JTP and amends guidance
15 August	Scheduling Commands	Submit exercise summaries for the following 12 months (beginning 1 October) to the Joint Staff.
TBA Semiannual	JCLL, Joint Staff, CINC	Submit Issues to RAP Working Group
TBA Semiannual	Joint Staff	Issues addressed by RAP Steering Group
As Required	JWFC	Conduct Joint Training Review Group to Coordinate M&S Requirements

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APPENDIX H

JOINT EXERCISE AND TRAINING EVENT PLANNING MILESTONES

Days Before E-Day/T-Day*	Event	OPR
E-270-220	INITIAL PLANNING	
	• Review lessons learned	All
	• Develop concept and objectives	Sponsoring CINC
	• Develop force list	Sponsoring CINC
	• Review JMETLs	All
	• Provide inputs to sponsoring CINC on concepts, objectives, JMETLs, and forces	Supporting CINC
	• Initiate TPFDD	Sponsoring CINC
T-220	EXERCISE DEVELOPMENT	
	• Conduct Initial Planning Conference (IPC)	Sponsoring CINC
	• Establish GCCS teleconference	Sponsoring CINC
	• Determine JOPES training requirements	All
	• Finalize concept and objectives	Sponsoring CINC
	• Enter sponsoring CINC's requirements into exercise TPFDD	Sponsoring CINC
	• Network exercise TPFDD	USTRANSCOM

* E-Day is the day the exercise starts, also known as STARTEX. T-Day is the first day of the month in which deployment or redeployment starts.

Days Before E-Day/T-Day*	Event	OPR
E-180	TPFDD FILE DEVELOPMENT	
	• Source force requirements in TPFDD file	Supporting Cmd
	• Initial transportation feasibility and cost estimates	USTRANSCOM
	• Initial unit equipment lists for sealift	Supporting Cmd
	• Publish C-Day/L-Hour for exercise	Sponsoring CINC
E-150	Provide draft transportation concept	USTRANSCOM
T-130	Final unit equipment lists to MTMC	Sponsoring CINC
T-150-120	TPFDD FILE REFINEMENT	
	• Conduct Mid-Planning Conference (MPC)	Sponsoring CINC
	• TPFDD file adjustments to match budget, forces, and transportation availability	All
	• Identify potential commercial airlift requirements	Sponsoring CINC
	• Transportation mission support force requirements entered in TPFDD	USTRANSCOM
	• Build redeployment TPFDD	Sponsoring CINC
T-100	Validate sealift requirements for deployment/redeployment to USTRANSCOM	Sponsoring CINC

Days Before E-Day/T-Day*	Event	OPR
E-100-90	TRANSPORTATION REFINEMENT	
	• Complete redeployment TPFDD	Sponsoring CINC
	• Ensure deployment and redeployment TPFDD files are free of fatal errors	Sponsoring CINC
T-85	Conduct Final Planning Conference	Sponsoring CINC
T-70	Validate deployment and redeployment airlift requirements to USTRANSCOM	Sponsoring CINC
T-60	Provide aircraft load plans to AMC	Units shipping cargo
T-50	Refine and source transportation mission support requirements	USTRANSCOM
T-30	TRANSPORTATION SCHEDULING	
	• Sealift schedules entered into JOPES (approximately 30 days prior to ship-on-berth date)	USTRANSCOM
	• Airlift schedules entered into JOPES for up to first 30 days of deployment	USTRANSCOM
E-00	Exercise starts with deployment of first ship or plane load	USTRANSCOM

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APPENDIX I

JOINT WARFIGHTING CENTER ORGANIZATIONAL DESCRIPTION AND SUPPORT CAPABILITIES

1. JWFC Concept of Operations

a. JWFC is a separate operating agency of the Joint Staff. Its organizational role is to provide execution level support to the planning and policy development roles of the Joint Staff. As such, JWFC is responsible for assisting the joint community in the implementation of the Chairman, Joint Chiefs of Staff (CJCS) Joint Training Policy (CJCSI 3500.01) and implementation of the CJCS Joint Training System.

Chain of Command
JWFC reports to Chairman, Joint Chiefs of Staff through Joint Staff J-7.

Mission
Assist the CJCS, CINCs, and Service Chiefs in their preparation for joint and multinational operations in the conceptualization, development, and assessment of current and future joint doctrine and in the accomplishment of joint and multinational training and exercises.

b. Simply stated, JWFC's role, representing CJCS, is to develop joint doctrine and assist the combatant commanders in training their forces in joint doctrine, tactics, techniques and procedures, making appropriate use of the best technical tools available.

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

d. The combatant commanders, are responsible for the joint training of their assigned forces, as well as the application of this system. JWFC 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/JETD being the supported staff.] JWFC provides doctrinal, technical, and instructional expertise to assist in the development, design, planning, execution/evaluation, and assessment of the combatant commander's joint training program.

2. JWFC Support

a. Phase 1 - REQUIREMENTS. JWFC Joint Training System Support Teams (JTSST) facilitate the requirements identification process. These teams travel to the commands to provide on site support to the functional experts on the combatant commander staffs in the development of joint training requirements. Support is available in both facilitated mission analysis and JMETL refinement. These teams provide support to the combatant command development of their Joint training Plans, (JTP TAB B), task to mission matrix, and (JTP TAB C) JMETL tasks, conditions, and standards.

JWFC JTS Support Functions
Identification of mission based capability requirements.
--JMETL Task - Mission Matrix
--JMETL Task, Conditions, Standards
Joint Training Plan development.
--Training Audience
--Training Objectives
--Training Methods
--Training Events/Prioritization
--Training Timeline
--Training Assessment Plan
Support Joint Training Event Execution By Assisting In:
- Joint Event/Exercise Design, Planning, Execution, and Assessment.
--Scenario Development.
--CORE: Control Group, OPFOR, and After Action Review Analysts.
- Mobile Training Team - (Train the trainers) Organize, train, and employ personnel to provide:
--M&S Support.
--Scripting.
--C4I Connectivity.
--Exercise/Technical Control - JECG.
--Operational Level OPFOR.
--Role Players.
--Special Response Cells.
--Database Building, Testing.
--Hardware Testing.
--Exercise Architecture Testing.
--Training Evaluation.
- Issue identification & analysis of training events and operations.

b. Phase 2- PLANS. The ultimate product of the JTSST visit is a combatant commander JTP, which identifies the joint training audience(s) (based on joint doctrine and Commander's Intent), the joint training objectives (based on command JMETL), the methods selected to meet the training objectives (academics, seminars, wargames and exercises), and the appropriate tools (courseware, M&S, etc.) required to support the events. JWFC support is provided in the form of facilitation teams. On request, these teams provide packaged support organized to assist the combatant 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 (JTP Tab D). 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 JWFC, (both on site mobile teams and home station core expertise) (JTP Tab F/G). JWFC offers tailored methodologies supporting the combatant commander staffs prioritization process, both for training events and regional engagement exercises (JTP Tab H). [Beginning with the 1997 submission of the combatant command Joint Training Plans, support to service components will be provided to assist in the development of the Component Interoperability Training Plans (JTP Tab I).] 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 (JTP Tab J.)

c. Phase 3 - EXECUTION. Joint Event Teams (JETs), consisting of all functional areas of JWFC assist the combatant commander exercise staffs in the detailed design, planning, execution/evaluation and assessment of the training events developed in the JTP. For academic events, JWFC provides teams to train/update the combatant commander provided instructors in the latest joint doctrine/JTTP, instructional techniques, and courseware (Train the Trainers). For Command Post Exercises (CPX), the JWFC assists in the review/refinement/update of JTP training objectives and training audience, detailed exercise design, scenario development, technical architecture and operations, exercise control, operational-level-of-war OPFOR operations, and AAR evaluation of the exercise. Event execution support is provided throughout the training event life cycle, beginning with execution planning (IPC) and ending with Joint Model After-Action Review support which is the JWFC's support to the combatant commander Joint After-Action Report.

d. Phase 4 - ASSESSMENT. JWFC supports the combatant commander assessment process, both training and readiness assessments, through on going staff assistance visits and periodic conferences, issue working groups, and newsletters. Event evaluations from the execution phase AAR assist the combatant commanders in their assessments of the command's training program and performance in meeting the requirements identified in Phase 1. The assessment phase provides the Joint Force Commander the capability to make adjustments to the current joint training plans, develop

and revise future training plans, and support the joint readiness reporting process.

APPENDIX J

JOINT TRAINING MANAGEMENT: THE JOINT EXERCISE DIRECTIVE

1. General. Joint exercises serve a multitude of purposes--from joint training evaluations to training assessment, training readiness inputs, concept analysis, and doctrine validation. This appendix focuses on the management of joint training events and evaluation through the publication of the Joint Exercise Directive.

2. Purpose. This appendix 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, technical plans, and the AAR collection management plan 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. (see Appendix K for specific discussion of the After Action Review Process)

3. Joint Exercise Directive Sample Format

(NOTE: This example is for a Computer Assisted Event and should be tailored to the specific training event.)

