

# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

CJCSI 3500.01C

DISTRIBUTION: A, B, C, J

31 July 2004

1  
2 JOINT TRAINING POLICY AND GUIDANCE FOR THE ARMED FORCES  
3 OF THE UNITED STATES  
4

5 References(s): See Enclosure I  
6

7 1. Purpose. This instruction establishes Chairman of the Joint Chiefs of  
8 Staff (CJCS) policy and guidance for planning and conducting joint  
9 training. Training in the context of this instruction aligns with the  
10 Secretary of Defense Strategy for Transforming DoD Training, and  
11 includes training, education, and all job-performing aids.  
12

13 2. Cancellation. CJCSI 3500.01B, "Joint Training Policy for the Armed  
14 Forces of the United States," 1 Dec 1999, and CJCSI 3500.02C, 14  
15 August 2000 "Joint Training Master Plan 2002 for the Armed Forces of  
16 the United States", are canceled.  
17

18 3. Applicability. This CJCSI applies to the combatant commands,  
19 Services, Reserve Forces, National Guard, Combat Support Agencies  
20 (CSAs), Joint Staff, and joint organizations responsive to the Chairman of  
21 the Joint Chiefs of Staff (CJCS). It guides joint commanders, and senior  
22 leaders of joint agencies and programs in developing joint training  
23 programs for their assigned staffs and organizations, component forces  
24 and staffs, and assigned forces to support capabilities-based readiness.  
25 As such, this instruction will be followed except when, in the judgment of  
26 the commander, exceptional circumstances dictate otherwise.  
27

28 4. Policy. See Enclosures A through D  
29

30 5. Definitions. See Glossary Part II  
31

32 6. Responsibilities. See Enclosure E  
33

31 July 2004

1 7. Summary of Changes. This instruction has been modified to reflect  
2 the imperatives of Training Transformation and to further clarify JTS  
3 policy and guidance:

- 4
- 5 • The CJCS Joint Training Master Plan and The CJCS Joint  
6 Training Policy documents have been combined to form this  
7 instruction. CJCS Joint Training Guidance will be issued  
8 annually.
- 9 • Office of the Under Secretary of Defense for Personnel and  
10 Readiness Training Transformation guidance is restated within  
11 the context of JTS policy and guidance.
- 12 • Authority for Joint Training Policy clarified for Reserve  
13 components through Training and Readiness Oversight (TRO).
- 14 • Joint Operating Concepts discussions introduced to frame  
15 future joint operations concepts.
- 16 • Changes introduced to types, levels and categories of joint  
17 training to more clearly reflect real world operations
- 18

19 8. Releasability. This instruction is approved for public release;  
20 distribution is unlimited. DOD components, other Federal agencies, and  
21 the public may obtain copies of this instruction through the Internet  
22 from the CJCS Directives home page located at  
23 [http://www.dtic.mil/cjcs\\_directives/cjcs/instructions.htm](http://www.dtic.mil/cjcs_directives/cjcs/instructions.htm)  
24

25 9. Effective Date. This instruction is effective upon receipt.  
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31 {Title1}

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35 Enclosure(s):

- 36
- 37 A – Introduction
- 38 B – Joint Training System
- 39 C – Joint Training Policy
- 40 D – Joint Training Guidance
- 41 E – Joint Training Responsibilities
- 42 F – Chairman’s Commended Training Issues
- 43 G – Professional Military Education Policy
- 44 H – Joint Training Documents
- 45 I – References

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12 Director, Air, Land, Sea Application Center.....02  
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ENCLOSURE A

INTRODUCTION

*“The lesson of [the war in Afghanistan] is that effectiveness in combat will depend heavily on jointness, and how well the different branches of the military communicate and coordinate their efforts on the battlefield....achieving jointness in wartime requires building that jointness in peacetime.”*

*“We must transform not only the capabilities at our disposal, but also the way we think, the way we train, the way we exercise, and the way we fight.”*

**Donald H. Rumsfeld**

7

8 1. Purpose. This instruction provides Chairman of the Joint Chiefs of  
9 Staff (CJCS) policy and guidance to the combatant commands, Services,  
10 Reserve Forces, National Guard, Combat Support Agencies (CSAs), Joint  
11 Staff, and joint organizations responsive to the CJCS for joint training as  
12 a means to enhance joint readiness. It takes into account real world  
13 events and challenges, including the impacts of ongoing worldwide  
14 operational taskings now supported by US Armed Forces and applies to  
15 both traditional individual and collective joint training as well as joint  
16 education programs. It affirms the primacy of the commander’s role in  
17 the areas of training and readiness as well as the importance of the CSAs  
18 in supporting warfighting missions. This document helps prepare US  
19 forces for joint and multinational operations across the full spectrum of  
20 military operations in an interagency environment. This policy  
21 establishes the CJCS’s authoritative guidance in support of combatant  
22 commanders, Service component  
23 commanders, Reserve Forces,  
24 National Guard and CSAs in  
25 conducting realistic, effective, and  
26 relevant joint training.  
27  
28

29 2. Joint Training Vision. The  
30 spectrum of conflict in which US  
31 forces may be employed spans the  
32 full range of military operations.  
33 Most of these operations will  
34 include multinational partners and  
35 nearly all will be conducted in a joint environment and include

**Joint Training Vision**

*Everyone required to conduct military operations will be trained, under realistic conditions and to exacting standards, prior to execution of those operations. People selected for joint assignments will be trained prior to reaching their duty location.*

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Enclosure A

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1 interagency coordination. Our goal must be to provide the President with  
2 a wider range of military options to discourage aggression or any form of  
3 coercion against the United States, our allies, our friends, and our  
4 interests.

5  
6 3. Training Transformation. The Training Transformation initiative is  
7 designed to provide dynamic, capabilities-based training for the  
8 Department of Defense (DoD) in support of national security  
9 requirements across active and Reserve components of the Services;  
10 Federal agencies; international coalitions; international organizations;  
11 and state, local, and nongovernmental organizations. Overall, Training  
12 Transformation will accomplish the following objectives:

- 13
- 14 • Strengthen joint operations by preparing forces for new
- 15 warfighting concepts
- 16 • Continuously improve joint force readiness by aligning joint
- 17 education and training capabilities and resources with
- 18 combatant command needs
- 19 • Develop individuals and organizations that intuitively think
- 20 jointly
- 21 • Develop individuals and organizations that improvise and adapt
- 22 to emerging crises
- 23 • Achieve unity of effort from a diversity of means
- 24

25 a. Training Transformation begins by changing the way people think  
26 and the way organizations operate. Creating, storing, imparting, and  
27 applying new knowledge throughout the force, individually and  
28 collectively, will foster this change. Three capabilities form the  
29 foundation for Training Transformation. These capabilities are designed  
30 to prepare individuals, units, and staffs for the new strategic  
31 environment, and to provide enabling tools and processes to carry out  
32 missions.

33  
34 (1) Joint Knowledge Development and Distribution Capability  
35 (JKDDC) – Will prepare future decision-makers and leaders to employ  
36 joint operational art, understand the common relevant operating picture,  
37 and respond innovatively to adversaries. It will develop and distribute  
38 joint knowledge via a dynamic, global-knowledge network that provides  
39 immediate access to joint education and training resources.

40  
41 (2) Joint National Training Capability (JNTC) – Will prepare  
42 forces by providing command staffs and units with an integrated live,  
43 virtual, and constructive training environment that includes appropriate

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Enclosure A

1 joint context, and allows global training and mission rehearsal in support  
2 of specific operational needs.

3  
4 (3) Joint Assessment and Enabling Capability (JAEC) – Will  
5 assist leaders in assessing the value of transformational initiatives on  
6 individuals, organizations, and processes by evaluating the level of joint  
7 force readiness to meet validated combatant commander requirements.  
8 It will also provide essential support tools and processes to enable and  
9 enhance the Joint Knowledge Development and Distribution Capability  
10 and the Joint National Training Capability.  
11



12  
13 Figure A-1  
14 Training Transformation Capabilities  
15

16 b. Through these three capabilities, combatant commanders—the  
17 ultimate focal points for joint operations—will receive better prepared  
18 forces that are aligned with their needs.

19  
20 4. Activities and Events Encompassed by this Policy.  
21

22 a. Individual joint training activities, (e. g., academic instruction,  
23 distributed learning, on-the-job training, etc.) designed to develop joint

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1 core competencies, support joint activities and programs, or enable joint  
2 collective/staff training and JMETL.

3  
4 b. CJCS and combatant command-sponsored collective training  
5 events to include joint exercises.

6  
7 c. Joint Knowledge Development and Distribution Capability  
8 (JKDDC) initiatives, Joint National Training Capability (JNTC) supported  
9 events, and Joint Assessment and Enabling Capability (JAEC) efforts.

10  
11 d. Deployments for training, security cooperation, regional presence  
12 and access, and training events which fall under the purview of the CJCS  
13 Exercise Program and/or National Exercise Program for reporting  
14 purposes.

15  
16 e. Joint models and simulations (M&S), seminars, war games,  
17 training ranges, and training devices used to conduct or support joint  
18 training.

19  
20 5. Authority for Joint Training Policy. The authority for conducting  
21 joint training evolved from the Goldwater-Nichols Defense Reorganization  
22 Act of 1986, Public Law 99-433. The authority for joint training is  
23 codified in Title 10, United States Code.

24  
25 a. Title 10 USC sec. 153 states that, "subject to the authority,  
26 direction, and control of the President and the Secretary of Defense, the  
27 CJCS is responsible for developing doctrine for the joint employment of  
28 the Armed Forces, formulating policies for the joint training of the Armed  
29 Forces, and formulating policies for coordinating the military education  
30 and training of members of the Armed Forces."

31  
32 b. Title 10 USC sec. 164(c) outlines the authority of combatant  
33 commanders, to include: "giving authoritative direction to subordinate  
34 commands and forces necessary to carry out missions assigned to the  
35 command, including authoritative direction over all aspects of military  
36 operations, joint training, and logistics", Sec. 164(c)(A) adds;  
37 "coordinating and approving those aspects of administration and support  
38 (including control of resources and equipment, internal organization, and  
39 training) and discipline necessary to carry out missions assigned to the  
40 command".

41  
42 c. Title 10 USC 165(b) prescribes authorities for the Services:  
43 "subject to the authority, direction, and control of the Secretary of  
44 Defense and subject to the authority of commanders of the combatant

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Enclosure A

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1 commands under 10 USC 164(c) of this title, the Secretary of a Military  
2 Department is responsible for the administration and support of forces  
3 assigned by him to a combatant command.” Additional service training  
4 responsibilities are specified in the individual Service sections in 10 USC.  
5 Joint Publication (JP) 0-2, “Unified Action Armed Forces (UNAAF)” and  
6 tasks the Service Secretaries with recruiting, organizing, training, and  
7 **equipping interoperable forces for assignment to combatant**  
8 **commands.**

9  
10 d. Paragraph 4.1.17 and 4.1.18, DOD Directive (DODD) 5100.1, 1  
11 August 2002, "Functions of the Department of Defense and its Major  
12 Components," states that the CJCS will "develop and establish doctrine  
13 for all aspects of the joint employment of the Armed Forces, and  
14 formulate policies for coordinating the military education and training of  
15 members of the Armed Forces."

16  
17 e. Paragraph 3.c., “Forces for Unified Commands,” provides policy  
18 on the authority Combatant Commands exercise over assigned Reserve  
19 Component forces when not on active duty and when on active duty for  
20 training. This authority is Training and Readiness Oversight (TRO).

21  
22 6. Procedures. This instruction provides policy and guidance from the  
23 CJCS for planning, developing, conducting, and evaluating joint training  
24 and supporting actions. The CJCSM 3500.03, “Joint Training Manual  
25 for the Armed Forces of the United States,” describes the Joint Training  
26 System (JTS) and defines the process and procedures to accomplish the  
27 goals stated in CJCSI 3500.01C, Joint Training Policy and Guidance.

28  
29 7. Changes to this Policy. All recommended changes to this document  
30 will be submitted to the Joint Staff (J-7) for coordination with the  
31 combatant commands, Services, CSAs, National Guard/Reserve Forces,  
32 and Joint Staff and must be approved by the CJCS.

33

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Enclosure A

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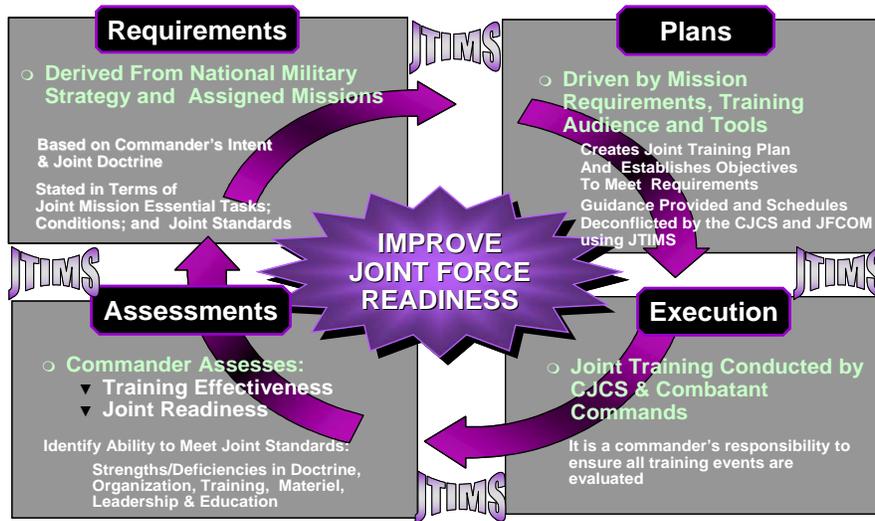
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3 ENCLOSURE B  
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5 THE JOINT TRAINING SYSTEM  
6

7 1. Priorities and Mission Focus. The primary purpose of joint training  
8 is to prepare the Armed Forces of the United States to fight and win our  
9 Nation's wars whenever and wherever called upon. Joint training should  
10 be based upon each command's required capability as specified in its  
11 Joint and Agency Mission Essential Task Lists (JMETL/AMETL). JMETL  
12 are derived from missions assigned through the Joint Strategic  
13 Capabilities Plan (JSCP), the UNAAF, and by Presidential directives, and  
14 other documents. Based upon these required capabilities, commanders  
15 and agency directors will plan, resource, execute, evaluate, and assess  
16 joint training. The Joint Training System (JTS) will ensure that training  
17 is consistent with approved joint doctrine, mission requirements,  
18 priorities, available resources, and acceptable levels of risk.  
19

20 2. Process. The JTS is a four-phase iterative process, (Figure B-1). The  
21 process starts with identification of capability requirements and proceeds  
22 through planning, execution, and assessment. Changes in national  
23 priorities, assigned missions, capability assessments, resource  
24 constraints, risks, regional initiatives, and many other factors add to the  
25 challenge. Although the process is deliberate in concept, it is flexible in  
26 execution.

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a. Phase I – Requirements.

Required capabilities identified during mission analyses by commanders/ agency directors and their staffs are documented in the command Joint Mission Essential Task List (JMETL) or Agency Mission Essential Task List (AMETL). Joint training requirements are derived from these capability requirements by assessing current proficiency in the specific identified tasks in Phase IV – Assessments.

(1) For combatant commands, initial planning guidance and priorities are found in the National Security Strategy (NSS), National Military Strategy (NMS), Strategic Planning Guidance (SPG), the Joint Strategic Capabilities Plan (JSCP), Contingency Planning Guidance (CPG), operations and contingency plans, and applicable treaties.