I. Description. The Joint Exercise Directive is organized and constructed along the line of a Joint Operations Plan.

II. Format

A. COVER PAGE: Command, Joint Exercise Name, Date of publication, Highest Classification

B. Record of Changes.

C. Plan Summary. The Plan summary contains the following:

1. Purpose

2. Conditions for Implementation

3. Operations to be Conducted

4. Key Assumptions

5. Joint Exercise Constraints

6. Joint Exercise Timeline

7. Command Relationships

8. Logistical Appraisal

9. Personnel Appraisal

10. Consolidated Listing and Impact Assessment of Short-Falls and Limiting Factors

D. Security Instructions and Classification Guidance.

E. Table of Contents and List of Effective Pages.

F. Basic Plan

1. Situation

a. General. This paragraph includes the sponsoring combatant command or CJCS, 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. For USACOM when training as the Joint Force Integrator, each training objective is referenced to the Common Operational Task List.

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

3. 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/simulation and what will be simulated.

b. Tasks. Joint Exercise development and execution tasks are described for all participating and supporting units/agencies.

4. Administration and Logistics. References the logistics support annex and all other support annexes.

5. Command and Control. Physical locations of the command and control/headquarters structure. Reference to the communications support annex.

G. 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, Mapping, Charting, and Geodesy

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/Milestones

18. Annex Y, Definitions/Glossary

19. Annex Z, Distribution

APPENDIX K

THE AFTER-ACTION REVIEW PROCESS

1. General. Commanders at all echelons are responsible to assess their organization's ability to accomplish mission requirements and develop training programs focused on sustaining strengths and improving weaknesses. Within the context of specific joint training events commanders are responsible to evaluate the designated training audience's training proficiency at accomplishing the designated training objectives to standard under established conditions. The After-Action Review (AAR) process is the mechanism which provides the commander with the information in order to make that evaluation. Additionally, the AAR process serves a quality assurance role during the execution of joint training events because it provides a well planned and conceived check between training event design and the accomplishment of training objectives. In other words, the AAR process ensures throughout execution that training proficiency information is being collected against all the training objectives. The process evolves through the four stages of joint exercise life cycle--planning, preparation, execution and post-exercise and evaluation. The process applies to both individual as well as collective joint training evaluations.

2. Background. The AAR process is designed to complement the unique requirements of joint exercise and training events, and tailored to the resource constrained requirements of the JTS.

a. The AAR process is applicable to training audiences ranging from the CJCS and the Joint Staff and supporting CINCs (Strategic National Tasks), the AOR or supported CINCs and their staffs (Strategic Theater Tasks), the Joint Task Forces Headquarters (Operational Tasks), and the Service components where appropriate.

b. The AAR process is applicable to the entire range of joint operations and the full suite of live, virtual, and constructive simulations and simulators that model joint operations.

c. The AAR process supports the collection information as it relates to specific training objectives. At the lowest tactical levels the determination of successful task accomplishment is mostly an objective capture of data. For example, rifle marksmanship is determined by how many strikes of the target were counted. Conversely, at the strategic level of war successful task accomplishment is largely the subjective judgment of the commander, while objective data may only supplement the assessment. Since joint

training is often conducted at the operational and strategic levels of war, the AAR process must always include not only the capturing of objective data, but the subjective observations of trained personnel capturing the performance of real people, trying to accomplish some very difficult tasks under very difficult conditions.

d. The AAR process supports the capturing and cataloging of training data and observations over multiple training events in order to identify and define issues requiring resolution and lessons learned both for use inside the command and for external reporting.

e. The AAR process must efficiently and effectively use available personnel. This is accomplished by forming a small core of qualified subject matter experts and analysts who are able to quickly train borrowed military manpower immediately prior to joint training event execution both in the AAR Process and the substantive joint task functional areas to ensure the training objectives are accomplished and the results captured.

3. Purpose. The intent of this appendix is to provide a guide for the application of the AAR process embedded in every joint exercise. The proper structuring of the AAR process will ensure the appropriate data is collected and analyzed to correlate with an exercise's specified training objectives. The process requires extensive planning, detailed preparation and coordinated execution. (Figure K-1)

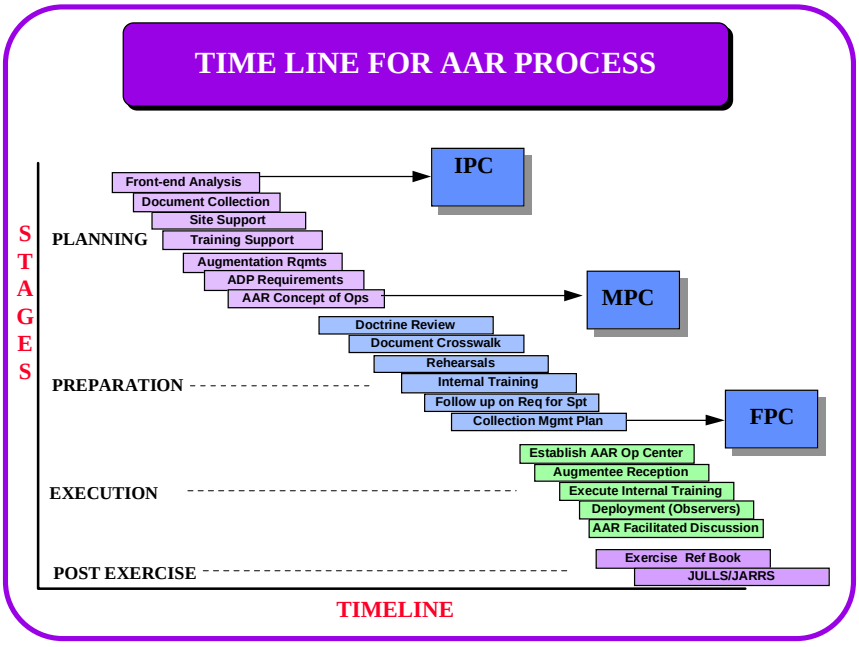


Figure K-1. AAR Process Steps

a. After-Action Review Process

(1) The AAR process is embedded in the execution phase of the Joint Training System. The AAR process enables joint commanders to evaluate their training objectives, derived directly from JMETs. The organization's training proficiency is then evaluated within discrete joint training events using a systemic method. Discrete training evaluations, when viewed over several joint training events, assist the joint force commander's overall assessment of his command's JMETs training proficiency.

(2) The AAR process produces a high-impact Facilitated After-Action Review (FAAR) and a formal training objective evaluation called a commander's summary report. The FAAR is an analytical review of training events that enables the training audience, through a facilitated professional discussion, to discover for themselves what happened during a training event--and why.

(3) The commander's summary report contains all data collected related directly to the commander's training objectives. The observations, data, and analysis produced by the AAR process provide valuable assistance to commanders in improving mission capabilities and in completing post exercise actions during the assessment phase of the Joint Training System.

b. Planning the AAR

(1) Several planning considerations are essential to the AAR process. Based upon the joint training event directive, the scope of the AAR is derived using eight planning factors (See Figure K-2).

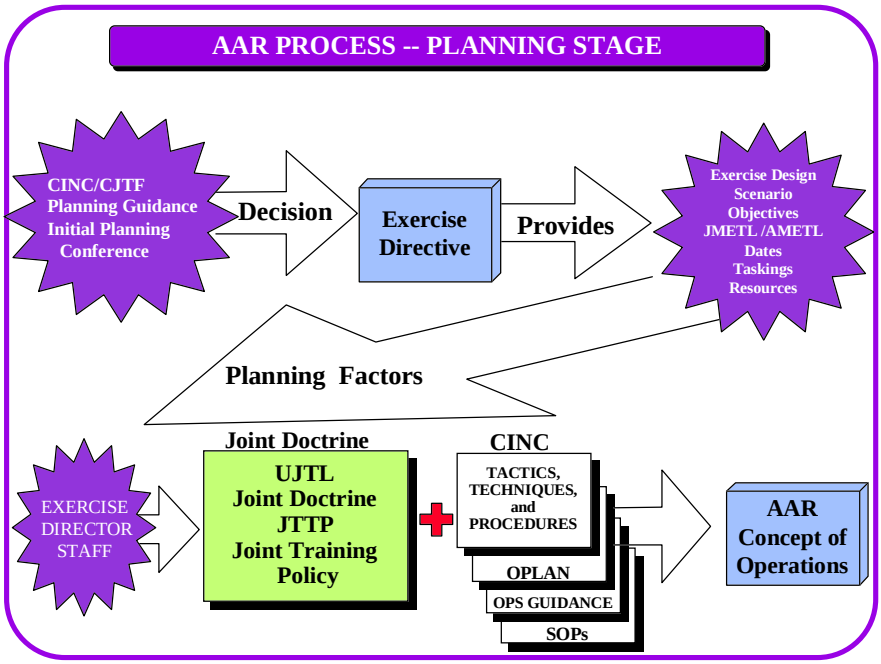


Figure K-2: AAR Process Planning Stage

(a) Exercise Objectives. The commander may wish to use the exercise for purposes other than training. The AAR team's knowledge of exercise objectives ensures that training information is not skewed due to conflicting objectives. For example, the commander may desire to test a new piece of equipment that is not fielded nor fully tested which may artificially effect the performance of training objectives.

(b) Training Objectives. These are drawn directly from the JMETLs and supporting tasks and corresponding conditions and standards.

(c) Training Audience. The audience is drawn directly from the Joint Training Plan or the Joint Exercise Directive.

(d) Training Method. The training method is drawn directly from the Joint Training Plan or the Joint Exercise Directive.

(e) Duration/Coverage of Event - This factor is the duration of the event and how long per day the event will occur (i.e., 12 hours/day or 24 hours/day).

(f) Distribution/Location - Where the training audience and participants are physically located and what facilities are available at

those locations. Some events have the entire training audience collocated while others distribute the exercise electronically.

(g) Number and Type of FAARs - The commander may desire FAAR at key points during the conduct of the event. FAARs can be conducted at multiple locations depending on the intended training audience or at scheduled times either daily or during designated points during the event. For example, commanders often select a mid event FAAR and a final FAAR.

(h) Personnel/Equipment - Resource restrictions and capabilities are identified to ensure the training objectives can be adequately observed within the scope of resources available. Resources include the number of analysts, observers, support personnel, ADP and communications equipment that are available.

(2) Once the scope of the event is determined through a thorough analysis of the eight planning factors, a detailed research of doctrinal publications is performed to establish a baseline for interoperable relationships for joint/multinational forces. This analysis is usually conducted by a team of dedicated subject matter experts/analysts committed as part of the joint training event team. The command's operating plans and standard operating procedures are also reviewed, allowing AAR personnel to understand the methodology by which the commander envisions operations. This research, along with an analysis of the governing factors, produces a Concept of Operations which is approved by the joint exercise director. The Concept of Operations should include at a minimum:

(a) A timeline to complete event tasking (Plan of Action & Milestones)

(b) Training Objectives

(c) Analyst requirements and tasking

(d) Observer requirements and tasking

(e) ADP requirements

(f) Analyst and Observer training requirements

(g) Deliverables. (Concept of Operations, Collection Management Plan, Observer Training, Facilitated After-Action Reviews, and Post Exercise Reports)

(3) The Concept of Operations should be complete prior to the Middle Planning Conference (MPC) and approved by the joint exercise director at the MPC. The commander and the training event director must be satisfied the AAR process is correctly tailored to support the training objectives.

c. Preparation for the After-Action Review

(1) Upon approval of the Concept of Operations, a Collection Management Plan (CMP) is written to identify critical information points related to the exercise objectives (See Figure K-3). Each exercise objective should be included in the CMP. The CMP is designed to:

(a) Focus the observer (augmentee) training.

(b) Provide guidance for pre-event analysis.

(c) Provide a basis for conducting the comparison between the Standard Operating Procedures, Joint Doctrine, War Plans, and the CINC, JTF and Component Operations Orders (Document Crosswalk).

(d) Provide a framework for organizing and directing the collection of both simulation generated and observer obtained data.

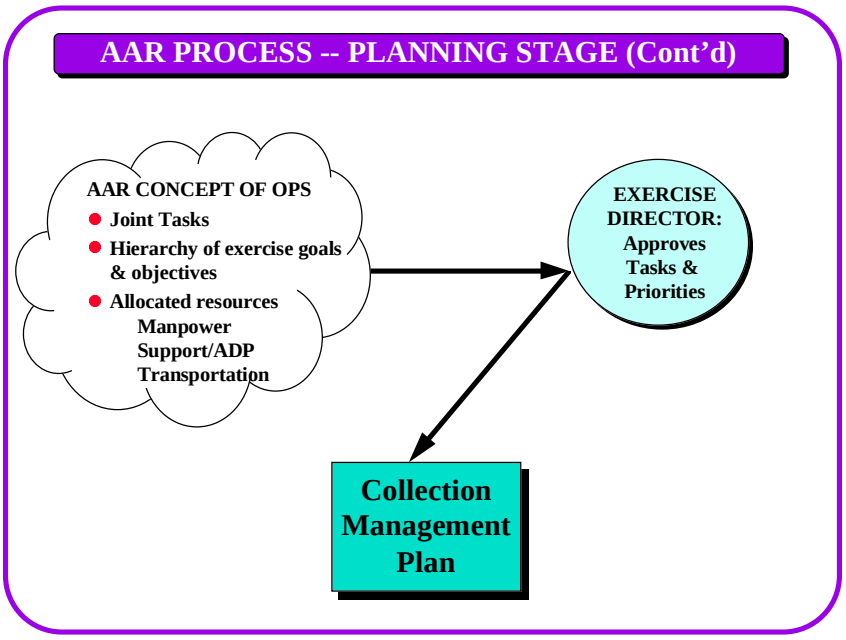


Figure K-3. AAR Planning Stage

(2) As part of the process of preparing the CMP, further doctrinal reviews must be performed to ensure that the CMP, training objectives and doctrine are not in conflict. The CMP is provided for event analysts and observers to assist in collection of data and its analysis based on the stated training objectives.

(3) If the joint training event is supported by a simulation, the CMP will further identify simulation data pertinent to each joint training objective. The CMP is then reviewed by the commander to guarantee the AAR team is focused on the commander's training objectives. Once approved, the CMP is the basis for conducting observer training and should be approved at the Final Planning Conference (FPC). The planning and preparation stages culminate with an approved observer training program based upon the CMP (See Figure K-4).

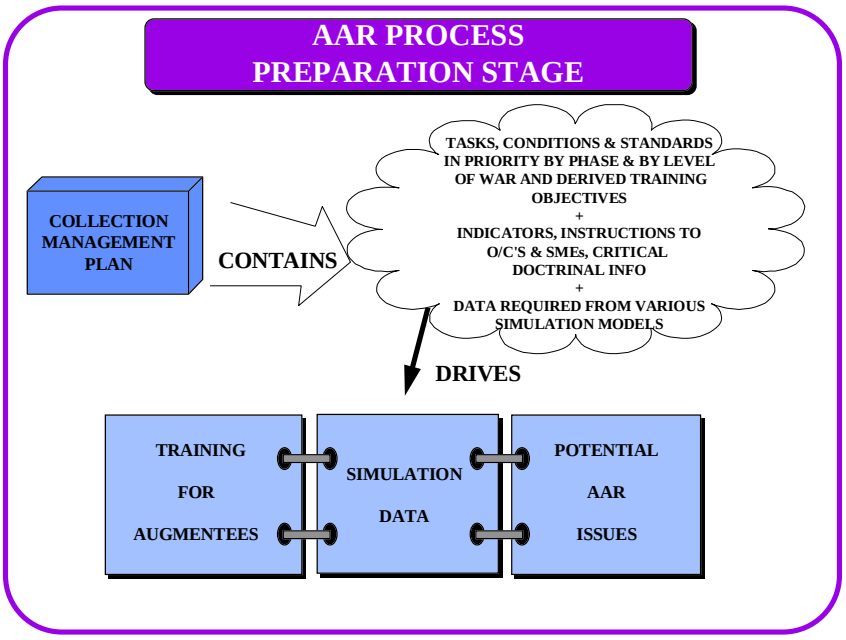


Figure K-4. AAR Preparation Stage

(4) Collection Management Plan Sample Format.

Collection Management Plan

1. Purpose. This annex provides an overview of the CMP and how it supports the AAR process.

2. General. The format of a CMP generally consists of the following chapters:

I. General Overview

II. Using the CMP

III. Using the Observer Collection Form

IV-XX. Discussion of individual exercise training objectives using the UJTL (Task, Conditions, Standards) language. (Separate chapters for each training objective to be evaluated.)

3. Chapter Descriptions

a. Chapter I. General Overview. This chapter discusses the purpose and scope of the CMP, provides an exercise summary, reviews the overall exercise objectives, outlines the training objectives (in UJTL joint task, conditions, standards language), and describes the AAR data collection and evaluation process. The CMP provides guidance to observers for collecting information and providing written observations related to the attainment of training objectives and serves as the basis for conducting observer training. The plan serves as the source document from which analysts identify, examine, and recommend emerging issues and trends which may be presented at the FAAR after reviewing information provided by the observers. The plan is organized by joint tasks selected for evaluation and may contain specific observer and analyst assignments. It is important to note that the CMP is the framework for the evaluation of stated exercise training objectives, but actual event activities may broaden the overall AAR effort beyond the scope of the CMP. However, the CMP remains the basic plan and serves as the basis for the AAR post event report.

b. Chapter II. Using the CMP. This chapter provides an overview of how AAR analysts and observers should use the CMP. It discusses a game plan for how to collect information, record observations, and assimilate data for analysis in order to identify, examine, and recommend emerging event issues. It also provides an example of a training objective, its conditions and standards (and associated measures and criterion), and specific instructions to observers on how to collect data.

c. Chapter III. Using the Observation Collection Form. This chapter describes the purpose of the AAR Observation Collection Form and the procedures for its use by AAR analysts and observers. Instructions include the need to identify the joint task being observed and the details under which the observation was made, how to succinctly describe the observed event, and how to highlight the facts and data that support the observations. Lastly, observers are encouraged to recommend follow-up as required. Positive aspects of the observed event as well as the negative side should be recorded. Lastly, instructions highlight that AAR analysts will use the observation forms and guidance provided by the event director, and the AAR Facilitator to develop and identify significant issues.

d. Chapters IV Through xx: Discussion of Specific Joint Tasks. These chapters provide guidance for data collection on specific training objectives and subordinate tasks. Tasks are organized functionally and are addressed in separate chapters. For example, Chapter IV for a JTF (focused at operational level of war) may be titled, “Operational Movement and Maneuver,” and would address all exercise related OP 1 level tasks in the

language of the UJTL. Follow-on chapters would address OP 2-6 level tasks as appropriate. Discussion of each task includes the stated training objectives and the conditions and standards (and associated measures and criterion) as selected by the exercise director. References are listed that highlight the doctrinal basis for the task. Instructions to observers are also included to assist them in their data collection effort. These instructions may address such items as simulation data for a computer assisted exercise, as well as C4I information which provide evidence for weighing and assessing the strengths and weaknesses of the joint task to be performed.