(2) Combatant commanders translate guidance into theater-specific strategies, missions, and plans. Through analysis of missions and plans, a list of specified and implied tasks is developed. These specified and implied tasks are translated into a common reference

**REQUIREMENTS**

- DERIVED FROM MISSION ANALYSES
- TRANSLATE GUIDANCE INTO TASK LISTS USING THE UJTL
- DESIGNATE COMBATANT COMMAND JMETL
- COMMAND-LINKED TASKS ARE IDENTIFIED AND COORDINATED BETWEEN SUPPORTED COMMANDS, AND SUPPORTING ORGANIZATIONS (COMBATANT COMANDS COMMANDS AND CSAs)

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Enclosure B

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1 language using the Universal Joint Tasks List (UJTL) and are called  
2 mission tasks. Normally, this set of tasks is quite large and requires  
3 further analysis by the commander and staff to identify the tasks that  
4 are *essential* to mission success.

5  
6 (3) The UJTL tasks identified as mission essential, based on  
7 criteria established by the commander, are termed Joint Mission  
8 Essential Tasks (JMETs). Once JMETs are identified, the conditions and  
9 measures for these tasks are selected from the UJTL. Measures will  
10 require that a commander determine a criterion for each to produce an  
11 appropriate task standard.

12  
13 (4) When analysis of all missions is completed and all JMETs are  
14 identified, the combatant commander designates a finite set of these  
15 JMETs for inclusion in his command JMETL. Thus, a combatant  
16 command JMETL (comprised of JMETs, conditions, standards, and  
17 command-linked and supporting tasks) is the list of JMETs selected by  
18 the commander to accomplish an assigned or anticipated mission. From  
19 a training perspective, JMETL provides the foundation from which a  
20 training requirement is derived. Resource constraints then force  
21 commanders to narrow the focus of training efforts to those tasks that  
22 are the most essential to mission accomplishment and where current  
23 task proficiency does not meet the commander specified standards. As a  
24 result of this rigor, a command's training program is consistent with  
25 command priorities and supportive of wartime requirements.

26  
27 (5) The combatant command's JMETL will serve as the basis for  
28 service component and unit JMETs/METs, and supporting organizations  
29 to develop their command linked JMETs, AMETs, and METs. Supporting  
30 Commanders/Agency Directors build their J/AMETL or service  
31 component METL, from Service Task Lists, based on their determination  
32 of requirements in support of the supported combatant commanders.

33  
34 (6) Command-linked tasks are identified by the supported  
35 commander. Command-linked tasks are discrete events or actions  
36 designated by a Joint Force Commander (JFC) that must be performed  
37 by the supporting commands and agencies if the joint force is to  
38 successfully accomplish its missions. The supporting command/CSAs  
39 analyze the tasks received from supported commanders and develop  
40 corresponding tasks for J/AMETL inclusion, as appropriate, to support  
41 the required capability requested. While command-linked tasks are  
42 designated by the supported JFC, they are normally scheduled for  
43 training and evaluated by the organization providing the support.  
44 Conditions and standards are determined through coordination between  
45 the supported and supporting commands/agencies. Assessment of

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Enclosure B

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1 command-linked tasks must be coordinated by the supporting  
2 commanders and directors with the supported commanders.

3  
4 (7) JFCs identify supporting tasks that enable subordinate  
5 elements of the command to accomplish the command JMETL.  
6 Supporting tasks are identified for the combatant commander's  
7 headquarters staff (staff sections, boards, centers, cells, etc.), functional  
8 and/or service components of the command. When the command trains  
9 on a JMETL task, supporting tasks provide the basis for training  
10 subordinate elements. Note: supporting and command-linked tasks are  
11 not mutually exclusive. Command-linked tasks may be either mission  
12 essential or supporting; the designation of the organization as  
13 responsible for performing the task determines whether it is a command-  
14 linked or an internal command task, i.e. if the designated organization is  
15 not under the combatant command (COCOM) authority of the supported  
16 commander, it is a task linked (command-linked) to the supporting  
17 command/agency.

18  
19 b. Phase II - Plans. Based on required mission capabilities  
20 documented in J/AMETL and training requirements resulting from  
21 Training Proficiency Assessments (TPAs) (Phase IV – Assessments ), Joint  
22 Training Plans are developed identifying training events and resources  
23 needed to attain the required levels of training proficiency.

24  
25 (1) Once capability requirements are established, training  
26 requirements are identified based on the commander/agency director's  
27 assessment of proficiency levels  
28 of the entities (individual,  
29 collective, staff) responsible for  
30 accomplishment of current

31 mission essential tasks.  
32 Training objectives  
33 (Performance, Training  
34 Situation, and Level of  
35 Performance) are identified from  
36 commander's guidance, joint  
37 doctrine or SOPs, and training  
38 methods are selected to  
39 accomplish those objectives.

40 Specific training events, based on similar training methods, are designed  
41 to ensure the training audiences attain training objectives.

42  
43 (2) Collectively, combatant command Joint Training Programs  
44 are designed to increase the proficiency of assigned forces to the required  
45 levels during the applicable training cycle. Resources are then aligned

#### **PLANNING**

- COMMANDER/CSA ASSESSMENT OF PROFICIENCY
- TRAINING OBJECTIVES AND EVENTS IDENTIFIED
- RESOURCES ALIGNED AND PRIORITIZED
- PRODUCE JOINT TRAINING PLAN AND JOINT TRAINING SCHEDULE

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1 and programmed. Forces, equipment, transportation, and funding must  
2 be prioritized, matched, and coordinated to ensure the right mix of  
3 training events. Additionally, political and environmental resource  
4 management issues, as well as operational security, must be considered  
5 in building events. Combatant command and worldwide scheduling  
6 conferences help finalize and allocate resources to the Joint Training  
7 Plans that produce Joint Training Schedules. Combatant  
8 commands/CSAs produce Joint and Agency Training Plans and Joint  
9 Training Schedules that collectively comprise the Joint Training Master  
10 Schedule (JTMS) in the Joint Training Information System (JTIMS).

11  
12 c. Phase III - Execution. In this  
13 Phase, training events scheduled in  
14 Phase II - Plans are further planned  
15 in detail, executed, and evaluated.  
16 Joint training encompasses the  
17 conduct of multiple types of training  
18 events, including joint exercises.  
19 Event execution will follow the joint  
20 training event summaries contained  
21 in the joint training schedules as  
22 closely as possible, considering any  
23 changes in the current situation.  
24 Within the execution phase of the  
25 JTS, each training event uses a  
26 process comprised of event design, planning, preparation, execution, and  
27 evaluation stages.

### **EXECUTION**

- GOAL IS TO PERFORM TO STANDARD UNDER SPECIFIC CONDITIONS
- PROFICIENCY ASSESSMENT IS A COMMAND/CSA RESPONSIBILITY
- TASKS, CONDITIONS, AND STANDARDS PROVIDE THE FOUNDATION FOR TRAINING ASSESSMENT

28  
29 (1) Many joint training events fall under the CJCS Exercise  
30 Program consisting of (a) activities sponsored by the Chairman of the  
31 Joint Chiefs of Staff and (b) activities sponsored by the individual  
32 combatant commanders and CSAs. These two categories can be further  
33 sub-categorized by event size, political sensitivities, and actual training  
34 techniques (e.g., Academics, STAFFEXs, CPXs, FTXs, etc.).  
35

36 (2) All joint training events, whether an exercise or academic  
37 activity, are evaluated to determine whether or not the training audience  
38 accomplished the training objectives to standard. Training performance  
39 evaluation (TPE) is a command/agency responsibility intended to  
40 determine whether individuals and units have met specific training  
41 objectives. Formal, as well as informal, feedback obtained during  
42 coordination, scheduling, review, and execution of training events is  
43 critical to the evaluation process. Training Objectives derived from  
44 mission essential tasks, conditions, and standards and identified from  
45 commander's guidance, joint doctrine, or SOPs, provide the foundation

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1 for all training evaluations. Taken in sum, event evaluations provide  
2 much of the information used by the commander/agency director to  
3 determine the command/agency training proficiency over time in the  
4 assessment phase. The forum established within the JTS for examining  
5 these evaluations at an event's conclusion is the after action review (AAR)  
6 process. The AAR process serves as an opportunity to evaluate and learn  
7 from training event activities (and discrete evaluations) within the  
8 context of the entire training event. Additionally, these insights provide a  
9 direct payoff in terms of improved mission capability for the effort  
10 associated with the first three phases of the JTS.

11  
12 d. Phase IV - Assessment.

13 Commanders/Agency Directors  
14 conduct periodic assessments to  
15 determine the progress of their Joint  
16 Training Programs relative to the  
17 required levels of proficiency. The  
18 inherent value of a system for joint  
19 training is realized in the assessment  
20 phase, where assessment refers to a  
21 compilation of evaluations providing  
22 the commander/agency director  
23 valuable information about the  
24 overall command/agency capability to perform assigned missions.  
25

**ASSESSMENT**

- COMPILATION AND ANALYSIS OF EVALUATIONS
- OVERALL COMMAND'S/CSA'S CAPABILITY TO PERFORM MISSION
- BASIS FOR FUTURE TRAINING REQUIREMENTS FOR SUBSEQUENT CYCLES

26 (1) The assessment phase provides a clear structure for  
27 documenting holistic training event outcomes, thus creating a learning  
28 organization. Consequently, the assessment phase of the JTS describes  
29 how the collective training results, over time, are:

30  
31 (a) translated into future training requirements for  
32 subsequent training cycles

33  
34 (b) developed into lessons learned

35  
36 (c) used to identify and resolve issues

37  
38 (d) input into Defense Readiness Reporting System (DRRS)

39  
40 (e) made available to other users of training information

41  
42 (2) Assessment completes the training cycle and provides input  
43 back to Phase I and II of the training process – requirements definition  
44 and joint training plan development/refinement.  
45

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1 e. Joint Training Information Management System (JTIMS)

2  
3 (1) Mission. The JTIMS program will support the joint  
4 community by providing a set of integrated information management  
5 tools necessary to identify, collect, analyze, store, and disseminate the  
6 data required to execute the CJCS Joint Training System. The program's  
7 scope also includes the collection of functional automation support  
8 requirements needed for improvements to the existing software, and the  
9 collection of functional automation support requirements needed for  
10 integration of joint training data with other management information  
11 systems and automated support tools within the Department of Defense.  
12

13 (2) End State. The implementation of JTIMS application suite  
14 will support reduction of resources required in the planning, execution,  
15 and assessment of mission capability requirements-based training.  
16

17 f. Universal Joint Task List (UJTL). The Universal Joint Task List  
18 (UJTL), when augmented with the Service Task Lists, is a comprehensive  
19 integrated menu of functional tasks, conditions, measures, and criteria  
20 descriptors supporting all levels of the Department of Defense in  
21 executing the National Military Strategy. The UJTL provides a common  
22 language and reference system for various users to include joint force  
23 commanders, strategic and operational planners, combat developers,  
24 combat support personnel, educators, and trainers.  
25

26 (1) The UJTL (CJCSM 3500.04) enables the Joint Training  
27 System by:

28  
29 (a) Providing a common language for joint force  
30 commanders, combat support agencies, operational planners, combat  
31 developers, educators and trainers to communicate mission  
32 requirements. It is the basic language for development of a joint mission  
33 essential task list (JMETL) or agency mission essential task list (AMETL).  
34

35 (b) Defining a menu for creating capability requirements for  
36 readiness reporting and structure for systems acquisition.

37 (c) Providing a framework for all processes and functions of  
38 the Armed Forces of the United States.

39 (d) Ensuring alignment of Service, Combatant Command,  
40 and Agency mission essential task lists.

41 (e) Expressing military tasks to support readiness, lessons-  
42 learned, joint experimentation, capabilities development, and joint  
43 military education programs.

44 (f) Providing a standardized tool to plan, conduct, evaluate,  
45 and assess joint and multinational training.

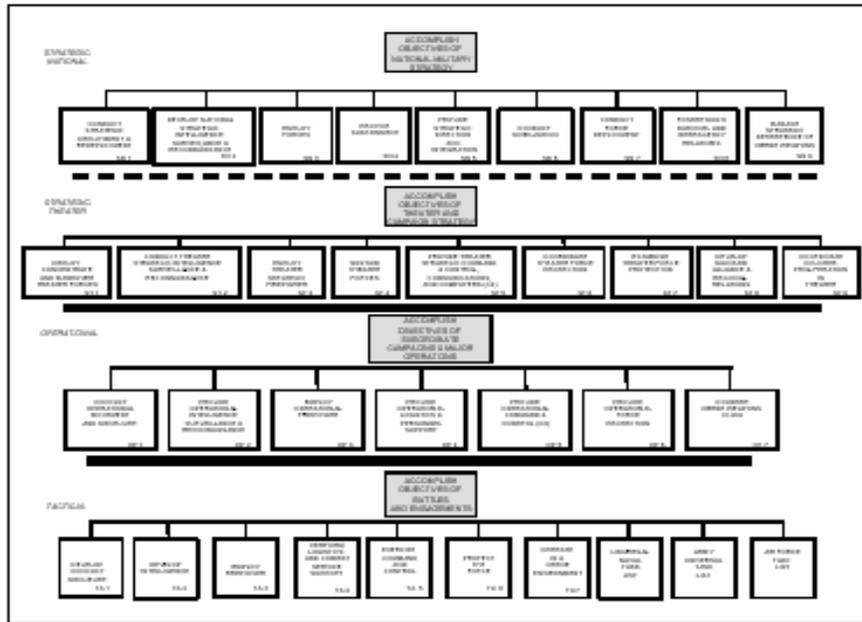
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1



2

Figure B-2  
Universal Joint Task List Structure

3

4

5 (2) The Joint Staff, J7 has responsibility for the development and  
6 management of the UJTL, its supporting taxonomy, and administration  
7 of programs that will provide JTS and UJTL knowledge management  
8 systems for the combatant commands and CSAs. These knowledge  
9 management systems will support the development and maintenance of  
10 combatant command JMETL and CSA AMETL.

11

12 (3) Within Joint Doctrine Publication 1.02 establishes the  
13 common terms of reference for all joint activities and operations, within  
14 joint training, the UJTL provides the common task framework for  
15 training. This framework is the foundation and language for all activities  
16 applicable under this instruction. The following training-specific  
17 definitions apply:

18

19 (a) Task. An assigned action defined within doctrine,  
20 concepts, or war plans, and bounded by conditions, measures of  
21 performance, and measures of effectiveness.

22 (b) Capability. The ability (resources) to achieve a  
23 battlespace effect, expressed as a set of essential tasks within the context  
24 of a commander's plan.

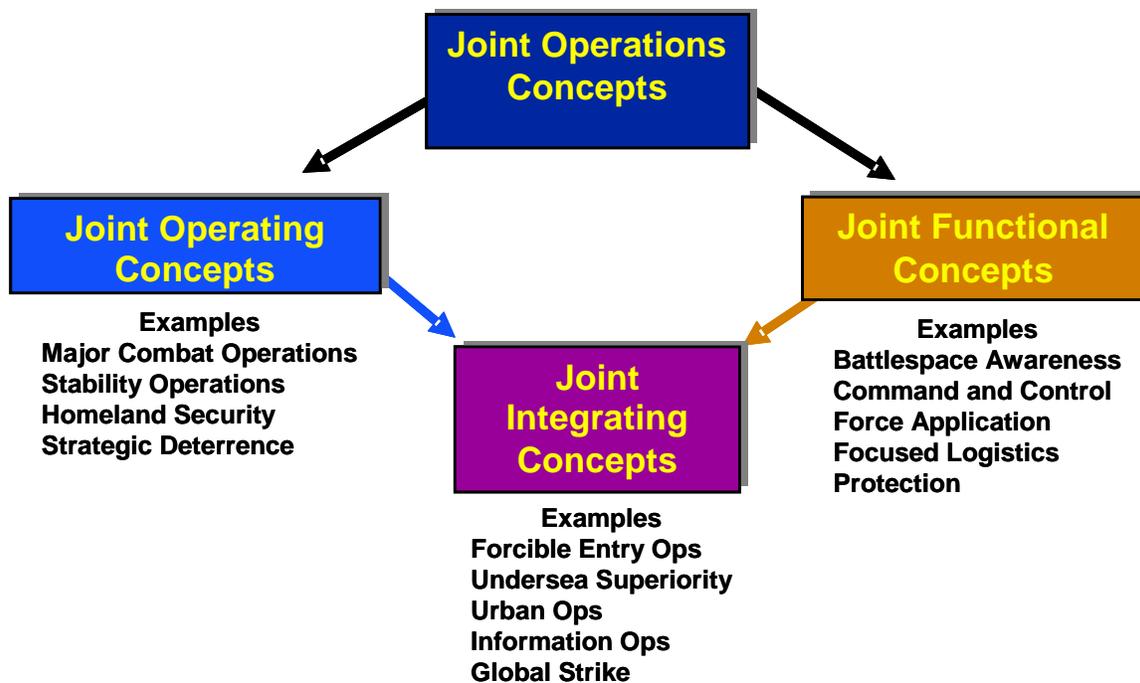
25 (c) Effect. A change to a battlespace condition or to the  
26 freedom of action of a system within the battlespace. It may be  
27 expressed as a set of related tasks, which achieve an endstate.