4. Summary. The CMP is an event/organization unique document that details training objectives in task, condition, and standard format. The tasks are in UJTL language, the conditions are unique to the event, and the standards are based on command specific standards. It drives the AAR preparation in terms of front end analysis, plans/orders crosswalks, and observer training. It also drives the execution of AAR operations during the event and serves as the basis of the FAARs and AAR Commanders Summary Report.

d. Execution of the After-Action Review

(1) This stage begins with the establishment of the AAR Operations Center at the training event site. This should be completed a few days prior to STARTEX. Communications are established with all event locations and, when appropriate, an AAR Local Area Network is established. During this time observer/augmentee training is conducted. This training focuses on imparting to the observers/augmentees the results of the planning and preparation stages so that they may contribute constructively to the AAR data gathering effort. This training may include the use of a local area network to allow observers to enter observation data and analysts to receive near-real time observations for timely analysis during training event execution.

(2) The core membership of the AAR team consists of the Facilitator, Analysts, and Observers.

(a) Facilitator. The Facilitator is responsible to the Joint Exercise director and ensures data is collected for every training objective and compared against its performance standard, under established conditions. If data is not collected IAW the CMP, the facilitator works with the Joint Exercise Control Group to help create new opportunities to observe task performance. The Facilitator is usually a senior officer who has direct access to the Commander, and is designated during the initial planning phase (usually prior to the

Initial Planning Conference). The Facilitator sets policy for the AAR organization and is the senior officer responsible for the AAR operation and its products. Consequently, this position requires total commitment to the AAR effort during the entire training event. The facilitator advises the commander on developing issues and on a regular basis obtains guidance on the format and content of the FAAR. In performing his functions, the facilitator must be aware of all aspects of the exercise as they relate to meeting the training objectives and, consequently, is a key player in the Joint Exercise Control Group.

(b) Analysts: Key to the AAR are the analysts who are experienced subject matter experts. They function as planners during exercise planning and joint tasks analysts during joint exercise execution. The analysts maintain a strong knowledge of the Joint Training System, Joint Doctrine, JTTP, and the UJTL. They are the dedicated personnel who carry-out the orders and document, cross walk, and develop the Collection Management Plan. Their knowledge enables them to analyze data within these tasks based on their respective functional area of expertise. Analysts will provide functional direction to the observers during the conduct of the training event and will be the key presenters during the pre-event observer training.

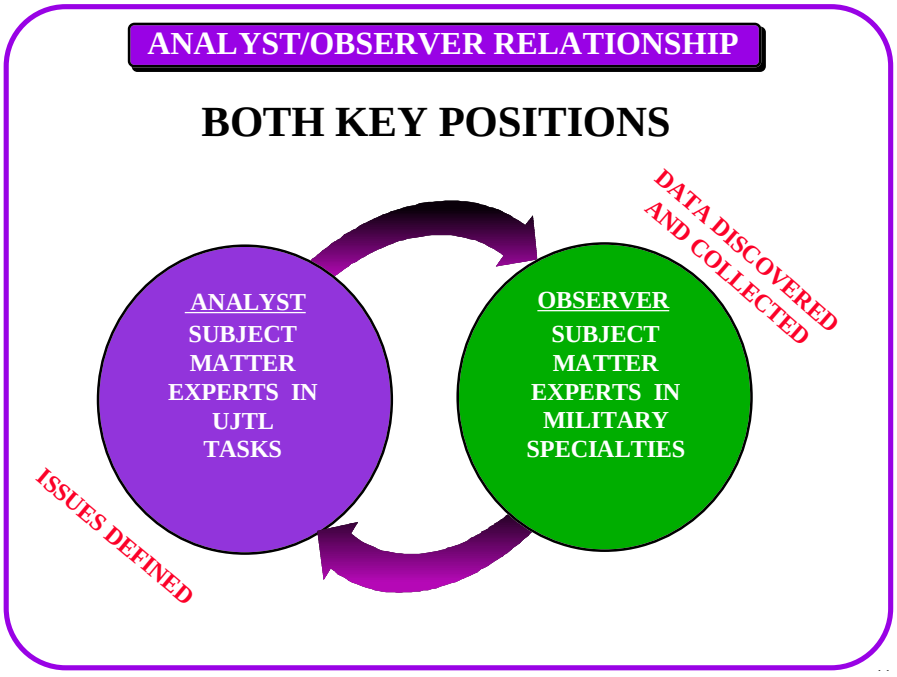


Figure K-5. Analyst and Observer Relationship

(c) Observers. During training events, the analysts are augmented with observers. Observers are usually augmentees drawn from within the command and are an integral part of the AAR organization. They will use the Collection Management Plan as a guide for recording their observations. Observers are assigned a functional responsibility consistent with their Service, background, and training. Guidance, direction and focus are provided by the analysts. Each observer is assigned specific tasks from the collection management plan. Each task is associated with a condition and a standard of performance. Each standard has one or more indicators that measure the effectiveness of the unit toward meeting the standard. During pre-exercise training, general collection management instructions should be provided to the observers to guide them in the collection process. (See Figure K-5)

(d) Observers, Controllers, and Trainers. This process focuses the efforts of the AAR process on the observer whose primary function is to capture information on the training audience's collective ability to accomplish the stated training objectives. There are other functions these individuals may also perform; namely controllers and trainers. Both are valid requirements or functions but commanders and AAR personnel should realize that their goals and consequently their focus are different. Controllers are primarily concerned with ensuring the scenario is executed as planned. Controllers also work for two masters during the event; the AAR Facilitator and the Event Director. Trainers are primarily concerned with ensuring the training audience and often individuals within the training audience are trained to standard. Trainers will be required to delay or even stop the scenario in order to train the training audience on the training objective. Obviously, a tension exists between these three roles and commanders should be aware of that tension as they dual or triple task the AAR support personnel.

(3) Process. During execution the CMP focuses the data collection and analysis on the exercise objectives. Through the execution of the CMP, systemic issues will begin to surface; analysts then consult with the facilitator and each other to identify potential topics for presentation during the FAAR and ensure they are relevant to the commander's training objectives. The process depicted in Figure K-6 shows how AAR themes are identified and produced.

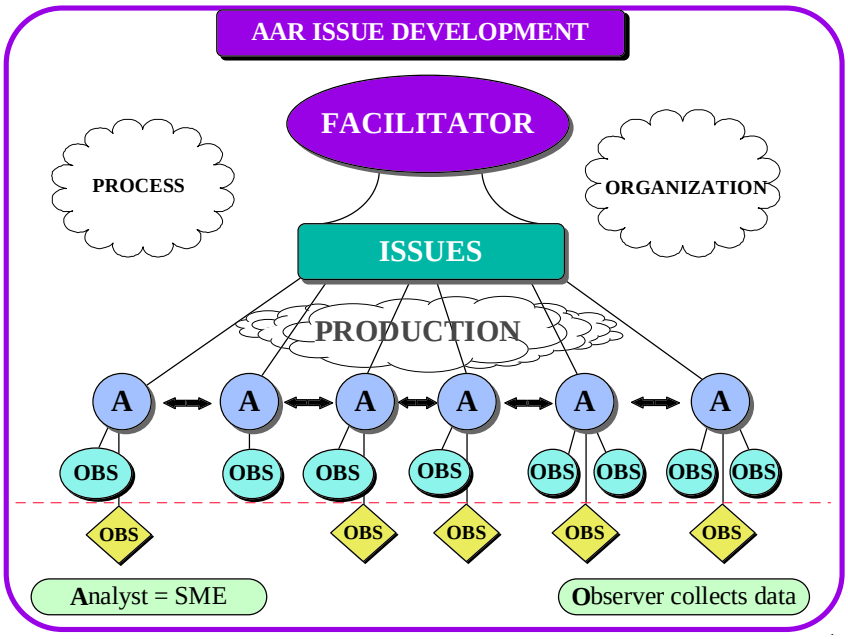


Figure K-6. The AAR Issue Development

The observations provided to the analysts are brought to the facilitator and FAAR themes are identified and developed--focusing on the training objectives. The analysts' information sources are primarily observer reports and simulation data during a CAX. Analysis is done in concert with senior training event controllers and the AAR facilitator to ensure issues are based on operations and not "game" anomalies. The results of the analysis are factual operational issues directly affecting the training audiences' mission capabilities. Additionally, through discussions with the commander and/or event director, the Facilitator will identify issues that require observation and will direct the analyst/observer team accordingly. In order to predict specific events in the simulations and maintain "real time game truth," the AAR team requires the ability to view the simulation and be informed of event controller decisions as they occur. Consequently, the AAR team will not be collocated with the training audience or the exercise control group, but have ready access to both. It maintains a separate operations center to ensure its work does not become a training detractor. The AAR team meets collectively on a regular basis to be updated on the training event, discuss emerging issues, and focus the efforts of the team to gain data as related to the training objectives. Simultaneously; the capturing, cataloging, and filing of training objective data and observations occurs in the operations center. Also, the production of the FAAR training aids (briefing slides, graphics, or overlays) occurs concurrently to ensure a high impact FAAR can occur very soon after the end of the exercise. (See Figure K-7)

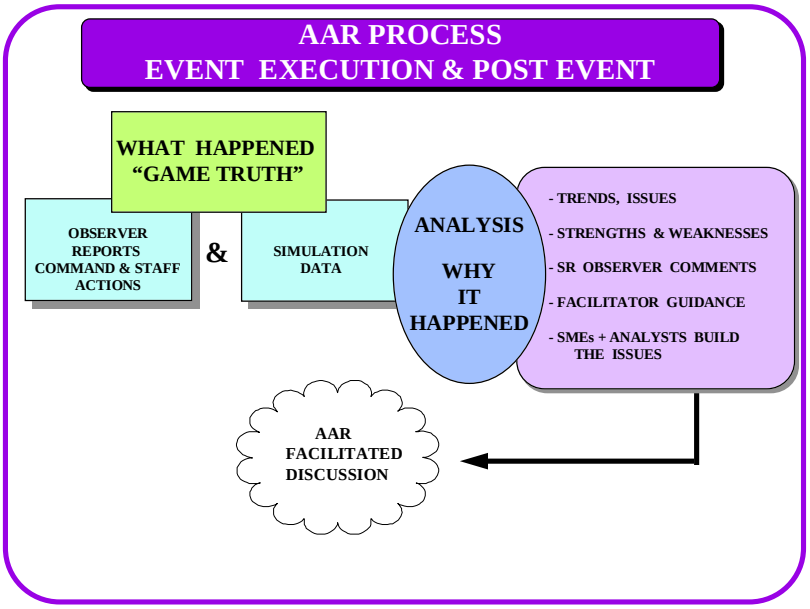


Figure K-7. AAR Execution Stage and Post Event Activities

(4) The Facilitated After-Action Review (FAAR). The highlight of the execution phase is a FAAR with the training audience, its higher headquarters, and the supporting commanders. The objective of the FAAR is to allow the training audience to discover for themselves what happened during training and why. This process enhances learning, promotes effective problem-solving and allows the training audience to determine if they accomplished what they set out accomplish during the exercise. Critical to the success of the FAAR is the accuracy of data used to reconstruct the training events. Often, issues discussed during the FAAR will result in decisions on future training plans and direct follow-up corrective actions. An example FAAR agenda is shown in Figure K-8. Planned for approximately two hours, this facilitated discussion briefly covers the training value of the FAAR, a battle summary and, for the first time, a view of the war from the perspective of the opposing forces commander. The remainder of the FAAR is spent discussing issues related directly to the training audiences achievement of the designated training objectives. Each issue is presented supported by collated data. The training audience determines if the issue outcome was acceptable and if not, why not. As mentioned previously, the discussion that follows normally has direct impact on future training events and supporting staff action.

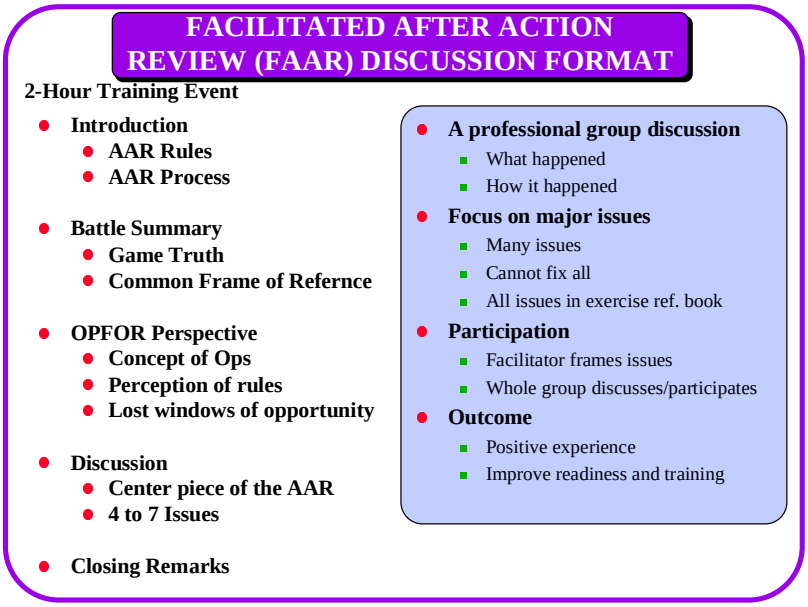


Figure K-8. FAAR Discussion Format

(5) AAR Process Post Exercise Actions. Upon completion of an exercise, the AAR team completes a Commander's Summary Report including the Task Performance Observations (TPOs) for the commander's use in evaluating training proficiency levels (i.e. "T" Trained, "P" Needs Practice, "U" Untrained, or "N" Not Observed) to the training audience on each training objective (Figure K-9). It is a comprehensive document consisting of several chapters which replay the entire training and provides data and information, TPOs, related directly to each training objective. While the FAAR focuses on four to seven major issues, the Commander's Summary Report is the mechanism to report on all of the exercise objectives. It is normally completed within 20 days of the completion of the training event. Also, the commander may use this document in the development of his JAAR, submission of specific JULLS, or to Identify and Define *Issues* that may be used internally or reported externally to the command. At this point, the Commander and his staff begin to explore the reason proficiency was not attained. (i.e., Doctrine, Training, Education, Organizations (Force Structure), or Material). This process provides the linkage between the execution and the assessment phase of the Joint Training System.