28

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1 (d) Endstate. The ultimate battlespace conditions and  
 2 behaviors the commander believes will result from the combination of  
 3 desired effects from his plan.

4  
 5 g. Joint Operations Concepts (JOpsC). The JOpsC provides the  
 6 conceptual framework to guide future joint operations and joint, Service,  
 7 combatant command and CSA concept development and acquisition of  
 8 new capabilities through changes in doctrine, organization, training,  
 9 material, leadership and education, personnel and facilities (DOTMLPF).  
 10 It is an overarching concept that describes the conduct of joint, military  
 11 operations in the context of interagency and multinational coordination  
 12 across the full range of military operations (ROMO). The JOpsC focuses  
 13 on joint military operations at the operational and strategic level of war  
 14 and crises resolution. It describes the integration of emerging  
 15 capabilities across the domains of air, land, sea, space, and information  
 16 and the development of supporting concepts to obtain these capabilities.  
 17 While JOpsC provides an overarching description, it is implemented  
 18 through three supporting concepts (Figure B-3).  
 19



20  
 21 Figure B-3  
 22 Joint Operations Concepts  
 23

24 (a) Joint Operating Concepts (JOCs). JOCs provide a  
 25 description of a broad set of operating ends a joint force commander  
 26 must achieve to accomplish a particular type of assigned mission. They

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1 identify required effects and provides operational context for  
2 experimentation and education in the Joint Integrating Concepts (JIC).

3  
4 (b) Joint Functional Concepts (JFCs). JFCs provide a  
5 description of how a joint force commander will employ a particular  
6 functional category of military means across the range of military  
7 operations. They identify required capabilities and provide functional  
8 context for experimentation, education, and Joint Integrating Concept  
9 (JIC) development.

10  
11 (c) Joint Integrating Concepts (JICs). JICs provide a  
12 description of how a joint force commander integrates functional means  
13 to achieve operational ends. They include a list of essential capabilities  
14 (including supporting tasks, measures of effectiveness, and measures of  
15 performance) and CONOPs for integrating them together to achieve the  
16 desired effects and endstate.

17  
18 h. The Joint Doctrine, Education and Training Electronic  
19 Information System (JDEIS). The JDEIS is the Joint Doctrine, Education  
20 and Training Community Electronic Information System Web Portal  
21 developed for the Chairman of the Joint Chiefs of Staff (CJCS) by J-7  
22 Operational Plans & Joint Force Development. The UJTL and Service  
23 Task List databases are resident on JDEIS, managed by the Joint Staff,  
24 J7, and serves as the authoritative source for access to UJTL and Service  
25 Task List data. JDEIS will replace the current CJCS Joint Electronic  
26 Library (JEL). The JDEIS Portal is divided into several "portlets"  
27 featuring the following primary materials:

28  
29 (1) A searchable **Joint Doctrine Database** encompassing all  
30 unlimited distribution Joint Publications (JPs), the Department of  
31 Defense (DoD) Dictionary, and provides links from doctrine to related  
32 Universal Joint Task List (UJTL) tasks. The Joint Doctrine Database  
33 features Quick, Detailed, and Browse search modes, and a DoD  
34 Dictionary search function.

35  
36 (2) A **Joint Education section** with Joint Education information  
37 and links, to include links to Joint and Senior Service Schools; the latter  
38 provide additional links to library collections and other information. Also  
39 provided is the JPME Prospective Research Topics Database, through  
40 which Services, agencies and commands may nominate topics for  
41 research at Joint and Senior Service Schools.

42  
43 (3) A **Joint Training section** with training policy information, a  
44 link to the **Joint Training Information Management System (JTIMS)**,  
45 and a Searchable UJTL Database that allows users to search the UJTL

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- 1 while providing links to related joint doctrine. A link to information
- 2 about the **Joint Knowledge Development and Distribution Capability**
- 3 **(JKDDC)** can also be found here.

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1  
2  
3 ENCLOSURE C  
4

5 CHAIRMAN'S JOINT TRAINING POLICY  
6

7 1. Policy. This document provides direction for the design and  
8 execution of joint training programs. It will be reviewed periodically for  
9 needed changes.

10  
11 2. Chairman's Joint Training Policy. The Joint Training Policy for the  
12 Armed Forces of the United States provides direction and guidance for  
13 joint forces to prepare for military operations using joint training  
14 processes and programs that (1) are based on mission capability  
15 requirements and driven by objectives, (2) provide adequate realism and  
16 fidelity to encompass US, multinational, and international military and  
17 interagency participation, and (3) employ the Joint Training System  
18 described in CJCSM 3500.03 (series), Joint Training Manual.  
19

20 3. Chairman's Annual Joint Training Guidance (CJTG). The CJTG will  
21 be developed by the Chairman annually not later than 30 September.  
22 The CJTG will address issues and concerns considered by the Chairman  
23 to be significant to the global joint community and requiring conscious  
24 addressal by the combatant commands, the Combat Support Agencies,  
25 and/or the Services. Chairman's Commended Training Issues (CCTIs)  
26 may be included in the CJTG as appropriate. The Joint Staff J7 is the  
27 advocate for joint training issues, concerns, and CCTI tracking.  
28

29 a. Annual USJFCOM Joint Training Assessment. USJFCOM will  
30 develop an annual assessment of the joint training program and brief the  
31 results at the Worldwide Joint Training Conference held annually in  
32 September.  
33

34 b. Annual Combatant Commander Training Guidance. Combatant  
35 Commanders' will develop their Commander's Training Guidance in  
36 accordance with the CJTG, based on the priorities of their respective  
37 commands. Commanders' will provide their Commander's Training  
38 Guidance annually not later than 30 November.  
39

40 4. Types of Joint Training. Training methods must be matched to  
41 training requirements and training audiences. "Training," in the context  
42 of this policy, includes training, education, and job-performance aiding  
43 and encompasses three types of joint training:  
44

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1 a. Individual Joint Training. Training which prepares individuals to  
2 perform duties in joint organizations (e.g., specific staff positions or  
3 functions) or to operate uniquely joint systems (e.g., joint intelligence  
4 support system). Individual joint training can be conducted by the Office  
5 of the Secretary of Defense, the Joint Staff, combatant commands,  
6 activities and agencies responsive to the CJCS, Services, Reserve Forces,  
7 National Guard or CSAs.

8  
9 b. Staff Joint Training. Training which prepares individual staff  
10 members to operate as a cohesive staff or staff element (i.e., center,  
11 board, or cell operating within a joint force headquarters) to accomplish  
12 their Joint/Agency Mission Essential Tasks (J/AMETs) to standard.

13  
14 c. Collective Joint Training. Training which prepares a joint  
15 organizational team (e.g., Joint Force Air Component Commander  
16 (JFACC) operating with Joint Force Land Component Commander  
17 (JFLCC) and Joint Force Maritime Component Commander (JFMCC)) to  
18 accomplish required J/AMETs as a joint unit or force. Collective joint  
19 training is also mission training and is done as a unit or functional  
20 combination of units.

21  
22 5. Levels of Joint Training. There are three levels of joint training:  
23 senior officer, staff, and force employment. For staff and force  
24 employment training there is both an individual and a collective  
25 dimension.

26  
27 a. Senior Officer Training. This level of training familiarizes Service  
28 and DoD civilian senior officials (grades equivalent to O-6 through O-10)  
29 with joint force employment concepts, doctrine, and procedures.

30  
31 b. Staff Training. This level of training produces fully functional  
32 force commanders and staffs, at joint force and Service component levels.  
33 Joint Force Commanders (JFC) and staffs focus on coordinating,  
34 integrating, and synchronizing assigned force capabilities. Service  
35 Components Commanders and staffs focus on integrating their  
36 respective force capabilities into the JFC concept of operations, in  
37 concert with the other components of the force, as well as employing  
38 capabilities or service forces assigned to them (i.e., JFACC, JFLCC,  
39 JFMCC, JSOTF, or ARFOR, AFFOR, NAVFOR, MARFOR, etc.).

40  
41 (1) Individual Staff. Individual staff training ensures that  
42 individuals know, are proficient in and have the joint competencies and  
43 skills to apply joint concepts and procedures necessary to function as  
44 staff members.

45  
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1           (2) Collective Staff. Collective staff training ensures that groups  
2 of individuals can function as a team. The groups may consist of  
3 directorates, centers, cells, and/or boards, complete staffs (e.g. a  
4 combatant command staff) or multiple staffs in concert with each other  
5 (e.g., JTF staff training with JFLCC, JFACC, and/or JFMCC staff(s)).  
6

7           c. Force Employment. Force employment training enables fully  
8 functional weapons systems or combat support systems, and is  
9 primarily, but not exclusively focused on tactical operations. This type of  
10 training is typically conducted via field training or in simulation-  
11 supported environments.  
12

13           (1) Individual Force Employment. Individual force employment  
14 training ensures that individuals know and are proficient in executing  
15 the technical operating instructions and the operational employment  
16 procedures necessary to employ systems in military operations. This  
17 includes required technical training needed to operate the equipment or  
18 system as well as the operational training needed to understand the  
19 tactics, techniques, and procedures (TTP).  
20

21           (2) Collective Force Employment. Collective force employment  
22 training ensures that individuals can operate a system or collection of  
23 systems as a team.  
24

25 6. Categories of Training. There are three categories of training: Service  
26 training, interoperability training, and joint training. Categories of  
27 training are defined by the membership of the training audience, with  
28 three categories: members of a single service; members of more than one  
29 service; and members of a joint staff comprised of members of more than  
30 one Military Department and a Joint Force Commander. **In each of**  
31 **these three categories, interagency and multinational training can**  
32 **take place:** as members of individual services interact with members of  
33 non-DoD agencies and/or members of other nations; when members of  
34 more than one US service interact with members of non-DoD agencies  
35 and/or members of other nations; and when members of joint force staffs  
36 interact with members and staffs of non-DoD agencies and/or other  
37 nations.  
38

39           a. Service Training. Military service training is based on service  
40 policy and doctrine to prepare individuals and interoperable units.  
41 Service training includes basic, technical, operational, and  
42 interoperability training in response to operational requirements  
43 identified by the combatant commands to execute assigned missions.  
44

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1           b. Interoperability Training. Interoperability training involves forces  
2 of two or more Service components (including SOF) with no interaction  
3 with a combatant commander or subordinate joint force commander or  
4 joint staff. Interoperability training is based on joint doctrine. When no  
5 joint doctrine exists, Service/SOF doctrine and TTP prepares forces or  
6 staffs from more than one Service component to respond to operational  
7 and tactical requirements identified by combatant commanders to  
8 execute their assigned missions.

9  
10           c. Joint Training. Military training based on joint doctrine to  
11 prepare individuals, joint commanders, joint staff, and joint forces to  
12 respond to strategic and operational requirements deemed necessary by  
13 combatant commanders to execute their assigned missions. Joint  
14 training involves forces of two or more Military Departments interacting  
15 with a combatant commander or subordinate joint force commander;  
16 involves joint forces and/or joint staffs; and or individuals preparing to  
17 serve on a joint staff or in a joint organization and is conducted using  
18 joint doctrine.

19  
20       7. Tenets of Joint Training. JFCs must synchronize the actions of their  
21 assigned forces to achieve strategic and operational objectives. Success  
22 depends on well-integrated forces that fight as a team. The following  
23 tenets are intended to guide commanders/agency directors in devising  
24 their joint training programs:

25  
26           a. Use Joint Doctrine. Joint training will be accomplished in  
27 accordance with approved joint  
28 doctrine. Joint doctrine establishes  
29 the fundamentals of joint operations  
30 and the guidance on how best to  
31 employ national military power to  
32 achieve strategic ends. Joint  
33 doctrine provides common terms,  
34 concepts, and perspectives, which  
35 fundamentally shape the way the  
36 Armed Forces of the United States  
37 plan and execute joint operations.  
38 Joint doctrinal publications describe  
39 common procedures and uniform  
40 operational methods from a common  
41 baseline. Joint doctrine embodies  
42 the concepts likely to be employed throughout the range of military  
43 operations and, combined with Joint Tactics, Techniques, and  
44 Procedures, provides the content of joint training; it is what people are  
45 trained to do.

<b>TENETS OF JOINT TRAINING</b>
1. USE JOINT DOCTRINE
2. COMMANDERS/AGENCY DIRECTORS ARE THE PRIMARY TRAINERS
3. MISSION FOCUS
4. TRAIN THE WAY YOU INTEND TO FIGHT
5. CENTRALIZE PLANNING, DECENTRALIZE EXECUTION
6. LINK TRAINING AND READINESS ASSESSMENTS



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1  
2       b. Commanders/Agency Directors are the Primary Trainers in their  
3 organizations. Commanders and Directors at all echelons are  
4 responsible for preparing their commands (or CSAs as applicable) to  
5 accomplish assigned missions. Being trained and ready is  
6 commanders'/directors' business. Combatant commander training  
7 guidance forms the basis for planning, developing, executing, and  
8 assessing all joint training programs under their cognizance. Using the  
9 processes outlined in the Joint Training System, commanders/agency  
10 directors establish joint training objectives and plans, execute and  
11 evaluate joint training events, and assess their training proficiency and  
12 program effectiveness. Training events need to be developed that provide  
13 specific opportunities for realistic training to JMET standard.  
14 Combatant commanders/agency directors ensure their programs are  
15 consistent with their assigned missions, priorities and intentions, and  
16 allocated resources. As they develop their training programs,  
17 commanders/agency directors must balance mission requirements with  
18 the potentially detrimental impact of high operating tempo (OPTEMPO),  
19 personnel tempo (PERSTEMPO), and deployment tempo (DEPTTEMPO) on  
20 unit quality of life and over-tasking of low density/high demand assets.  
21 Senior commanders are the approving authorities for their subordinate's  
22 training programs. Ultimately, commanders/agency directors determine  
23 how well their command/agency is prepared to accomplish their  
24 assigned missions.

25  
26       c. Mission Focus. The central theme of joint training is a capability  
27 requirements-based focus on assigned missions. The intent is for each  
28 combatant commander and CSA director to develop training programs  
29 that focus on the requirements inherent in their organizations' primary  
30 warfighting missions. The Universal Joint Task List (UJTL) (CJCSM  
31 3500.04 series) provides a common language and reference for  
32 combatant commands, Services, Reserves, National Guard, CSAs and the  
33 Joint Staff to communicate capability requirements. Mission focus  
34 provides a basis for rationalizing and prioritizing the allocation of scarce  
35 resources among numerous competing demands. A successful training  
36 program can be achieved when commanders/agency directors  
37 consciously focus their training efforts on a prioritized set of training  
38 requirements derived from their mission requirements.

39  
40       d. Train the Way You Intend to Fight. Joint training must be based  
41 on realistic conditions and standards. Conditions are those variables in  
42 an operational environment or situation in which a unit, system, or  
43 individual is expected to operate. Conditions are organized into three  
44 broad categories: physical, military, and civil, and are derived from the  
45 JFC's assessment of mission-related political, economic, social, cultural,

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1 informational, military and geographic implications, as well as threat,  
2 available forces, and time. Standards are established as the minimum  
3 acceptable level of performance required in the execution of a particular  
4 task under a specified set of conditions. For joint forces' mission  
5 essential tasks, each standard is defined by the JFC and consists of a  
6 measure and criterion. The measure provides the basis for describing  
7 varying levels of task performance. The criterion describes the minimum  
8 acceptable level of performance associated with a particular measure of  
9 task performance. The criteria are often expressed as hours, days,  
10 percentages, occurrences, minutes, miles, or some other command  
11 stated unit of measurement.