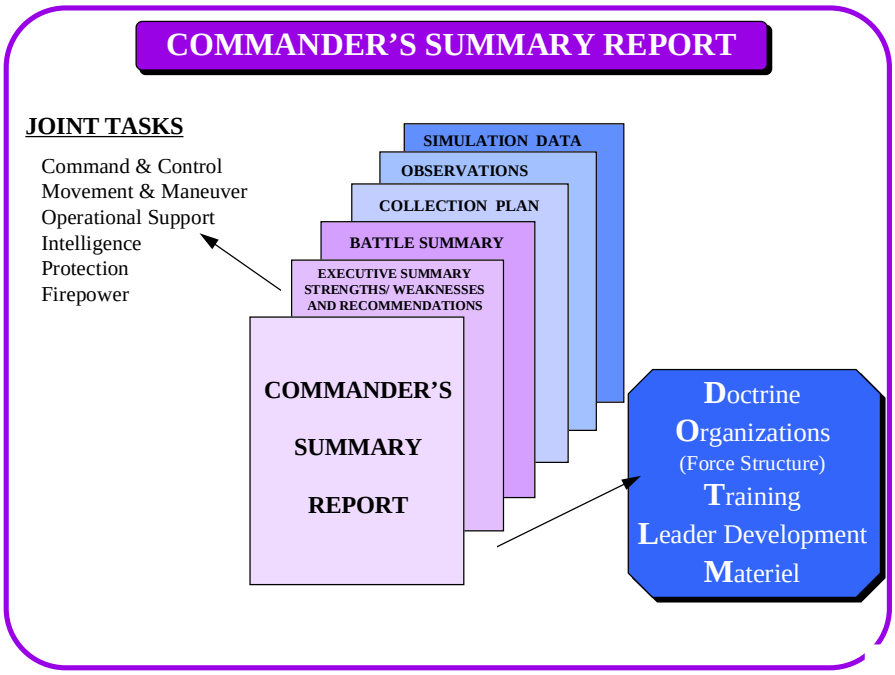


Figure K-9. Commander's Summary Report

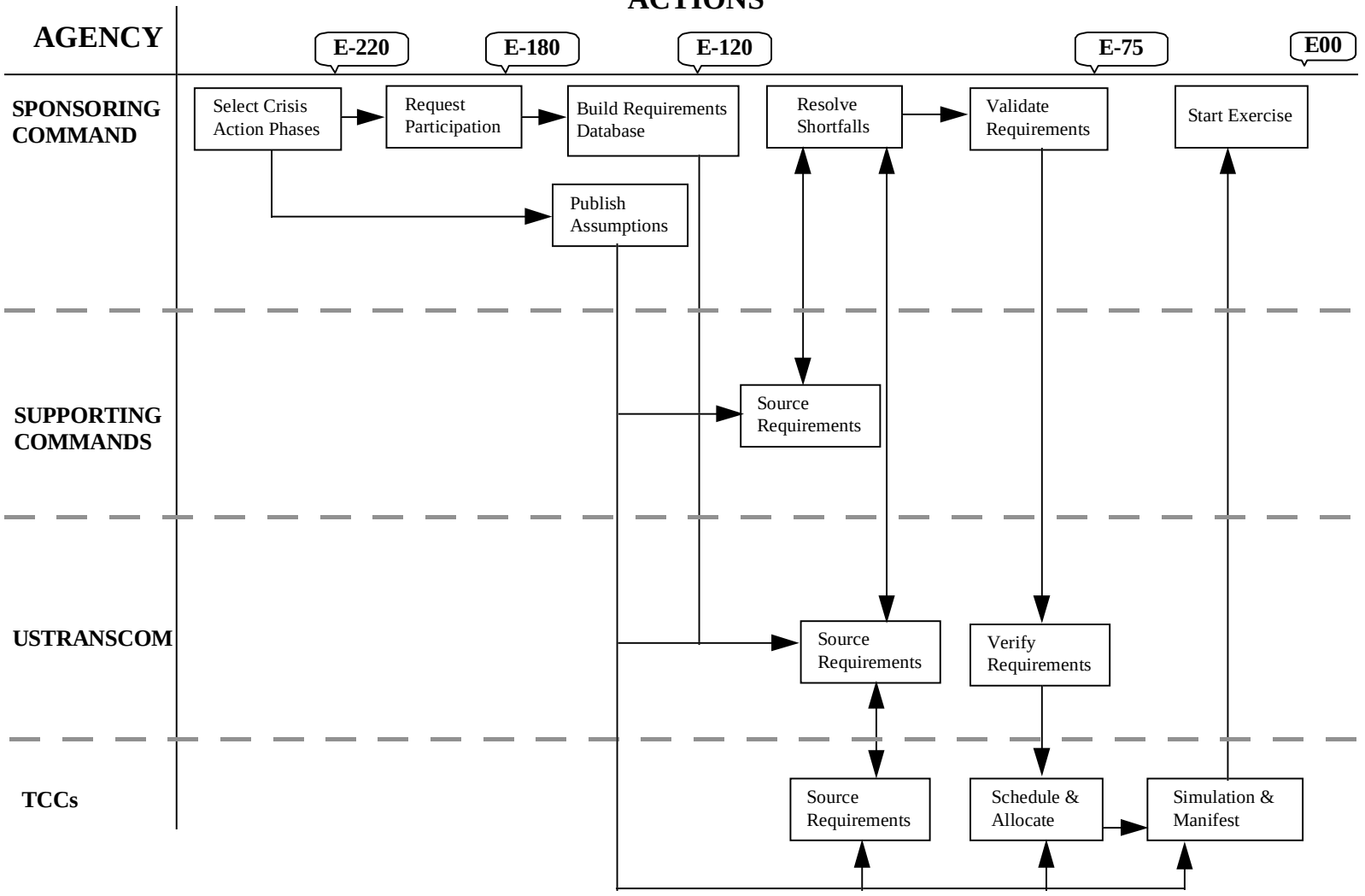
APPENDIX L

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 command post exercises (CPXs), computer assisted exercises (CAXs), and wargames. It provides procedures for using the Global Command and Control System (GCCS) 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. GCCS can be used as a simulation tool to support joint training; procedures are described in paragraphs three through five below. Annex A 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 Aggregated Level Simulation Protocol (ALSP) Confederation is a group of simulation and modeling tools that also can support joint training events.

GCCS PROCESS MAP



3. Global Command and Control System Capability. GCCS provides both simulation and modeling capabilities to support joint training (see Annex A). Its greatest 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 GCCS. GCCS supports joint training in any of the six crisis action phases (see Joint Operation Planning and Execution System, Volume I, Planning Policies and Procedures, Joint Pub 5-03.1), 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 GCCS better support joint training in Situation Development (Phase I), Crisis Assessment (Phase II), and Execution (Phase VI).

4. Global Command and Control System Procedures. Using the procedures in the following paragraphs will greatly improve GCCS support to CPXs, CAXs, and wargames. Figure L-1 is a process map of the procedures that illustrates the progress of GCCS information and data base 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 Joint Planning and Operations System (JOPES) terms are in Joint Pub 5-03.1. Procedures and milestones for setting up GCCS data bases to support a post-execution (Phase VI) start are in the following paragraphs. Starting the training event earlier in the crisis action procedures requires modification of the milestones in Table L-1 and the process in Figure L-1.

a. Crisis Action Phase Selection and Joint Training. The sponsoring command selects the crisis action phase that best supports the joint training objectives. In general, the event scenario will drive the crisis action phase selection. All GCCS data that would be generated before the start of the event should be in place to support the start position and conditions. A training event that starts after Execution (Phase VI) requires the most GCCS data development.

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 data base 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 Data bases. 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 Defense Planning Guidance, Operation Plans (OPLANs), National Intelligence Estimate, and the Joint Strategic Capabilities Plan. 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 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 GCCS, prior 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 Course of Action (COA) data bases; feasibility estimates from supporting commands and agencies; intelligence estimates; transportation requirements data base for selected COA; combatant commander's GCCS instructions; and the CJCS alert order.

d. Requirements and Transportation Data. To start a 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 L-1. E00 is the date on which the exercise starts.

Table L-1. GCCS Data Planning Milestones.

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

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

(2) Create Requirements Data base and Direct Sourcing. The sponsoring command creates, or updates an existing, OPLAN requirements database (see Annex A for software descriptions). When the requirements database is complete, the sponsoring command requests supporting command's and agency's sourcing. Record communications should be used.

(a) Source Requirements. Supporting commands and agencies review the requirements data base and update sourcing data consistent with training event assumptions (see Joint Pub 5-03.1 for data requirements). Requirements that cannot be sourced will be marked as shortfall. 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 data base 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 data base and correct any errors that would preclude allocation of requirements to transportation assets (see Joint Pub 5-03.1 for additional information on validation). Also, the sponsoring command will set C-day according to assumptions. The sponsoring command will execute the GCCS function that identifies requirements that are valid for transportation scheduling. Valid requirements will be free on 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 L-2. In Table L-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 Joint Pub 5-03.1. The sponsoring command should use record communication to notify USTRANSCOM that requirements are validated for transportation scheduling.

Table L-2. Requirement Validation

Transportation Mode and Source	Requirements Validated at Start	Example for exercise start on C030 (E00 = C030)
Air AMC	E00 plus 7 days.	Requirements valid through C036
Sea MSC	E00 plus 30 days	Requirements valid through C059

(4) Verify Requirements and Direct Scheduling. USTRANSCOM will verify that validated requirements are ready for scheduling. Then, USTRANSCOM will execute GCCS 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. Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (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 GCCS 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 GCCS S&M. The quantity of schedules and allocations to enter into GCCS S&M are shown in Table L-3. In Table L-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 Joint Pub 5-03.1. AMC and MSC will notify USTRANSCOM when scheduling and allocation is complete; USTRANSCOM will notify sponsoring command.

Table L-3. Transportation Scheduling and Allocation

Mode and Source	Quantity of Schedules	Example for exercise start on C030 (E00 = C030)
Air AMC	E00 plus 3 days	Schedules for aircraft departing the APOE on or before 2359Z on C032
Sea MSC	E00 plus approximately 14 days	Schedules for ships underway or scheduled to arrive SPOE within 2 weeks (approximately C043).

(6) Simulate Transportation Execution. Transportation simulation includes entering actual departure and arrival times aircraft or ships, and entering manifests for aircraft or ships into GCCS S&M. AMC enters aircraft departure and arrival times to simulate actual aircraft movement. Aircraft that have departed the APOE should be manifested with actual unit requirements including quantity of cargo or number of passengers. MSC enters actual ship departure and arrival times to simulate ship movement. MTMC manifests ships that departed their SPOE 96 hours or more before E00. 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.

d. Event Execution and Transportation Data. If USTRANSCOM and its component commands have agreed to participate in the training event, GCCS can support simulation of incremental transportation requirement validation and scheduling process as described in Joint Pub 5-03.1. If joint training does not require this simulation, or if USTRANSCOM support is not available, then quantities of transportation requirements for validation (Table L-2), and transportation assets scheduled, allocated, and manifested (Table L-3) can be adjusted to support the entire training event time period.

5. Planning Conferences and GCCS Support. Sponsoring commands normally use planning conferences to ensure CPX, CAX, or wargame planning fully supports execution. Simulation planning at each conference is important, so last minute data development is not required. Exercise planning normally includes an Initial Planning Conference (IPC), Events Conference, Mid-Planning Conference (MPC), and Final Planning Conference (FPC). Table L-4 shows relationship between GCCS simulation planning steps and planning conferences. In Table L-4, each conference is related to the GCCS data development steps. The second column indicates whether the GCCS data

development step should be completed before or after the associated conference.

Table L-4 Conferences and GCCS Data Planning.

Conference	Should happen (Before/After)	GCCS Data Development Step
Initial Planning	After	Select Crisis Action Phases
	Before	Request Participation and Support
	Before	Publish Assumptions
	Before	Complete Requirements Database and Direct Sourcing
Events Planning	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

ANNEX A TO APPENDIX L

GLOBAL COMMAND AND CONTROL SYSTEM COMPONENTS

1. Purpose. This Annex briefly describes automated components of the Global Command and Control System (GCCS) that are useful for supporting joint training. Joint Staff J3-CSOD is functional proponent for GCCS.