12  
13 e. Centralize Planning / Decentralize Execution. In military  
14 operations, centralized planning and decentralized execution provides  
15 organizational flexibility. Decisions are made where and when necessary  
16 by subordinates, consistent with available resources and the senior  
17 commander's intentions, priorities, and mission objectives. Training  
18 methods must mirror operational techniques. The intent is to apply  
19 available resources with enough flexibility to optimize training  
20 effectiveness and efficiency. This process requires an analysis of who  
21 needs training and the current level of training proficiency, then selecting  
22 the most effective and efficient method to accomplish the training  
23 objective. Decentralization promotes bottom-up communications,  
24 especially concerning mission-related strengths and weaknesses.

25  
26 f. Link Training Assessment to Readiness Assessment. Training  
27 evaluation and assessment are integral to commander/agency director's  
28 readiness assessments. A military capability is the ability to accomplish  
29 essential tasks to standard and comprises up to seven elements:  
30 doctrine, organization, training, materiel, leadership and education,  
31 personnel, and facilities. Readiness assessments cover each of these  
32 seven elements to accurately describe the true level of the commands'  
33 ability to accomplish its essential tasks to standard.  
34 Commander/agency director's evaluations of individual and collective  
35 levels of performance of essential tasks in training are critical to the  
36 overall readiness assessment. Assessment is also essential for the  
37 training program. Without an assessment of the performance of the  
38 training audiences over the training cycle, the commander has no basis  
39 for determining remaining training requirements and associated training  
40 resource requirements. Accordingly, the evaluation and assessment of  
41 individual training accomplishments and the overall training program are  
42 integral elements of each Commander/agency director's readiness  
43 assessment. Joint training assessment is supported by the JTIMS (see  
44 CJCSM 3500.03 (series)) which will provide training readiness data to  
45 DRRS.

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1  
2 8. Utilization of Universal Joint Task List (UJTL). Commanders and  
3 Agency Directors will use the tasks in the UJTL and Service tasks lists  
4 (STL) to document their command/agency's requirements/capabilities for  
5 accomplishing assigned missions. Upon completion of their J/AMETL,  
6 these tasks must be documented in JTIMS and published to assist the  
7 Joint Force Provider and focusing Joint Professional Military Education  
8 (JPME) Programs. The UJTL database is hosted in the Joint Doctrine,  
9 Education and Training Electronic Information System (JDEIS). This is  
10 the authoritative, single source for access to tasks, conditions, and  
11 measures comprising the UJTL. JTIMS, DRRS, and future Information  
12 Management Systems will link to the JDEIS for UJTL access.

13  
14 9. Joint Training System data exchange with DRRS. Training  
15 Proficiency Assessments (TPAs) provide the core joint training input to  
16 DRRS; i.e. the training element of readiness. This information will be  
17 provided to the DRRS through JTIMS.

18  
19 10. Annual Joint Training Milestones.

20  
21 a. The annual Worldwide Joint Training Conference (WJTC)  
22 normally occurs in September; Combatant Command and Combat  
23 Support Agency joint training issues, the CJCS Annual Training  
24 Guidance and Chairman's Commended Training Issues (CCTIs) are  
25 discussed.

26  
27 b. Following the WJTC in September, the supported Regional  
28 Combatant Commanders (USEUCOM, USPACOM, USNORTHCOM,  
29 USSOUTHCOM, USCENTCOM) develop and review their JMETL and  
30 distribute to supporting combatant commands, Service components.  
31 Combat Support Agencies and other joint organizations.

32  
33 c. In February of the following year, JFCOM and Joint Staff J7 co-  
34 host the Worldwide Scheduling Conference (WWSC) to deconflict future  
35 exercise schedules commencing the following fiscal year. Following the  
36 WWSC, supported combatant commanders publish and distribute joint  
37 training plans (JTP) in March (15 March) along with their most recent  
38 JMETL (from the previous October) to supporting combatant  
39 commanders (USJFCOM, USSOCOM, USSTRATCOM, USTRANSCOM,  
40 NORAD), Service component commands, Combat Support Agencies and  
41 other joint organizations.

42  
43 d. In May (15 May), supporting combatant commanders publish and  
44 distribute joint training plans to supported combatant commanders,

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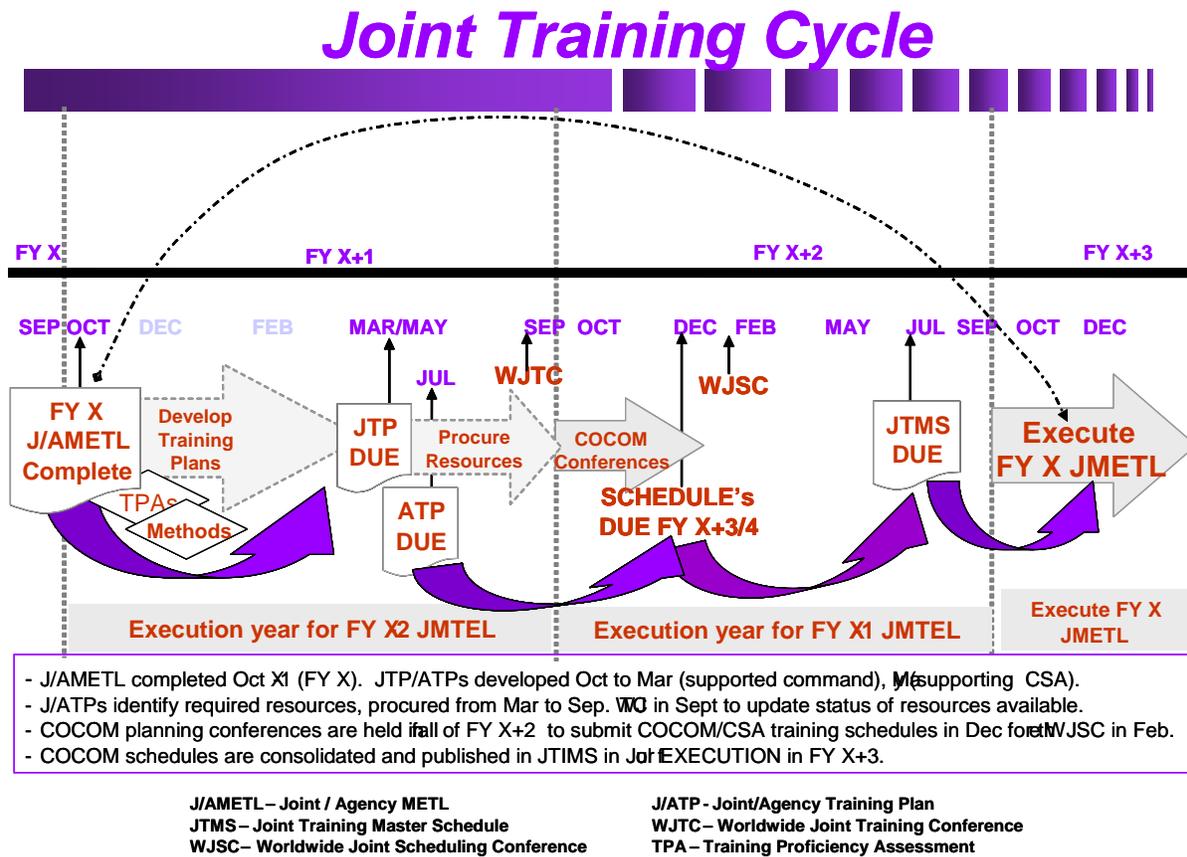
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Enclosure C

1 Service component commands, Combat Support Agencies and other joint  
2 organizations.

3  
4 e. In July (15 July) Combat Support Agencies (DIA, DISA, DLA,  
5 DTRA, NGA, NSA, DCMA) publish and distribute agency training plans  
6 (ATP) including AMETs to supported combatant commanders, Service  
7 component commands and other joint organizations.

8  
9 11. Training Transformation (T2). T2 Actions and milestones will be  
10 executed IAW the Training Transformation Implementation Plan. See  
11 enclosure G, Officer Professional Military Education Policy for T2  
12 education requirements



13  
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Figure C-1  
Joint Training Cycle Milestones

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NOTE: The established timelines associated with the JTS are due to restrictions and requirements of the resource scheduling process. When priority dictates and resources are available the JTS *process* provides the flexibility to execute the entire cycle on a greatly reduced timeline.

12. Joint Training Cycle Milestones.

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KEY SUSPENSES ASSOCIATED WITH JOINT TRAINING

<b>Date</b>	<b>Office</b>	<b>Subject</b>
September	J-7, JETD / JFCOM	Worldwide Joint Training Conference; USJFCOM briefs results of USJFCOM Annual Joint Training program assessment.
15 September	Joint Staff, Combatant Commander	Submit Issues to Military Education Coordination Conference (MECC).
25 September	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
30 September	J-7, JETD	CJCS publishes guidance: CJTG, CCTIs. (Published annually).
7 October	Combatant Commanders	Submit Quarterly JMRR Report IAW CJCSI 3401.01 Series. (USTRANSCOM due 1 week early)
15 October	Combatant Commands	Supported Combatant Commands publish JMETLs and issue joint training guidance to Service components, joint organizations, combat support agencies, and multinational partners. (Published every 2 years, reviewed in non-publishing years.)
October - November	Scheduling Commands	Conduct Combatant Commander exercise and training scheduling conferences.
15 November	Scheduling Commands	Publish event summaries for the following 12 months (beginning 1 January).
30 November	Combatant Commanders	Training Guidance
15 December	Combatant Commanders	Submit Quarterly JMRR Report IAW CJCSI 3401.01 Series (USTRANSCOM due 1 week early).
15 December	Supporting Command CSA's	Supporting command JMETL/CSA AMETL published.
20 December	Joint Staff, Combatant Commander	Submit Issues for JWCA Contract Brief.
26 December	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
31 December	Joint Staff	The Joint Training Policy updated every 4-years or as required.
Prior to the	Scheduling	Submit inputs for the CJCS Exercise Evaluation

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<b>Date</b>	<b>Office</b>	<b>Subject</b>
Worldwide Joint Scheduling Conference	Commands	Program to the Joint Staff, J-7 (JETD).
31 December	Scheduling Commands	Publish event summaries in JTIMS for the upcoming execution year, budget year, and following 4 years, incorporating changes from the Combatant Commanders' Exercise and Training Scheduling Conferences.
31 December	Scheduling Commands	Submit summary report of annual DCCEP moneys spent to J-7, JETD.
15 January	Scheduling Commands	Submit formal request for ERC projects.
February	J-7, JETD US Joint Forces Command	Worldwide Joint Scheduling Conference.
February	Joint Staff, Combatant Commander	Submit issues for joint doctrine working party.
15 February	Scheduling Commands	Publish JTP event summaries for the following 12 months (beginning 1 April).
15 February	Joint Staff, Combatant Commander	Submit Issues to MECC.
15 March	Scheduling Commands	Update event summaries in JTIMS, incorporating corrections from the Worldwide Joint Scheduling Conference.
15 March	Supported Commands	Supported Combatant Commands submit Joint Training Plans to supporting Combatant Commands, Service components, joint organizations, combat support agencies, and multi-national partners. Also, submit Joint Training Plans to USJFCOM for review.
26 March	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
31 March	Scheduling Commands	Submit DCCEP Plans for next 2 fiscal years to the Joint Staff, J-7, JETD, the first year for approval, the second year for planning.
7 April	Combatant Commanders	Submit Quarterly JMRR Report IAW CJCSI 3401.01 Series (USTRANSCOM due 1 week early).
1 May	Scheduling Commands	Submit exercise summaries for the Joint Training Master Schedule (next 5 years).
15 May	Scheduling Commands	Publish exercise summaries for the following 12 months in JTIMS.

<b>Date</b>	<b>Office</b>	<b>Subject</b>
15 May	Supporting Commands	Supporting Combatant Commands submit Joint Training Plans and JMETLs to supported Combatant Commands, service components, joint organizations, and multinational partners. Also, submit/post in JTIMS Joint Training Plans to USJFCOM.
June	J-7	CJCS Review of Combatant Commander-sponsored Exercises.
26 June	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
7 July	Combatant Commanders	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early).
15 July	Combat Support Agencies	Combat Support Agencies submit/post in JTIMS Agency Training Plans and AMETLs to supported commands, service components, joint organizations, and multinational partners. Also, submit Agency Training Plans to USJFCOM."
15 July	Joint Staff	CJCS publishes the CJCS Joint Training Master Schedule (JTMS).
August	JCLL, Joint Staff, Combatant Commander	Submit Issues for joint doctrine working party.
August	J-7	CJCS review JTP and amends guidance.
August	USJFCOM	Annual USJFCOM joint training program assessment completed and results briefed at WJTC
15 August	Scheduling Commands	Update exercise event summaries for the following 12 months (beginning 1 October) in JTIMS.
TBA Semiannual	JCLL, Joint Staff, Combatant Commander	Conduct the Joint Training Review Group (JTRG), which is charged with collecting and collating the Combatant Commander's joint training requirements and integrating these requirements into M&S tools used to support joint training requirements.
As Required	USJFCOM	Conduct Joint Training Review Group to Coordinate M&S Requirements.

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Table C-2  
Key Suspense's List

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1  
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3 ENCLOSURE D  
4

5 CHAIRMAN'S STANDING JOINT TRAINING GUIDANCE  
6

7 1. Purpose. This section provides guidance from the CJCS to the Joint  
8 Staff, combatant commands, Services, CSAs, Reserve Forces and the  
9 National Guard for planning and conducting joint training. It provides  
10 milestones for full implementation of a total force JTS, review of  
11 capability and training requirements and development of an effective  
12 assessment process. It also provides guidance for developing an effective  
13 joint, multinational, and interagency team. This guidance is intended to  
14 remain topical in regard to the current global military environment.  
15 Therefore, this guidance will be updated annually not later than 30  
16 September, and may be updated, as required, using Change Notices to  
17 this document. This section of the Joint Training Policy and Guidance  
18 replaces CJCSI 3500.02C, Joint Training Master Plan, 14 August 2000.  
19

20 a. The intent is to derive an output-focused JTS in terms of training  
21 needed to support the combatant commander's requirements, missions,  
22 and capabilities, while preserving the ability of Services to train on their  
23 core competencies. The focus of Training Transformation is to better  
24 enable joint operations in the future, where "training" has a broader  
25 context than the traditional military definition of the term, and includes  
26 education, training, and job-performance aiding. The outputs of these  
27 efforts will be individuals who are better prepared to accomplish their  
28 joint duties and units which are better prepared for joint and  
29 multinational operations across the full spectrum of military operations  
30 in an interagency environment.  
31

32 b. Joint training must support a broad range of roles and  
33 responsibilities in military, interagency, multinational, and  
34 intergovernmental contexts, and we must provide such training to be  
35 truly flexible and operationally effective. Training readiness will be  
36 assessed and reported, not only in the traditional joint context, but also  
37 in view of this broader range of "joint" operations. Today, we do not  
38 formally plan, assess, and report interoperability (service-to-service)  
39 training on a broad scale. In the future, joint training and education will  
40 be recast as components of lifelong learning and made available to the  
41 Total Force – active, reserve, National Guard and DoD civilian. We will  
42 expand efforts to develop officers well versed in joint operational art. The  
43 interfaces between training systems and the acquisition process will be  
44 strengthened, so that training is not considered an afterthought or a bill  
45 payer.

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1  
2 c. Assessments of joint training event and activity outcomes will feed  
3 the plans phase of the JTS to focus follow-on joint training events in the  
4 next training cycle to cover identified capability gaps. In some cases,  
5 operational plans and associated JMETs may be revised based on the  
6 assessment of training activities. Likewise, the joint training assessment  
7 will feed the commander's/agency director's broader readiness  
8 assessment to determine gaps and deficiencies in performing the  
9 command/agency J/AMETL to standard. Through analysis of individual,  
10 staff and/or collective performance of assigned or apportioned forces, the  
11 combatant commander will be better able to make recommendations for  
12 change across the broader Doctrine, Organizations, Training, Materiel,  
13 Leadership and Education, Personnel, and Facilities (DOTMLPF)  
14 construct. For a discussion of the DOTMLPF construct, see CJCSI  
15 3010.02A, Joint Vision Implementation Master Plan (JIMP), 15 April  
16 2001.

17  
18 2. Guidance.

19  
20 a. Training Transformation and its associated Training  
21 Transformation Implementation Plan, dated 1 April 2004, will be fully  
22 executed and supported.

23  
24 b. Combatant commands/CSAs will:

25  
26 (1) Collect, consolidate and integrate component commands',  
27 subordinate commands', and JTFs' assessment input into overall  
28 combatant commands', CSA training assessment, per the assessment  
29 process outlined in Enclosure F of the Joint Training Manual (CJCSM  
30 3500.03A). The combatant commanders/CSA directors will publish the  
31 training assessment of J/AMETs as Tab D to their respective Joint  
32 Training Plans and use this mission training assessment as the basis to  
33 formulate the Commander's/Director's Training Guidance in the next  
34 Joint Training Plan.

35  
36 (2) Program for resources required to accomplish the joint  
37 training of their command staffs.

38  
39 (3) Execute Joint Training Programs/Agency Training Programs  
40 using the JTS. Required products for all phases of the JTS will be  
41 completed in JTIMS per the timelines defined in CJCSM 3500.03 (series),  
42 Joint Training Manual for the Armed Forces of the United States.

43  
44 (4) J/AMETL development requires the total involvement and  
45 cooperation of the combatant command staff, subordinate commands,

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1 supporting commands, and CSAs. J/AMETL preparation includes  
2 mission analysis of operational plans, Theater Security Cooperation  
3 Plans (TSCP), Unified Command Plan, and Presidential and SecDef  
4 directives to identify mission tasks and, finally, mission essential tasks.  
5 Beginning in FY 05, link development of J/AMETs to operational plans,  
6 TSCP, and Presidential / SecDef directives. Beginning in FY 06, all  
7 operational plans submitted for CJCS approval will include J/AMETs  
8 associated to the plan.

9  
10 (5) Beginning in FY 05, integrate Service component/CSA  
11 J/METs with the Joint Force Commanders JMETS. Service component  
12 METLs developed using the UJTL or Service Task Lists will support the  
13 JMETS developed by the appropriate joint higher headquarters assigned.  
14

15 (6) Beginning in FY 06, integrate Service component and CSA  
16 training programs with respective combatant command joint training  
17 programs. Service component training plans will support the joint  
18 training program developed by the appropriate joint higher headquarters  
19 assigned. Additionally, Service component training programs will  
20 address the interoperability tasks deemed necessary to execute  
21 combatant commands' assigned missions.  
22

23 (7) Train military commanders and staffs to operate in an  
24 interagency and multinational environment.  
25

26 (8) Provide joint training programs for their staffs, as well as the  
27 forces assigned to their command.  
28

29 (9) Conduct, periodically, selected exercises that emphasize and  
30 evaluate Cross-AoR coordination.  
31

32 (10) Provide J/AMETL to USJFCOM for their determination of  
33 common tasks for apportioned forces. Obtain, review, and assess  
34 readiness and inspection reports on apportioned forces to determine gaps  
35 and deficiencies for focusing the planning of events in the next  
36 Command/Agency JTP.  
37

38 (11) Ensure National Guard and Reserve Force-members  
39 assigned to augment Joint Force Headquarters staffs are assigned to the  
40 Joint Manning Document of that staff and receive appropriate individual  
41 and collective joint training.  
42

43 (12) Use joint doctrine/JTTP in the development of training  
44 objectives. Where voids in joint doctrine/JTTP exist, commander's

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1 guidance and command specific Standard Operating Procedures will be  
2 used.

3  
4 (13) Develop integrated Active Component/Reserve Component  
5 joint training programs, based on Operational Plans & TSCPs.

6  
7 (14) Accomplish or conduct Training Readiness Oversight (TRO)  
8 of the Reserve Component (RC) forces assigned to combatant commands.

9  
10 (a) TRO is the authority combatant commanders have to  
11 influence the joint training and readiness of RC forces assigned to their  
12 command by the Secretary of Defense in the annual "Forces For Unified  
13 Commands" memorandum. TRO includes the authority to:

14  
15 1. Provide guidance to Service component commanders  
16 on operational requirements and priorities to be addressed in training  
17 and readiness programs.

18  
19 2. Comment on Service component program  
20 recommendations and budget requests.

21  
22 3. Coordinate and approve participation of RC forces in  
23 joint exercises and other joint training when on active duty for training or  
24 performing inactive duty for training.

25  
26 4. Obtain and review readiness and inspection reports  
27 on assigned RC forces.

28  
29 5. Coordinate and review mobilization plans developed  
30 for assigned RC forces.

31  
32 6. Exercise operational control of RC forces on active  
33 duty for training or performing inactive-duty training within their  
34 geographic areas of responsibility (except in CONUS, Hawaii, Alaska,  
35 Puerto Rico and the US Territories) or participating anywhere in military  
36 operations or joint training under their jurisdiction.

37  
38 7. Develop and implement policy guidance and assign  
39 responsibilities for implementing TRO of the RC forces assigned under  
40 their command.

41  
42 (b) TRO provides combatant commanders authority to  
43 influence RC training and readiness programs and to comment on  
44 component budgetary programs in anticipation of exercising all  
45 responsibilities associated with combatant command of RC units and

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1 individuals when mobilized or when ordered to active duty other than for  
2 training. TRO is an enabling tool for the combatant commander to  
3 enhance RC readiness, with the objective of timely, seamless integration  
4 of RC forces into joint organizations and RC augmentees onto combatant  
5 command battle staffs and JTF staffs.

6  
7 1. TRO is intended to support the individual Services in  
8 fulfilling their Title 10 responsibility for RC forces.

9  
10 2. Combatant commanders normally exercise their TRO  
11 authority through their Service component commanders.

12  
13 (15) Assess Chairman's Commended Training Issues (CCTI) (see  
14 ENCLOSURE F), and where voids and shortfalls are identified, include  
15 mitigating activities in the command training plan. CCTIs will be closed  
16 by the Chairman, when, in the assessment of the combatant  
17 commander, the issue has been adequately addressed. CCTIs assessed  
18 as complete in the command will be reported to the Joint Staff J7.

19  
20 c. USJFCOM.

21  
22 (1) General: USJFCOM is a functional combatant command. In  
23 addition to joint concept development and experimentation and  
24 advancing Service interoperability, USJFCOM provides military forces to  
25 the other combatant commands and serves as the joint force provider  
26 and joint trainer for assigned forces. USJFCOM functions as a  
27 supporting command for the other combatant commanders with respect  
28 to execution of their respective joint training programs.

29  
30 (a) The USJFCOM mission is to maximize the Nation's future  
31 and present military capabilities by leading the transformation of joint  
32 forces, through joint concept development and experimentation,  
33 identifying joint requirements, advancing interoperability, conducting  
34 joint training, and providing ready forces and capabilities – all in support  
35 of the combatant commands. USJFCOM has a unique COCOM mission  
36 to provide Training Readiness Oversight (TRO) to appropriate RC CONUS  
37 based units.

38  
39 (b) USJFCOM, in addition to its role as a combatant  
40 command, coordinates identification of joint and multinational  
41 requirements, development of directives, and schedules, and provides  
42 JTS knowledge to combatant commands while assisting in the  
43 identification of training requirements, training methods, and  
44 development of plans, events, and evaluation of training events.

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1 (c) USJFCOM facilitates the development of joint doctrine  
2 and assists the combatant commands in training their forces in approved  
3 joint doctrine and JTTP. USJFCOM provides up-to-date doctrinal input  
4 to the design and conduct of other combatant commands' joint training  
5 events. The execution and assessment of performance of the training  
6 events feed back into the doctrine development process.

7  
8 (d) USJFCOM is responsible for developing and maintaining  
9 the Joint National Training Capability (JNTC) to serve total force training  
10 needs of AC/RC. The JNTC is a global network of joint training enablers  
11 that provide realistic combat training, an adaptive and credible opposing  
12 force, common ground truth, and much needed feedback. This process  
13 ensures that joint doctrine and, as appropriate, experimentation and  
14 lessons learned from operations, training, and testing, are routinely  
15 integrated into the development of new training processes and systems.  
16 USJFCOM will use this capability to support the joint training of their  
17 assigned forces as well as support the other combatant commands and  
18 Service components. USJFCOM will ensure all JNTC activities are  
19 entered into JTIMS.

20  
21 (2) USJFCOM will:

22  
23 (a) Provide input to the Joint Staff J7 in the preparation of  
24 the CJCSI 3500.01 (series) "Chairman's Joint Training Policy and  
25 Guidance for the Armed Forces of the United States"; the CJCSM  
26 3500.03 (series) "Joint Training Manual (JTM) for the Armed Forces of  
27 the United States"; and CJCSM 3500.04 (series) "Universal Joint Task  
28 List (UJTL)." The Joint Staff conducts coordination with combatant  
29 commands, CSAs, Services, Reserve Forces, National Guard and Joint  
30 Staff for final coordination prior to submission to the CJCS for approval  
31 and signature.

32  
33 (b) Review combatant command and CSA Joint/Agency  
34 Training Plans and NGB Joint Training Plan (J/ATPs). USJFCOM is the  
35 Joint Staff's agent for combatant command, CSA and NGB Joint Training  
36 Plan collection, review, and analysis. This review and analysis process is  
37 intended to provide feedback to the combatant commanders and CSAs  
38 and provide the joint training community a basis for improving future  
39 joint training plans. A report on this review will be prepared and  
40 submitted for each Worldwide Joint Training Conference (WJTC).  
41 Joint/Agency Training Plan collection, review, and analysis are  
42 conducted to:

43  
44 1. Identify common J/AMETs, and associated conditions,  
45 and standards, selected by multiple combatant commands and their

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1 supporting Service, Reserve, National Guard and/or CSA elements.  
2 These common task, conditions, standards will form the basis for joint  
3 and interoperability training events in the USJFCOM Joint Training Plan.  
4 After initial Thrust series in FY04/05, JNTC events and JKDDC will be  
5 based on combatant commander, Service component, Reserve, NGB  
6 and/or CSA common J/AMETs to established standards in order to best  
7 prepare individuals, joint staffs, and apportioned units with events that  
8 are scenario-based to those most likely to be encountered (e. g. NEO,  
9 disaster relief, terrorist free play, and planning/exercising combat  
10 operations which may not involve actual force on force). Training events  
11 to be supported by JNTC will be coordinated with the combatant  
12 commanders and documented in JTIMS.

13  
14 2. Consolidate the resource requirements identified by  
15 the combatant commands, CSAs, and NGB in their J/ATPs. These  
16 consolidated resource requirements will be provided to the Joint Staff J7  
17 for coordination with the appropriate resource provider.

18  
19 (c) Maintain an onsite JTIMS Program Manager. JTIMS is  
20 designed to assist combatant commands in managing their joint training  
21 programs by automating elements of the four phases of the JTS in a  
22 central database using the UJTL as the common language. The Joint  
23 Staff, J-7 Program Executive provides operational requirements, strategic  
24 direction, and oversight of the program. The JTIMS Program Manager  
25 will work closely with Joint Staff J7 to fulfill the combatant commanders'  
26 and CSAs' requests for support associated with the fielding,  
27 maintenance, and upgrades to JTIMS. Future JTIMS versions will be an  
28 open architecture, distributed, user-friendly, system-of-systems to  
29 connect the operational and training audiences to tools that will support  
30 preparation, rehearsal, and readiness assessment of joint forces. JTIMS  
31 Program Manager responsibilities are outlined in CJCSM 3500.03 (series)  
32 Joint Training Manual for the Armed Forces of the United States.

33  
34 (d) Provide JTIMS training for the combatant commands,  
35 Service components, Reserve Forces, NGB and CSAs. Training is a key  
36 factor in the successful integration and acceptance of this management  
37 tool within the DOD. USJFCOM will conduct JTIMS training using the  
38 Program of Instruction (POI) approved by the Joint Staff. Request for  
39 onsite JTIMS training will be coordinated with the Joint Staff J7 and  
40 USJFCOM.

41  
42 (e) Execute an Individual Joint Training Program.  
43 USJFCOM will support an individual joint training program, developed  
44 by the Joint Staff in coordination with the combatant commands,  
45 Services, Reserve Forces, NGB and CSAs. Focus of effort is to ensure

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1 individuals assigned to joint positions/billets are fully trained prior to  
2 arrival at their assignments. The program will also serve as part of each  
3 individual's continuation training program.

4  
5 (f) Provide a Program Manager for development and  
6 coordination of Modeling and Simulation (M&S) Requirements. Program  
7 manager responsibilities include:

8  
9 1. Application of program management concepts,  
10 discipline and rigor to M&S application, development and use.

11  
12 2. Implementation and use of a M&S management  
13 system for oversight of M&S activities, and for coordination and  
14 communication of M&S issues.

15  
16 3. Coordinate with designated M&S offices and  
17 communities.

18  
19 4. Ensure compliance with M&S verification, validation  
20 and accreditation policies, procedures, processes and guidelines.

21  
22 (g) Joint Doctrine. Assist the combatant commands and  
23 CSAs in the development of doctrinally based training objectives  
24 supporting their joint training programs.

25  
26 (h) Lead and Manage the Joint Training Course  
27 Development and Management Process (JTCDMP). This process provides  
28 a framework for the worldwide joint community to identify joint training  
29 course requirements and to develop them. The courseware  
30 requirements, development, and priorities are collectively identified and  
31 monitored for Joint Staff J7 approval. Beginning FY 05 USJFCOM will  
32 provide and maintain a user accessible database cataloging joint courses  
33 available to the joint community for individual joint training. USJFCOM  
34 will also develop accreditation standards for joint courses, accredit such  
35 courses when applicable, and designate accredited courses (when  
36 applicable) in the database.

37  
38 (i) Provide Joint Training System training support to  
39 combatant commands, CSAs, and NGB. USJFCOM will provide  
40 comprehensive support for all four phases of the JTS. Not later than  
41 FY05, USJFCOM will develop and promulgate the scheduling process for  
42 JTS support and a description of services provided.

43  
44 (j) Provide, as required but at least annually in August, a  
45 report to the CJCS describing emerging readiness and training trends, in

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1 the joint community. The report should address potential DOTMLPF  
2 changes impacting the joint community, which, in the opinion of the  
3 Commander, USJFCOM (COMUSJFCOM), merit the attention of the  
4 CJCS. Recommendations may be included at the discretion of  
5 COMUSJFCOM. Change recommendations may result in accelerated  
6 advances in future joint operational capabilities.

7  
8 (k) Provide training support to USNORTHCOM's Joint Task  
9 Force-Civil Support (JTF-CS) and Joint Technical Augmentation Cell  
10 (JTAC) as required. USJFCOM will develop and promulgate the  
11 scheduling process for support and a description of services provided.

12  
13 (l) Provide Consequence Management (CM) training.  
14 USJFCOM will develop and promulgate the program, plan and  
15 scheduling process for support of CM training and provide a detailed  
16 description of services provided.