GCCS System Components and Joint Training

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.
Dynamic Analysis and Replanning Tool (DART)	Part of JOPES software. Allows retrieval, modification, and analysis of OPLAN requirements.	Modify exercise requirements data base. (Available transportation modeling tools are outdated.)
GCCS Status of Resources and Training System (GSORTS)	Provides identification, location, deployment status, and other unit data. Also uses DMA maps to display information.	Supports assumptions about units. May allow construction of custom unit data base 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.

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.
Joint Maritime Command Information System (JMCIS)	Provides display of unit characteristics, employment scheduling, capabilities, position, and friendly and enemy disposition information. Uses DMA maps.	Display position of simulated forces, resources, assets, and opposition forces.
JOPES AdHoc Query	Generates queries and reports against core database.	Execute queries and reports during planning and execution.
JOPES External System Interface	Allows scheduling and movement data to flow into GCCS Scheduling and Movement	Support simulated generation of transportation schedules, allocations, manifests, and transportation execution.
JOPES Reports	Predefined reports from core data base	Execute reports during planning and execution.
Netscape	Provides access to worldwide web (WWW). Allows communication and file transfer.	Supports event planning and execution coordination requirements.
Requirement Development Analysis (RDA)	Similar to DART	Similar to DART

GCCS System Components and Joint Training

Component Name	Description	Application to Joint Training
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 Replanning Graphical Execution Toolkit (TARGET)	Provides capability to do distributed-collaborative planning. Supports rapid course of action development, assessment, selection, and execution.	Repository for start-of-event information. Display start-of-event conditions. Employ during event execution

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APPENDIX M

DEFINED ISSUE FORMAT (Sample)

1. Title. (Title of the identified issue reflecting both the subject area and the nature of the identified issue.)

2. Observation. (A short factual statement of the identified issue. The description should address the reasons or causes at the root of the identified issue.)

3. Discussion. (Amplifies the identified issue statement and answers the "who, what, where, when, why, and how" questions. If the issue describes the positive actions taken to work around an problem, explain the actions in detail. If a problem could not be solved by the participants, and explain why.)

   a. Doctrine. (A statement describing the doctrinal root of the problem and any recommended doctrinal changes which may be appropriate.)

   b. Training

   c. Leader Development

   d. Organization (Force Structure)

   e. Material

4. Recommended Action. (A statement on how to possibly permanently correct the identified issue and who could make the correction. The action could result in identifying short and long term requirements for new or modified publications (doctrine), improving training, changing force structure (organization), revising Joint Professional Military Education (leader development), or procuring new equipment (material).

5. Prepared by: (POC Information)

6. References. (List reference used to validate the issue. Citations may include doctrinal publications, individuals interviewed, etc.)

7. UJTL Task Number: (See latest version of CJCSM 3500.04 for task numbers.)

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APPENDIX N

JOINT STAFF MASTER SCENARIO EVENTS LIST ITEM LEVELS

1. Purpose. This appendix defines the Master Scenario Events List (MSEL) item levels used for planning CJCS-sponsored exercises. They also serve as a guide to other DOD components in planing exercises.

2. General. Joint Staff Joint Exercise Management Program (JEMP) 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. MSEL level may need to be estimated early in the planning process (between IPC and MPC/Events Conference). To assist estimating, the four MSEL item levels can be equated to UJTL levels: Strategic, Theater, Operational, Tactical. 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 N-1 shows the MSEL level and event manager in a CJCS-sponsored exercise based on UJTL level.

Table N-1. MSEL Level and Manager.

UJTL Level	MSEL Item Level	Event Manager
Strategic National	1	Joint Staff J7
Strategic Theater	2	CINC Headquarters or Service Headquarters
Operational	3	Component Command or Major Command Headquarters
Tactical	4	Below Component Command or Major Command Headquarters

4. MSEL Item Management Assignment. Table N-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 Events 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.

Table N-2. MSEL Item Management Decision Table.

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	CINC, Defense Agency, or Service Headquarters; Joint Staff, OSD; Federal Department or Agency	CINC, Defense Agency, or Service Headquarters; Joint Staff, OSD; Federal Department or Agency	1	Joint Staff J7
CINC, Defense Agency, or Service Headquarters; Joint Staff; OSD	CINC, Defense Agency, or Service Headquarters; Joint Staff; OSD	CINC, Defense Agency, or Service Headquarters; Joint Staff; OSD	1	Joint Staff J7
CINC's Component, Major Command	CINC, Service Headquarters	Joint Staff, OSD, Defense Agency, Federal Department or Agency	1	Joint Staff J7
CINC's Component, Major Command	CINC, Service Headquarters	CINC, Service Headquarters	2	CINC or Service Headquarters where resolution is expected
Organization Subordinate to CINC's Component or Major Command	CINC's Component, Major Command	CINC, Service Headquarters	2	CINC or Service Headquarters where resolution is expected
CINC's Component, Major Command	CINC's Component, Major Command	CINC's Component, Major Command	3	Component or Major Command Headquarters where resolution is expected
Organization Subordinate to CINC's Component or Major Command	CINC's Component, Major Command	CINC's Component, Major Command	3	Component or Major Command Headquarters where resolution is expected
CINC, Defense Agency, or Service Headquarters	Organization Subordinate to Originating Headquarters	CINC, Defense Agency, or Service Headquarters	3	CINC or Service Headquarters where resolution is expected
Organization Subordinate to CINC's Component or Major Command	Organization Subordinate to CINC's Component or Major Command	Organization Subordinate to CINC's Component or Major Command	4	Headquarters where resolution is expected
CINC, Defense Agency, or Service Headquarters	Organization Subordinate to Originating Headquarters	Organization Subordinate to Originating Headquarters	4	Headquarters where resolution is expected

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GLOSSARY

Part I--ABBREVIATIONS AND ACRONYMS

AAR	after-action review
ALSP	aggregate-level simulation protocol
AMC	Air Mobility Command
AMETL	agency mission essential task list
AOR	area of responsibility
APOE	aerial port of embarkation
ARFOR	Army forces
AWSIM	air warfare simulation model
C2W	command and control warfare
C4I	command, control, communications, computers and intelligence
CAX	computer-assisted exercise
CBS	corps battle simulation
CBT	computer based training
CCTI	CJCS Commended Training Issues
CEB	CINC Exercise Branch, JETD, J-7
CINC	commander of a combatant command; Commander in Chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS instruction
CJCSM	CJCS manual
CJTF	commander, joint task force
CMP	collection management plan
COA	course of action
COMMEX	communications exercise
CONPLAN	concept plan
CONUS	continental United States
CPA	CJCS program assessment
CPX	command post exercise
CRS	CJCS readiness system
CTP	commercial ticket program
DCCEP	developing country combined exercise program
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DNA	Defense Nuclear Agency

DOD	Department of Defense
DPG	Defense Planning Guidance
EAD	Evaluation and Analysis Division, J-7
ECP	exercise control plan
ENDEX	end of exercise
ERC	exercise related construction
EXSCHED	exercise schedule software
FAAR	facilitated after-action review
FEMA	Federal Emergency Management Agency
FPC	final planning conference
FTX	field training exercise
FY	fiscal year
FYDP	Future Years Defense Plan
GCCS	Global Command and Control System
HA	humanitarian assistance
ID	identification
IPC	initial planning conference
IPL	integrated priority list
IPR	in-progress review
IPS	illustrative planning scenario
ISR	intelligence, surveillance, and reconnaissance
IT	inland transportation
J-7	Operational Plans and Interoperability Directorate, Joint Staff
J-8	Force Structure, Resource, and Assessment Directorate, Joint Staff
JAAR	joint after-action report
JAARS	joint after-action reporting systems
JC2WC	Joint Command and Control Warfare Center
JCLL	Joint Center for Lessons Learned
JCM	joint conflict model
JCSE	Joint Communication Support Element
JDDP	Joint Doctrine Development Program
JDISS	Joint Deployable Intelligence Support System
JECEWSI	joint electronic warfare simulation
JECG	joint exercise control group
JEL	Joint Electronic Library

JEMP	Joint Exercise Management Program
JET	joint event teams
JETD	Joint Exercise and Training Division, J-7
JFACC	joint force air component commander
JFC	joint force commander
JFI	joint force integrators
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JIC	Joint Intelligence Center
JIEO	Joint Interoperability Engineering Organization
JMAARS	Joint Model After-Action Review System
JMET	joint mission essential task
JMETL	Joint Mission Essential Task List
JMITC	Joint Military Intelligence Training Center
JMRR	joint monthly readiness report
JOA	joint operations area
JOC	joint operations center
JOPES	Joint Operation Planning and Execution System
JPME	joint professional military education
JPOI	joint program of instruction
JROC	Joint Requirements Oversight Council
JSCP	Joint Strategic Capabilities Plan
JSIMS	Joint Simulation System
JSOFI	joint special operations forces institute
JSOTF	joint special operations task force
JSPS	joint strategic planning system
JSTE	joint system training exercise
JTAO	Joint Tactical Air Operations
JTASC	Joint Training and Analysis Center
JTF	joint task force
JTLS	joint theater-level simulation
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
JULL	Joint Universal Lessons Learned
JULLS	Joint Universal Lessons Learned System
JWARS	Joint Warfare System
JWCA	Joint Warfighting Capability Assessment
JWFC	Joint Warfighting Center