17  
18 (m) Conduct Joint Training Event Scheduling. USJFCOM  
19 will to maintain the worldwide summary of joint training events, which  
20 includes JTF HQs and JFC functional component training events.  
21 USJFCOM will balance combatant commander joint  
22 training/engagement requirements with OPTEMPO and PERSTEMPO  
23 concerns of assigned forces, and coordinate the scheduling of USJFCOM  
24 joint training support worldwide. USJFCOM, will also, deconflict  
25 experimentation events scheduled during joint exercises or experiments  
26 that compete for the same support as described below insuring that  
27 experimentation does not adversely impact combatant command,  
28 Service, Reserve, NGB and/or CSA joint training programs.

29  
30 (n) Commencing in FY05, USJFCOM will assess the  
31 readiness of assigned forces to perform to established standards those  
32 JMETS common to multiple combatant commanders in the scenarios  
33 identified by those combatant commands as most likely to occur. These  
34 readiness assessments will be utilized by the Joint Staff to help identify  
35 resource shortfalls, by USJFCOM to focus their next JTP and by the  
36 combatant commanders, supporting components and CSAs to focus AOR  
37 specific joint training in their JTPs.

38  
39 (o) Design a standardized training POI based on combatant  
40 command and NGB State JFHQ requirements to train and exercise  
41 personnel that could be assigned to a JTF HQ staff and functional  
42 component staffs. This POI will include common training requirements  
43 related to Standing Joint Force Headquarters activities. USJFCOM will  
44 develop and promulgate the scheduling process for support and a  
45 description of services provided.

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1  
2 (p) In combination with the Services, develop a joint POI for  
3 the training of joint functional components (e.g., Joint Force Air  
4 Component Command (JFACC), Joint Force Land Component  
5 Commander (JFLCC), and Joint Force Maritime Component Commander  
6 (JFMCC) when joint doctrine permits. Develop a POI for the joint  
7 training of JTF HQ functional components (e.g., joint force air  
8 component, joint force land component, joint force maritime component).  
9

10 d. Service Task Lists. To facilitate the linkage between Service  
11 training and joint training, the Services will maintain and publish a task  
12 list to complement and link into the UJTL. The task list will provide  
13 comprehensive guidance for Service components, including Reserve  
14 elements to develop METLs, as appropriate, and enhance the  
15 accomplishment of the respective unit's mission in military operations.  
16 These task lists should explain the objective of their linkage to the UJTL  
17 in order to provide a common language for cross-referencing Service  
18 tasks to joint tasks. Tools supporting these lists must be compatible  
19 with JDEIS so that common Service task elements can be linked to  
20 appropriate joint tasks in the JDEIS/UJTL database and used by JTIMS.  
21 Services will update this list as required and distribute to each  
22 combatant commander and each CSA.  
23

24 e. National Guard Bureau. Chief, National Guard Bureau (CNGB)  
25 provides SecDef with advice on all matters pertaining to National Guard  
26 forces and State JFHQ in the area of joint training and operations.  
27 CNGB serves as the channel of communications on all joint matters  
28 pertaining to the National Guard (Army and National Guard) between the  
29 Joint Staff, the COCOMs and the CSAs and the Army and Air National  
30 Guard Directorates, and the States/Territories JFHQs. NGB will:  
31

32 (1) Execute NGB Joint Training Programs using the JTS;  
33 required products for all phases of the JTS will be completed in  
34 accordance with the timelines delineated in CJCSM 3500.03A, JTM,  
35 dated 1 September 2002.  
36

37 (2) Beginning in FY 05, develop Air National Guard, Army  
38 National Guard and State JFHQs JMETLs that support combatant  
39 commanders' JMETL. National Guard Service component METLs will  
40 support the JMETLs developed by the appropriate joint higher  
41 headquarters assigned, i.e., JTF JMETs, combatant commander JMETs,  
42 etc.  
43

44 (3) Beginning in FY 06, integrate National Guard Service  
45 component training programs with the supported combatant command's

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**DRAFT**

Enclosure D

31 July 2004

1 joint training program. National Guard Service component training  
2 plans will support the joint training program developed by the  
3 appropriate joint higher headquarters assigned, i.e., JTF JMETs,  
4 combatant command JMETs, etc. Additionally, National Guard Service  
5 component training programs will address the interoperability tasks  
6 deemed necessary by combatant commanders to execute their assigned  
7 missions.

8  
9 (4) Provide Air National Guard, Army National Guard and State  
10 JFHQ JMETL to USJFCOM for their determination of common tasks for  
11 apportioned forces. Obtain, review and assess readiness and inspection  
12 reports on apportioned forces to determine gaps and deficiencies for  
13 focusing the planning of events in next command JTP.

14  
15 (5) Input, publish in JTIMS, and forward JTPs, including the  
16 command JMETL, to supported combatant commanders, CSAs,  
17 USJFCOM, and the Joint Staff annually in May.

18  
19 f. Training in Joint Systems Acquisition. In accordance with DODI  
20 5000.2, the program manager for a joint systems acquisition program is  
21 responsible, as part of an integrated Human System Integration planning  
22 approach, for developing a training system plan for the system which  
23 addresses the manpower, personnel and training (MPT) concepts. This  
24 may take the form of a Joint Training System Plan or Service/CSA  
25 specific training plans, although consideration should be given to the  
26 development of common training materials and delivery for joint systems.  
27 The training system plan shall include, at a minimum, the MPT details  
28 for system operators, maintainers, users and administrators, including  
29 the required number of officer and enlisted from which communities;  
30 how, when and where individuals and teams will be trained; and the  
31 resources (instructors, facilities and equipment) required.

32  
33 3. CJCS Commended Training Issues. CJCS Commended Training  
34 Issues (CCTIs) are special interest items, which are incorporated into this  
35 instruction to ensure appropriate visibility by the combatant commands  
36 and CSAs in developing their JTPs.

37  
38 a. CCTIs are developed by the Chairman from combatant  
39 commander, Service, Reserve, National Guard, CSA and Joint Staff  
40 inputs. They may be derived from all source lessons learned, readiness  
41 reports, and operational assessments. The JS J7, Joint Exercise and  
42 Training Division will assist the Chairman in development and status  
43 tracking of published CCTIs. Current CCTIs are included in Enclosure F.  
44

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Enclosure D

- 1           b. Commanders and joint training and exercise planners should
- 2 consider CCTIs for special emphasis in the upcoming training cycle.
- 3 Each command should assess the prescribed CCTIs in relation to theater
- 4 conditions as a key joint training readiness indicator.
- 5

1  
2  
3 ENCLOSURE E  
4

5 JOINT TRAINING RESPONSIBILITIES  
6

7 1. Office of the Secretary of Defense(OSD). The Under Secretary of  
8 Defense for Personnel and Readiness (USD (P&R)) is responsible for  
9 overall policy and program review of training and readiness programs for  
10 military personnel and programs for the individual and collective training  
11 of military units.  
12

13 2. Chairman of the Joint Chiefs of Staff. The Chairman of the Joint  
14 Chiefs of Staff is responsible for:  
15

16 a. Ensuring the necessary joint training of the Armed Forces to  
17 accomplish strategic and contingency planning and preparedness to  
18 conform to policy guidance from the President and the Secretary of  
19 Defense. (10 USC 153)  
20

21 b. Advising the Secretary of Defense on the joint training priorities  
22 identified by the combatant commanders. (10 USC 153(a)(4)(A))  
23

24 c. Developing doctrine for the joint employment of the Armed Forces.  
25 (10 USC 153(a)(5)(A))  
26

27 d. Formulating policies for joint training of the Armed Forces. (10  
28 USC 153(a)(5)(B))  
29

30 e. Formulating policies for coordinating the military education of  
31 members of the Armed Forces. (10 USC 153(a)(5)(C))  
32

33 f. Supervising CSAs designated by the Secretary of Defense. (10  
34 USC 192(a)(1)(B))  
35

36 g. Designating a Joint Staff focal point to monitor and coordinate  
37 joint training policy, issues and concerns with OSD, CSAs, combatant  
38 commands, Services, and the National Guard. The Operational Plans  
39 and Joint Force Development Directorate (J7) is identified as that focal  
40 point. Other joint staff directorates, in collaboration with J7 and in  
41 coordination with the combatant commands and CSAs retain  
42 responsibility for assessing and recommending improvements to joint  
43 training and readiness assessment activities conducted within their  
44 functional areas. (DODD 5100.1)  
45

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Enclosure E

31 July 2004

1 h. Providing for the participation of CSAs in joint training  
2 events/exercises and activities, assessing their performance to  
3 established standards to determine readiness and identifying resource  
4 shortfalls across the DOTMLPF construct. (10 USC 193(b))  
5

6 i. Establishing and maintaining, after consultation with the  
7 combatant commands, a uniform system to assess the preparedness of  
8 the combatant commands to accomplish their assigned missions. (10  
9 USC 153(d))  
10

11 j. Ensuring an optimum balance between joint experimentation  
12 objectives, and training events during joint training computer assisted  
13 exercise (CAX), command post exercise (CPX), and/or field training  
14 exercise (FTX).  
15

16 3. Joint Staff. Assisting the CJCS, the Joint Staff is responsible for:  
17

18 a. Formulating policies for the joint training of the Armed Forces of  
19 the United States. (J7)  
20

21 b. Managing policies for the joint doctrine, education, and lessons  
22 learned programs. (J7)  
23

24 c. Approving joint terminology and standardization of terms in  
25 appropriate joint training publications and directives. (J7)  
26

27 d. Formulating policies for coordinating the military education and  
28 training of members of the Armed Forces of the United States, including  
29 the accreditation of joint courses and courseware. (J7)  
30

31 e. Coordinating US national positions for multinational joint training  
32 events. (J5/J7)  
33

34 f. Coordinating and monitoring joint duty assignments for joint  
35 training. (J1)  
36

37 g. Establishing and maintaining a database of personnel with joint  
38 duty assignments and experience. (J1)  
39

40 h. Coordinating the development of interagency and multinational  
41 joint training requirements identified within the JTS. (J5/J7)  
42

43 i. Monitoring the funding and resources committed to support joint  
44 training and recommending changes to these levels when necessary to  
45 support the combatant commanders' requirements. (J7)

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**DRAFT**

Enclosure E

31 July 2004

- 1  
2 j. Assisting the combatant commanders in assessing joint training.  
3 (J7)  
4  
5 k. Managing the CJCS exercise program to include the CJCS  
6 assessment program. (J7)  
7  
8 l. Coordinating joint simulation policy for joint training and  
9 exercises. (J7)  
10  
11 m. Formulating Chairman's joint training guidance and CCTIs. (J7)  
12  
13 n. Coordinating the development of joint logistic related training  
14 requirements, including multinational logistic related training, within  
15 joint training activities. (J4/J7)  
16  
17 o. Coordinating and overseeing joint command, control,  
18 communications, computers and intelligence (C4I) education and  
19 training to include joint advanced distributed learning initiatives at joint  
20 schools. (J6/J7)  
21  
22 p. Supporting the combatant commands, Service components,  
23 Reserve Forces, National Guard, and CSAs on training of the Joint  
24 Training System, including JTIMS, using a standardized POI. (J7)  
25  
26 q. Providing oversight and management of the JTS POI development  
27 and execution. (J7)  
28  
29 r. Providing for the integration of intelligence training in CJCS and  
30 combatant command sponsored joint training events. (J2)  
31  
32 s. Coordinating joint training related data into the assessment data  
33 of the DOTMLPF structure. (J8/J7)  
34  
35 t. Coordinating joint training issues related to readiness. (J3/J7).  
36  
37 u. Coordinating the inputs for DOTMLPF change recommendations  
38 related to training and education. (J7)  
39  
40 v. Advocating joint training and joint training capabilities. The Joint  
41 Staff will coordinate, validate, and track the joint training requirements  
42 and joint training capability requirements of the combatant commanders  
43 in the JCID process. (J8/J7)  
44

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Enclosure E

31 July 2004

1 w. Providing a joint knowledge management system for  
2 implementation of joint training, joint lessons learned, joint interagency,  
3 and joint education processes. (J7)

4  
5 x. Maintain and approve changes to the UJTL. (J7)

6  
7 4. Combatant Commands. Unless otherwise directed by the President  
8 or Secretary of Defense, the combatant commanders conduct the joint  
9 training of assigned forces and are responsible for:

10  
11 a. Giving authoritative direction to the subordinate commands and  
12 forces necessary to carry out missions assigned to the command,  
13 including authoritative direction over all aspects of joint training, and  
14 logistics.

15  
16 b. Coordinating and approving those aspects of administration and  
17 support (including control of resources and equipment, internal  
18 organization, and training) and discipline necessary to carry out  
19 combatant command assigned missions. The Services are responsible  
20 for the actual administration and support of assigned forces, including  
21 control of resources and equipment, internal organization, training, and  
22 discipline of assigned forces necessary to carry out assigned missions.

23  
24 c. Coordinating and approving, as appropriate and available, forces  
25 for training in support of other combatant commanders' requirements.

26  
27 d. Ensuring that, whenever undertaking exercises or other activities  
28 with the military forces of nations in another combatant commander's  
29 area of responsibility (AOR), those exercises and activities, and their  
30 attendant command relationships, will be mutually agreed among the  
31 commanders.

32  
33 e. Designating an office of primary responsibility (OPR) for joint  
34 training.

35  
36 f. Documenting combatant command joint training requirements  
37 through the development of a command JMETL with associated  
38 conditions and standards.

39  
40 g. Annually developing, updating, publishing, and executing  
41 command Joint Training Plans and Joint Training Schedules.

42  
43 h. Provide command JMETL via JTIMS to supporting commands,  
44 CSAs, and the USJFCOM annually in October. Providing combatant  
45 command JTP via JTIMS, including the command JMETL, to supporting

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Enclosure E

31 July 2004

1 combatant commanders, CSAs, USJFCOM, and the Joint Staff annually  
2 in March. (Regional Combatant Commands)

3  
4 i. Combatant Commands and Joint Organizations. Provide JTPs  
5 via JTIMS to supported combatant commanders, CSAs, USJFCOM, and  
6 the Joint Staff annually in May. (other than Regional Combatant  
7 Commands)

8  
9 j. Evaluating the effectiveness of specific training events conducted  
10 under their training plans.

11  
12 k. Assessing the overall effectiveness of JTP in training to their  
13 command's JMETL. Assessing the adequacy of their JMETL in  
14 describing their tasked missions.

15  
16 l. Submitting JAARs for all operations and select CJCS Joint  
17 Training Events.

18  
19 m. Reporting program and resource shortfalls in a DOTMLPF  
20 construct and the impact these shortfalls have on the command's ability  
21 to accomplish its joint training requirements.

22  
23 n. Developing operational plans using UJTL tasks to provide direct  
24 connectivity to JMETL development and mission training requirements.

25  
26 o. Reporting joint training, exercises, JTF HQs organization, joint  
27 doctrine, joint deliberate planning, and joint force commander's  
28 assessment in the JQRR IAW CJCSI 3401.01C, Chairman's Readiness  
29 System, 1 October, 2002.

30  
31 p. Providing Training and Readiness Oversight (TRO) of the Reserve  
32 Component (National Guard and Reserve Forces). TRO is the authority  
33 combatant commanders exercise over assigned Reserve Components (RC)  
34 forces when not on active duty or when on active duty for training.

35  
36 q. When it is necessary to introduce experimentation events into  
37 joint training exercises, combatant commanders will use care to ensure  
38 that exercise participants understand that doctrinal deviations are for  
39 experimentation purposes, and that may or may not change doctrine and  
40 procedures for future operations.

41  
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Enclosure E

31 July 2004

1 5. Service Component Commands. Service component commanders'  
2 responsibilities are derived from their roles in fulfilling the Services'  
3 support function. Service component commanders are responsible to the  
4 JFC for:

5  
6 a. Developing Service Component Mission Essential Task Lists  
7 supporting their combatant commanders' JMETLs.

8  
9 b. Conducting joint training.

10  
11 c. Conducting interoperability training, based on the operational  
12 requirements of combatant commander.

13  
14 d. Training, as directed for components of other Services, in joint  
15 operations for which the Service component commander has or may be  
16 assigned primary responsibility, or for which the Service component's  
17 facilities and capabilities are suitable.

18  
19 e. Developing budget requests to support joint training.

20  
21 f. Providing, as requested, supporting joint and interoperability  
22 training plans supporting the combatant command JTP.

23  
24 g. Training in their own Service doctrine, tactics, techniques, and  
25 procedures.

26  
27 6. USJFCOM.

28  
29 a. Serving as the lead agent for Joint Force Training, responsible to  
30 the CJCS, USJFCOM is responsible for:

31  
32 (1) Supporting the combatant commanders, CSAs, and NGB in  
33 their implementation of the Chairman's Joint Training Policy and  
34 Guidance and the execution of their joint training programs.

35  
36 (2) Managing the combatant commanders' portion of the CJCS  
37 exercise program, conducting and assessing joint and multinational  
38 training and exercises for assigned forces, and assisting the CJCS, other  
39 combatant commanders, and Service Chiefs in their preparations for  
40 joint and combined operations.

41  
42 (a) Establishing joint training programs for assigned forces  
43 that produce joint staffs and joint force packages capable of  
44 accomplishing common mission essential tasks under conditions and to

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Enclosure E

31 July 2004

1 standards established by the combatant commanders who may employ  
2 them.

3  
4 (b) Using JNTC to focus joint training activities on assigned  
5 forces performing these common tasks in scenarios addressing future  
6 operational employment (e.g. NEO, disaster relief, terrorist free play and  
7 combat ops) commencing in FY05.

8  
9 (c) Providing Training and Readiness Oversight (TRO) of the  
10 Reserve Component (National Guard and Reserve Forces). TRO is the  
11 authority USJFCOM exercises over most CONUS assigned Reserve  
12 Components (RC) forces when not on active duty or when on active duty  
13 for training.

14  
15 (3) Providing joint training for and/or assistance with the joint  
16 training of combatant commander battle staffs, joint task force (JTF)  
17 headquarters (HQ) staffs, and JTF functional component commanders  
18 and their staffs. Designing standardized joint training processes and  
19 programs for JTF HQ and functional component joint training events in  
20 support of geographic combatant commander requirements.

21  
22 (4) Conducting joint and supporting component interoperability  
23 training of assigned forces that may operate as part of joint/combined  
24 task forces in support of combatant commander requirements.

25  
26 (5) Annually assessing the effectiveness of Joint training and the  
27 JFCOM joint training program for assigned forces, reporting the results  
28 of that assessment to the CJCS and briefing assessment results at the  
29 WJTC.

30  
31 (6) Coordinating and scheduling joint training events for  
32 assigned forces, as well as deconflicting the participation of forces in  
33 worldwide joint training events in support of combatant commander's  
34 requirements.

35  
36  
37 (7) Providing Joint Training System expertise to the Joint Staff,  
38 other combatant commands, Services, and CSAs to support identification  
39 of joint training requirements and methods, development of joint training  
40 plans, the execution of joint training events, and Joint/Agency Training  
41 Plan collection, review, and analysis.

42  
43 (8) Leading the development and operation of systems and  
44 architectures that directly support the distributed joint training

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1 requirements of other combatant commanders. JTFs, and defense  
2 agencies.

3  
4 (9) Providing expertise, advisory support, and strategic planning  
5 and program management support within the joint training community  
6 on joint training-related modeling and simulation issues.

7  
8 (10) Coordinating and providing consequence management  
9 support for combatant command training events and exercises.

10  
11 b. Serving as the lead Joint Force Integrator, for combining Service,  
12 Reserve, National Guard and Defense agency capabilities to enhance  
13 interoperability and joint and combined capabilities by recommending  
14 changes in doctrine, organization, training, materiel, leadership and  
15 education, personnel, and facilities, USJFCOM is responsible to the  
16 CJCS for:

17  
18 (1) Supporting the development and integration of fully  
19 interoperable systems and capabilities, including command, control,  
20 communications, computers and intelligence, surveillance and  
21 reconnaissance (C4ISR), for joint warfighting.

22  
23 (2) Serving as the Joint Deployment Process Owner for the DoD,  
24 responsible for maintaining the global capability for rapid and decisive  
25 military force power projection.

26  
27 (a) Coordinating and developing common joint tasks in  
28 support of geographic combatant commander requirements.

29  
30 (b) Training assigned commanders, staffs, and individuals to  
31 those common tasks, under common conditions, and to specific  
32 standards.

33  
34 c. Serving as the Joint Force Provider of assigned CONUS-based  
35 forces, USJFCOM is responsible for deploying trained and ready joint  
36 forces and providing operational and intelligence support from assigned  
37 forces in response to the requirements of supported combatant  
38 commanders.

39  
40 7. US Special Operations Command. USSOCOM has Service-like  
41 training responsibilities under Title 10 USC 167.

42  
43 a. USSOCOM training responsibilities in support of the NMS  
44 include:

45  
14 July 2004

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Enclosure E

- 1 (1) Training assigned forces.
- 2
- 3 (2) Validating training requirements.
- 4
- 5 (3) Ensuring combat readiness of assigned forces.
- 6
- 7 (4) Ensuring interoperability of equipment and forces.
- 8
- 9 (5) Monitoring the preparedness of special operations forces
- 10 (SOF) assigned to other combatant commands to conduct their assigned
- 11 mission.
- 12

13 b. USSOCOM joint force integrator (JFI) responsibilities include:

14 (1) Developing common special operations joint tasks.

15 (2) Training commanders, staffs, and individuals to those

16 common tasks, under common conditions, and to specific coordinated

17 standards. This responsibility is similar to the USJFCOM responsibility

18 as the joint force integrator for conventional assigned forces.

19

20

21

22 8. Services. Subject to the authority, direction, and control of the

23 Secretary of Defense and Title 10 USC provisions applicable to the

24 combatant commands, the Secretaries of the Military Departments are

25 responsible for:

26

27 a. Training and equipping of personnel to provide interoperable

28 forces for assignment to combatant commands.

29

30 b. Supporting combatant commanders and component commanders

31 in training forces assigned to the combatant commands.

32

33 c. Developing and preparing Service publications to support the

34 conduct of joint training at the Service level. Service doctrine and

35 publications must be consistent with approved joint doctrine. Service

36 capabilities and missions may dictate unique perspectives, while

37 remaining consistent with the principles of joint doctrine.

38

39 d. Designating an OPR for joint training.

40

41 e. Depicting Service funding in support of the CJCS Exercise

42 Program (incremental funding) in a separate funding line in their

43 budgets.

44

31 July 2004

1 f. Integrating Guard and Reserve force capability requirements into  
2 combatant commander, Service, and CSA joint training plans.

3  
4 9. CSAs. The CSAs referred to in this paragraph are the Defense  
5 Intelligence Agency (DIA), Defense Threat Reduction Agency (DTRA),  
6 Defense Information Systems Agency (DISA), Defense Logistics Agency  
7 (DLA), National Geospatial-Intelligence Agency (NGA), Defense  
8 Contracting Management Agency (DCMA), and National Security Agency  
9 (NSA). CSAs are responsible for:

10  
11 a. Developing a customer-based comprehensive plan detailing their  
12 training objectives to meet assigned missions and specific combatant  
13 command JMETL requirements. This is normally done through  
14 development of a UJTL-based Agency Mission Essential Task List  
15 (AMETL) and an Agency Training Plan (ATP). CSA developed AMETLs  
16 should be closely linked to the supported combatant commands'  
17 JMETLs. Accordingly, joint training event participation by these agencies  
18 should be scheduled and published within the respective supported  
19 command's JTPs, the respective CSA's ATP, and the Joint Training  
20 Master Schedule (JTMS).

21  
22 b. Forwarding ATPs and AMETLs via JTIMS to supported combatant  
23 commands, USJFCOM, and the Joint Staff annually in July.

24  
25 c. Nominating applicable training courses for inclusion in Joint  
26 Training Course Database (JCTD). Assist USJFCOM in Joint Course  
27 Accreditation for courses in which the CSA has subject matter expertise.

28  
29 d. Nominating appropriate facilities for inclusion in JNTC.

30  
31 e. Supporting the CJCS Doctrine and Joint Center of Lessons  
32 Learned (JCLL) with subject matter experts.

33  
34 10. The National Guard Bureau:

35  
36 a. Serving as the channel of communications on all joint matters  
37 pertaining to the National Guard (Army and Air National Guard) between  
38 the Joint Staff, the combatant commands and the Combat Support  
39 Agencies and the Army and Air National Guard Directorates, and the  
40 States/Territories.

41  
42 b. Prescribing the joint training discipline and joint training  
43 requirements, in accordance with Joint Training Policy, for the Army and  
44 Air National Guard.

45  
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Enclosure E

31 July 2004

1 c. Ensuring the Army and Air National Guard units and personnel  
2 are trained by the states in accordance with DoD Directive 1322.18, and  
3 this instruction in order to provide forces, units and personnel trained to  
4 support joint operations.

5  
6 d. Monitoring and assisting the states in the organization,  
7 maintenance, training, and operation of National Guard units and  
8 personnel (Army and Air National Guard) so as to provide trained and  
9 ready forces (units and personnel) in support of combatant command  
10 missions, at the unit, JTF, and combatant command staff levels.

11  
12 e. Facilitating and supporting the joint education and training of  
13 members of the National Guard to meet the operational requirements of  
14 the combatant commanders.

15  
16 f. Supervising and administering the Active Guard and Reserve  
17 program as it pertains to assigning officers and non-commissioned  
18 officers to the Joint Staff, combatant commands, and standing JTFs.

19  
20 g. Developing a customer-based plan detailing their training  
21 objectives to meet specific JNGB, State JFHQ, COCOM, CSA J/AMETL  
22 training requirements. This is normally done through development of an  
23 organization JMETL and a JTP. Developed JMETLs should be closely  
24 linked to the supported COCOM's JMETL. Accordingly, joint training  
25 event participation by these agencies should be scheduled and published  
26 within the respective supported command JTPs, the respective CSA's  
27 ATP, and the Joint Training Master Schedule (JTMS).

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Enclosure E

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ENCLOSURE F

CHAIRMAN'S COMMENDED TRAINING ISSUES

- Counter terrorism
- Joint Close Air Support
- Time Critical Targeting
- Joint Fires
- Focused Logistics
- Joint Deployment Planning and Execution
- Interoperability
- Joint Combat Identification
- Joint Command and Control/SJFHQ operations
- Consequence Management
- Phase IV Operations
- Improved Cross-AOR coordination, especially at the seams

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ENCLOSURE G

OFFICER PROFESSIONAL MILITARY EDUCATION POLICY

1. Overview. The Officer Professional Military Education Policy (OPMEP) defines CJCS objectives and policies regarding the educational institutions that comprise the officer PME and JPME systems. The OPMEP also identifies the fundamental responsibilities of the major military educational participants in achieving those objectives.

a. The Services and NDU provide officer PME and JPME to members of the US Armed Forces, international officers, eligible Federal Government civilians and other approved students.

(1) Each Service operates its officer PME system primarily to develop officers with expertise and knowledge appropriate to their grade, branch, and occupational specialty. Veined throughout Service-specific PME, officers receive JPME from precommissioning through General and Flag Officer (G/FO).

(2) NDU institutions enhance the education of selected officers and civilians in national security strategy, resource management, information resources management, information operations and joint and multinational campaign planning and warfighting.

b. All officers should make a continuing, strong personal commitment to their professional development beyond the formal schooling offered in our military educational system. Officers share responsibility for ensuring continued growth of themselves and others.

2. Scope. CJCSI 1800.01B addresses PME and JPME from precommissioning to G/FO levels.

3. Intent.

a. Professional development is the product of a learning continuum that comprises training, experience, education and self-improvement. The role of PME is to provide the education needed to complement, training, experience and self-improvement to produce the most professionally competent individual possible.

b. In its broadest conception, education conveys general bodies of knowledge and develops habits of mind applicable to a broad spectrum of

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1 endeavors. At its highest levels and in its purest form, education fosters  
2 breadth of view, diverse perspectives and critical analysis, abstract  
3 reasoning, comfort with ambiguity and uncertainty and innovative  
4 thinking, particularly with respect to complex, non-linear problems. This  
5 contrasts with training, which focuses on the instruction of personnel to  
6 enhance their capacity to perform specific functions and tasks.

7  
8 c. Training and education are not mutually exclusive. Virtually all  
9 military schools and professional development programs include  
10 elements of both education and training in their academic programs.  
11 Achieving success across the joint learning continuum relies on close  
12 coordination of training and education to develop synergies as personnel  
13 develop individually over time, acquiring and performing progressively  
14 higher skills and responsibilities as their careers advance.

15  
16 d. Opportunities for substantial professional education are relatively  
17 rare -particularly for the extended in-residence education that produces  
18 the learning synergies that only come from daily, face- to- face  
19 interaction with fellow students and faculty. Consequently, the PME  
20 institutions should strive to provide as pure and high quality education  
21 as feasible.

#### 22 23 4. Training Transformation (T2)

24  
25 a. On 1 Mar 02, the Department of Defense issued a Strategic Plan  
26 for Transforming DOD training to provide dynamic, capabilities-based  
27 training in support of national security across the full spectrum of  
28 Service, joint, interagency, intergovernmental and multinational  
29 operations. Key objectives of T2 include preparing individuals to: think  
30 intuitively joint; improvise and adapt to emerging crises; and achieve  
31 unity of effort from diversity of means to meet the joint operational  
32 requirements of the combatant commanders. T2 regards joint education  
33 as fundamental to creating a culture that supports Transformation,  
34 founded on leaders who are innately joint and comfortable with change.  
35 T2 requires joint education to prepare leaders both to conduct operations  
36 as a coherently joint force and to think their way through uncertainty.

37  
38 b. T2 efforts have implications for military education. The CJCS, as  
39 advised by the Director, Joint Staff (DJS), the Deputy Director of the  
40 Joint Staff for Military Education (DDJS-ME) and the Military Education  
41 Coordination Council, retains responsibility for formulating policies for  
42 coordinating the military education and training, of members of the  
43 armed forces; and the Services retain responsibility for managing the  
44 quality and content of their Services' PME programs at all levels within

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Enclosure G

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- 1 the guidelines of the military educational continuum and where
- 2 appropriate, implementing policies contained in CJCSI 1800.01B 30 Jun
- 3 2004.