LOC	line(s) of communications
LOI	letter of instruction
LRC	lesser regional contingency
M&S	modeling and simulation
MARFOR	Marine Corps forces
MECC	military education coordination conference
MED	Military Education Division, J-7
METL	mission essential task list
MINIEX	mini-exercise
MOOTW	military operations other than war
MOU	memorandum of understanding
MPC	mid-planning conference
MRC	major regional contingency
MSC	Military Sealift Command
MSEL	master scenario event list
MTG	master training guide
MTMC	Military Traffic Management Command
MTWS	Marine air-ground task force tactical warfare simulation
NATO	North Atlantic Treaty Organization
NAVFOR	Navy forces
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NEO	noncombatant evacuation operation
NIEX	no-notice interoperability exercise
NLT	not later than
NMS	National Military Strategy
NSC	National Security Council
OPORD	operations order
OPFOR	opposing force
OPLAN	operation plan
OPR	office of primary responsibility
OPTEMPO	operations tempo
OSD	Office of the Secretary of Defense
PBD	program budget decision
PDM	Program Decision Memorandum
PEM	program element monitor
PERSTEMPO	personnel tempo
PFP	Partnership for Peace

PH	port handling
PJE	Program for Joint Professional Military Education
PKO	peace keeping operation
PME	professional military education
PMERP	PME review process
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POM	Program Objective Memorandum
PSYOP	psychological operations
RAP	Remedial Action Project Program
RESA	research, evaluation and system analysis
RSO	reception, staging, and onward movement
S&M	scheduling and movement
S&T	science and technology
SAE	special areas of emphasis
SIGSEC	signal security
SIOP	Single Integrated Operation Plan
SMEB	significant military exercise brief
SN	strategic national
SOP	standard operating procedure
SPOE	seaport of embarkation
SROC	Senior Readiness Oversight Council
ST	strategic theater
STARTEX	start of exercise
STOW	synthetic theater of war
TACSIM	tactical simulation
TCC	transportation component command
TPFDD	time-phased force and deployment data
TPO	task performance observations
UCP	Unified Command Plan
UIC	unit identification code
UJTL	Universal Joint Task List
ULN	unit line number
UN	United Nations
UNAAF	Unified Action Armed Forces
USACOM	United States Atlantic Command
USCENTCOM	United States Central Command
USEUCOM	United States European Command

USD(P&R)	Under Secretary of Defense for Personnel and Readiness
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
VTC	video teleconference
WPC	Warrior Preparation Center

Part II--DEFINITIONS

after-action review. 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 in order for the commander to evaluate training proficiency. An analytical review of training events that enable the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

CINC Joint Training Plan. A plan developed and updated annually by each combatant commander that defines the methods used to train assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements (Joint Mission Essential Task List) over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources. Also called CINC JTP.

CJCS Joint Training Master Plan. A plan developed and updated by the Chairman of the Joint Chiefs of Staff that provides planning guidance and identifies common joint training requirements. The plan includes, as a minimum, CJCS guidance, common joint tasks, and CJCS Commended Training Issues. Also called CJCS JTMP.

CJCS Joint Training Master Schedule. A program developed and updated annually by the Chairman of the Joint Chiefs of Staff that integrates the CINCs' Joint Training Plans and the schedule of the CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year as well as proposed summaries for the following 5 years. Also called CJCS JTMS.

command-linked tasks. These tasks depict the interfaces between supported and supporting commands. Command-linked tasks are performed by supported commands and are key to the accomplishment of supporting command or agency JMETs.

common joint task. Joint task selected by more than one JFC as a joint mission essential task , command-linked task, or supporting task.

component interoperability task. These tasks are performed by more than one Service component to meet the mission-derived conditions and approved standards of the combatant commands.

component interoperability training. Operational training based on joint doctrine or joint tactics techniques and procedures in which more than one Service component participates. This training normally includes CINC or Service initiatives to improve responsiveness of assigned forces to combatant commanders.

conditions. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance.

exercise. A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a multinational, joint, or single-Service exercise.

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

individual joint training. Joint academic courses, OSD, Defense agency, combatant command or Service-sponsored events, are offered to prepare individuals to perform duties in joint organizations or to operate uniquely joint systems (e.g., Joint Intelligence Support System).

interagency operations. Operations that often involve several departments and agencies of the US Government. These organizations may include the office of the Secretary of Defense; the Joint Chiefs of Staff; the Departments of State, Agriculture, Commerce, Justice, and Transportation; and the Intelligence Community.

interagency/intergovernment training. Military training based on NCA-derived standard operating procedures, as applicable, to prepare interagency and/or international decision makers and staffs in response to NCA-approved mandates.

issue. A shortcoming or deficiency identified during training or operations that precludes training to standard and requires focused problem solving. Defined and analyzed in terms of doctrine, training, education, material, and organizations (force structure) to facilitate correction and validation.

joint after-action report. A written report consisting of summary joint universal lessons learned that provides the official description of an operational training event and identifies significant lessons learned. Also called JAAR.

joint exercise. Exercises based on joint doctrine and tactics, techniques, and procedures that train and evaluate joint forces and/or joint staffs to respond to requirements established by joint force commanders to accomplish their assigned mission(s).

Joint Mission Essential Task List. A list of joint tasks considered essential to the accomplishment of an assigned or anticipated mission. Also called JMETL.

Joint Professional Military Education. The portion of professional military education concentrating on the instruction of joint matters. Also called JPME.

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

lesson learned. 1. A technique, procedure or work around that allowed the task to be accomplished to standard based upon a identified shortcoming or deficiency within a specific command or circumstance which may be applicable to others in similar circumstances. 2. A changed behavior based upon previous experiences which contributed to mission accomplishment.

master training guide. Assembled in a single volume, these documents are derived from joint doctrine and usually focus on specific joint organizations requiring tailored training. A standardized “playbook”, master training guides include tasks organized on a mission and/or functional basis grouped with supporting tasks and associated conditions and standards. Also called MTG.

military training. The instruction of personnel to enhance their capacity to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance combat readiness. Military training has three components: Service, joint, and multinational.

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

multinational exercises. Exercises that train and evaluate US and other nations' forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned mission(s).

multinational interoperability training. Military training based on allied, joint, and/or Service doctrine, as applicable, to prepare units in response to National Command Authority (NCA)-approved mandates. The purpose is to ensure interoperability of combat and combat support forces, and military equipment between US Service component(s) and other nation(s) forces.

multilateral peace operations. Actions taken by the United Nations (UN) under the authority of Chapter VI or Chapter VII of the UN Charter, by regional arrangements pursuant to Chapter VIII of the UN charter, or by ad hoc coalitions pursuant to a UN Security Council resolution under the authority of Chapter VI or VII of the UN Charter or consistent with Chapter VI of the UN Charter in order to preserve, maintain, or restore the peace. (Approved for inclusion in the next edition of Joint Pub 1-02.)

multinational training. Military training based on allied and/or coalition, joint, and/or Service doctrine or tactics, techniques, and procedures, as applicable, to prepare personnel or units for multinational operations in response to National Command Authorities' directives.

Partnership for Peace Exercise. A NATO exercise conducted as one of a series of training events to enhance the coordination of military forces for peacekeeping, humanitarian assistance, and search and rescue operations. Based on non-lethal scenarios, PFP exercises seek to expand and intensify military and political cooperation throughout Europe.

peace building. Post-conflict actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict. (Joint Pub 1-O2)

peace enforcement. Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. (Joint Pub 1-02)

peacekeeping. Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (ceasefire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. (Joint Pub 1-O2)

peacemaking. The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute, and resolves issues that led to it. (Joint Pub 1-O2)

peace operations. A broad term that encompasses peacekeeping operations and peace enforcement operations conducted in support of diplomatic efforts to establish and maintain peace. (Joint Pub 1-O2)

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 courses designed to satisfy a specific joint training requirement (e.g., joint task force headquarters, etc.).

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

standard. In joint training, the minimum acceptable proficiency required in the performance of a particular task under a specified set of conditions. It is defined by the combatant commander and consists of measure and criterion.

a. measure. Provides the basis for describing varying levels of task performance.

b. criterion. Defines acceptable levels of performance.

supporting task. Specific activities that contribute to the accomplishment of a Joint Mission Essential Task. Supporting tasks are accomplished by subordinate elements of a joint force (i.e., joint staff, functional components, etc.)

task. 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 and/or organizations.

task performance observations. Task performance observations are the sum of a training audience, training objective with conditions, standards associated and collated with all of the data both from the model and observer reports along with an executive summary in order for the commander to review and make a training proficiency evaluation.

training assessment. An analytical process used by joint force 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 evaluation. The process used to measure the demonstrated ability (e.g., demonstrated during training events or exercises) to accomplish specified training objectives within a discrete event or exercise.

training objective. A statement that describes the desired outcome of a training activity. A training objective is derived from joint mission essential tasks, conditions, and standards.