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Enclosure G

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3 ENCLOSURE H  
4

5 JOINT TRAINING DOCUMENTS  
6

7 1. Joint Training Policy and Guidance for the Armed Forces of the  
8 United States. This instruction serves as the capstone document  
9 providing CJCS policy and guidance as the baseline for a series of  
10 documents that include CJCSM 3500.03A, "Joint Training Manual for  
11 the Armed Forces of the United States;" CJCSM 3500.04C, "Universal  
12 Joint Task List (UJTL)," with classified supplement; and one master  
13 training guide, CJCSM 3500.05A, "Joint Task Force Headquarters  
14 Master Training Guide. CJCSM 3500.03A provides the specific  
15 procedures for implementing policy and guidance. CJCSM 3500.04C  
16 establishes the terminology for expressing critical war and military  
17 operations other than war tasks required of joint force headquarters.  
18

19 2. UJTL Task Development.  
20

21 a. The Chairman of the Joint Chiefs of Staff, pursuant to Title 10, USC  
22 section 153(a)(5)(B) develops specific procedures for the initiation,  
23 development, approval, and maintenance of UJTL tasks, to be published  
24 as part of CJCSI 3500.04, "Universal Joint Task List". The process  
25 requires active involvement by all principal users of the UJTL, and  
26 includes a means to work towards consensus among UJTL developers  
27 and users as well as a method for resolving key issues or divergent views.  
28

29 b. The Director, Operational Plans and Joint Force Development  
30 Directorate, Joint Staff (J-7) will be responsible to the Chairman of the  
31 Joint Chiefs of Staff for managing UJTL task development and  
32 maintenance. The J-7 accomplishes this by assigning responsibilities to  
33 the Services, combatant commands, Joint Staff, and the US Joint Forces  
34 Command (USJFCOM) Joint Warfighting Center (JWFC), and by  
35 coordinating the overall process in accordance with CJCSI 5711.01A,  
36 "Policy on Action Processing."  
37

38 c. Within the UJTL task development process, as a minimum,  
39 Commands/Agencies may generate candidate tasks and/or changes to  
40 approved tasks to support requirements/capabilities not identified in the  
41 UJTL. The process details policy and procedure for the utilization of  
42 electronic staffing and coordination tools such as the Joint Training  
43 Information System (JTIMS), in coordination with the Document  
44 Development Capability (DDC) of the Joint Doctrine, Education and  
45 Training Electronic Information System (JDEIS). JDEIS will be the

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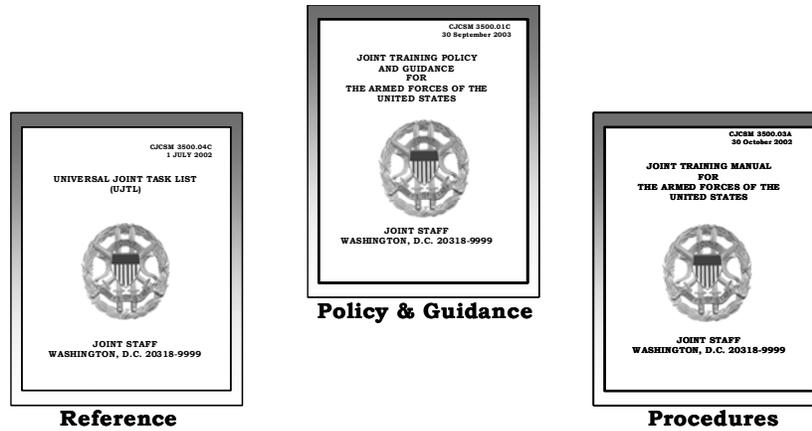
Enclosure H

1 formal repository for the approved UJTL and will distribute a searchable  
2 electronic database of approved UJTL tasks.

3

4 3. The figure below represents the hierarchy of joint training  
5 publications with the Joint Training Manual providing detailed guidance  
6 on the development of joint training plans and providing more specific  
7 joint training guidance with specific timelines for deliverables.

8



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Figure H-1  
Key Documents

1  
2  
3 ENCLOSURE I

4  
5 REFERENCES

- 6  
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8  
9 b. Goldwater-Nichols Defense Reorganization Act of 1986, Public  
10 Law 99-433  
11  
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13  
14 d. DODD 5100.1, "Functions of the Department of Defense and Its  
15 Major Components", 25 September 1987  
16  
17 e. CJCSM 3500.04C the Universal Joint Task List (UJTL), 1 July  
18 2002  
19  
20 f. CJCSM 3500.03A, "Joint Training Manual For the Armed Forces  
21 of United States", 1 September 2002  
22  
23 g. Title 10, United States Code, Title USC 192(a)(1)(B) "Supervising  
24 CSAs designated by the Secretary of Defense"  
25  
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30 System (DRRS)", 3 June 2002  
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32 j. DODD 1322.18, "Military Training", 9 January 1987  
33  
34 k. DoD "Transformation Planning Guidance", April 2003  
35  
36 l. "Strategic Plan for Transforming DOD Training", 1 March 2002  
37  
38 m. DoD Training Transformation Implementation Plan, 9 June 2004  
39  
40 n. Secretary of Defense, Forces for Unified Commands  
41  
42 o. Secretary of Defense, Assignment of Forces, 6 September 1996  
43  
44 p. CJCSM 3500.05A, "Joint Task Force Headquarters Master  
45 Training Guide", 1 September 2003

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2 DRAFT, 30 June 2004  
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Enclosure I

1  
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3 GLOSSARY  
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5 1. PART I ACRONYMS  
6

7 **A**  
8

9 AAR	after action report; after action review
10 AFFOR	Air Force forces
11 AMET	agency mission-essential task
12 AMETL	agency mission essential task list
13 ANG	Air National Guard
14 AOR	area of responsibility
15 ARFOR	Army forces
16 ARNG	Army National Guard
17 ATP	agency training plan

18  
19 **C**  
20

21 C4I	command, control, communications, computers, 22 and intelligence
23 C4ISR	command, control, communications, computers, 24 and intelligence surveillance and reconnaissance
25 CAX	computer assisted exercise
26 CCTI	CJCS commended training issues
27 CJCS	Chairman of the Joint Chiefs of Staff
28 CJCSI	CJCS instruction
29 CJCSM	CJCS manual
30 CM	consequence management
31 CNA	Center Naval Analysis
32 CNGB	Chief, National Guard Bureau
33 COCOM	Combatant Commander (command authority)
34 CONUS	continental United States
35 CPX	command post exercise
36 CSA	combat support agency

37  
38 **D**  
39

40 DEPTempo	deployment tempo
41 DIA	Defense Intelligence Agency
42 DCMA	Defense Contracting Management Agency
43 DISA	Defense Information Systems Agency
44 DTRA	Defense Threat Reduction Agency
45 DOD	Department of Defense

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Glossary

1	DOTMLPF	Doctrine, Organization, Training, Materiel,
2		Leadership and Education, Personnel, and Facilities
3	DODD	Department of Defense Directive
4	DOS	Department of State
5		
6		<b>F</b>
7		
8	FTX	field training exercise
9	FY	fiscal year
10	HQ	headquarters
11		
12		<b>I</b>
13		
14	IAW	in accordance with
15		
16		<b>J</b>
17		
18	J-1	manpower and personnel directorate of a joint staff
19	J-2	intelligence directorate of a joint staff
20	J-3	operations directorate of a joint staff
21	J-4	logistics directorate of a joint staff
22	J-5	plans directorate of a joint staff
23	J-6	command, control, communications, and computer
24		systems directorate of a joint staff
25	J-7	operational plans and joint force development
26		Directorate, Joint Staff
27	J-8	Director for Force Structure, Resources, and
28		Assessment, Joint Staff
29	JAARS	joint after-action reporting system
30	J/ATP	joint/agency training plan
31	JCET	joint combined exchange training
32	JCLL	joint center for lessons learned
33	JDDP	Joint Doctrine Development Process
34	JDEIS	joint doctrine education and training electronic
35		information system
36	JDL	Joint Digital Library
37	JE	joint experimentation
38	JEL	Joint Electronic Library
39	JELC	joint event life cycle
40	JFACC	joint force air component commander
41	JFHQ	joint force headquarters
42	JFHQ-State	joint force headquarters-state
43	JFLCC	joint force land component commander
44	JFMCC	joint force maritime component commander
45	JFC	joint force commander

1	JFCs	Joint Functional Concepts
2	JFI	joint force integrator
3	JICs	Joint Integrating Concepts
4	JKDDC	Joint Knowledge Development and Distribution
5		Capability
6	JLLP	Joint Lessons Learned Program
7	JMET	joint mission-essential task
8	JMETL	joint mission-essential task list
9	JNTC	Joint National Training Capability
10	JOCs	Joint Operating Concepts
11	JOpsC	Joint Operations Concepts
12	JPME	Joint Professional Military Education
13	JQRR	Joint Quarterly Readiness Review
14	JS	Joint Staff
15	JSCP	Joint Strategic Capabilities Plan
16	JTAC	Joint Technical Augmentation Cell
17	JTASC	Joint Training and Simulation Center
18	JTCDMP	Joint Training Course Development and
19		Management Process
20	JTF	joint task force
21	JTF-CS	joint task force-civil support
22	JTIMS	joint training information management system
23	JTM	joint training manual
24	JTMS	joint training master schedule
25	JTP	joint training plan
26	JTS	joint training system
27	JTTP	joint tactics, techniques, and procedures
28	JWFC	Joint Warfighting Center
29		
30		<b>M</b>
31		
32	MARFOR	Marine Corps forces
33	M&S	Modeling and Simulation
34	MFP	Major Force Program
35	MPT	manpower, personnel and training
36	MTG	Master Training Guide
37	MTW	Major Theater War
38		
39		<b>N</b>
40		
41	NATO	North Atlantic Treaty Organization
42	NAVFOR	Navy forces
43	NEO	non-combatant evacuation operation
44	NGA	National Geospatial-Intelligence Agency
45	NGB	National Guard Bureau

1	NGO	Nongovernmental Organization
2	NMS	National Military Strategy
3	NSA	National Security Agency
4	NSS	National Security Strategy
5		
6		<b>O</b>
7		
8	OPR	Office of Primary Responsibility
9	OPFOR	Opposing Force
10	OPTEMPO	Operations Tempo
11	OSD	Office of the Secretary of Defense
12		
13		<b>P</b>
14		
15	PERSTEMPO	Personnel Tempo
16	POI	Program of Instruction
17		
18		<b>R</b>
19		
20	RC	Reserve Components
21		
22		<b>S</b>
23		
24	SFJHQ	standing force joint headquarters
25		
26	STL	Service Task Link
27	SOF	Special Operations Forces
28	SOP	Standing Operating Procedures
29	STAFFEX	Staff Exercise
30		
31		<b>T</b>
32		
33	TRO	Training and Readiness Oversight
34		
35		<b>U</b>
36		
37	UJTL	Universal Joint Task List
38	UNAAF	Unified Action Armed Forces
39	USC	United States Code
40	USCENTCOM	United States Central Command
41	USD (P&R)	Under Secretary of Defense for Personnel and Readiness
42		
43	USEUCOM	United States European Command
44	USJFCOM	United States Joint Forces Command
45	USNORTHCOM	United States Northern Command

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Glossary

1	USPACOM	United States Pacific Command
2	USSOCOM	United States Special Operations Command
3	USSOUTHCOM	United States Southern Command
4	USSTRATCOM	United States Strategic Command
5	USTRANSCOM	United States Transportation Command
6		
7		<b>W</b>
8		
9	WJTC	Worldwide Joint Training Conference
10	WWSC	Worldwide Scheduling Conference

1  
2  
3 2. PART II—DEFINITIONS  
4

5 after-action review. 1. A process designed to provide commanders direct  
6 feedback on the accomplishment of selected joint mission essential  
7 tasks, conditions, and standards stated in terms of training objectives for  
8 the commander to evaluate training proficiency. 2. An analytical review  
9 of training events that enables the training audience, through a  
10 facilitated professional discussion, to examine actions and results during  
11 a training event. Also called AAR.  
12

13 capability. The ability to achieve an effect expressed as a set of related  
14 tasks with measures of performance (MOP) and measures of effect  
15 (MOE). An effect is a change to a battlespace condition or the freedom of  
16 action of a system within it.  
17

18 Chairman of the Joint Chiefs of Staff Joint Training Master Schedule. A  
19 schedule of the Chairman of the Joint Chiefs of Staff (CJCS) exercise  
20 program events that integrates the joint training schedules of the  
21 combatant commands, Defense Threat Reduction Agency, and the  
22 schedule of the CJCS-sponsored exercises. The schedule includes, as a  
23 minimum, exercise summaries for the program year and the following 5  
24 years. Also called JTMS.  
25

26 Combatant Command Joint Training Plan. A plan developed and  
27 updated annually by each combatant commander that defines the  
28 strategy for training assigned forces (training audience) in joint doctrine  
29 and tactics, techniques, and procedures to accomplish the mission  
30 requirements over the selected training period. Specifically, the plan  
31 identifies the training audience, the joint training objectives, the training  
32 events, and required training resources.  
33

34 Combatant Command Joint Training Schedule. A resource constrained  
35 program developed and updated annually by the combatant command  
36 staff that integrates the combatant commands' joint training plans and  
37 the schedule of the combatant commander-sponsored exercises. The  
38 schedule normally includes exercise summaries for the program year as  
39 well as proposed summaries for the following 5 years.  
40

41 command-linked tasks. Discrete events or actions designated by a joint  
42 force commander that must be performed by commands and combat  
43 support agencies outside the command authority of the joint force, if the  
44 joint force is to successfully perform its missions. Command linked  
45 tasks are selected by the supported command and are normally

1 scheduled for training, evaluated, and assessed by the organization  
2 providing the support. [Definition to be updated]

3  
4 conditions. Those variables of an operational environment or situation in  
5 which a unit, system, or individual is expected to operate that may affect  
6 performance.

7  
8 crisis action planning. 1. The Joint Operation Planning and Execution  
9 System process involving the time-sensitive development of joint  
10 operation plans and orders in response to an imminent crisis. Crisis  
11 action planning follows prescribed crisis action procedures to formulate  
12 and implement an effective response within the time frame permitted by  
13 the crisis. 2. The time-sensitive planning for the deployment,  
14 employment, and sustainment of assigned and allocated forces and  
15 resources that occurs in response to a situation that may result in actual  
16 military operations. Crisis action planners base their plan on the  
17 circumstances that exist at the time planning occurs.

18  
19 criterion. The minimum acceptable level of performance associated with  
20 a particular measure of task performance. It is often expressed as hours,  
21 days, percent, occurrences, minutes, miles, or some other command  
22 stated measure.

23  
24 critical supporting task. Specific tasks that must be performed for  
25 successful accomplishment of a mission essential task (MET). CSTs are  
26 further divided into Critical Command Supporting Tasks (CCST) which  
27 are CST performed by the commanders staff and Subordinate Command  
28 Critical Supporting tasks (SCCST).

29  
30 deliberate planning. 1. The Joint Operation Planning and Execution  
31 System process involving the development of joint operation plans for  
32 contingencies identified in joint strategic planning documents.  
33 Conducted principally in peacetime, deliberate planning is accomplished  
34 in prescribed cycles that complement other Department of Defense  
35 planning cycles in accordance with the formally established joint  
36 strategic planning system. 2. A planning process for the deployment  
37 and employment of apportioned forces and resources that occurs in  
38 response to a hypothetical situation. Deliberate planners rely heavily on  
39 assumptions regarding the circumstances that will exist when the plan is  
40 executed.

41  
42 essential task. Tasks based on mission analysis and approved by the  
43 commander that are absolutely necessary, indispensable, or critical to  
44 the success of a mission.

1 evaluation. An evaluation is tied to a specific training event. Evaluation  
2 is an internal command responsibility, intended to determine whether  
3 specific training objectives were met.

4  
5 exercise. A military maneuver or simulated wartime operation involving  
6 planning, preparation, and execution. It is carried out for the purpose of  
7 training, assessment, and evaluation.

8  
9 exercise objective. Specific statement of purpose, guidance, and/or  
10 direction for an exercise.

11  
12 implied task. A task that is not stated but necessary to do the mission.

13  
14 individual joint training. Training offered to prepare individuals to  
15 perform duties in joint organizations or to operate uniquely joint systems  
16 (e.g., joint intelligence support system). Individual joint training can be  
17 joint academic courses or other organizational training conducted by the  
18 Office of the Secretary of Defense, defense agency, combatant command,  
19 or Service.

20  
21 interagency/intergovernment training. Military training to prepare  
22 interagency and/or international decision makers and supporting staffs  
23 to respond to President or the SecDef approved mandates. Interagency  
24 and intergovernment training is based on President or the SecDef derived  
25 standing operating procedures, as applicable.

26  
27 interagency operations. Operations in which government or non-  
28 government agencies interact with the Armed Forces of the United  
29 States. These agencies may include the National Security Council,  
30 headquarters of operating elements of the Departments of State and  
31 Transportation, the Central Intelligence Agency, and the Adjutants  
32 General of the 50 states and four territories; other US government  
33 agencies; agencies of partner nations; nongovernmental organizations;  
34 regional and international organizations such as the NATO and the UN;  
35 and the agencies of the host country.

36  
37 interoperability. The ability of systems, units or forces to provide  
38 services to and accept services from other systems, units, or forces and  
39 to use the services so exchanged to enable them to operate effectively  
40 together.

41  
42 interoperability training. Military training based on joint doctrine or joint  
43 tactics, techniques, and procedures, or where no joint doctrine/JTTP  
44 exists on service/SOF doctrine/TTP, to prepare forces or staffs from more  
45 than one service component to respond to operational and tactical

1 requirements deemed necessary by combatant commanders to execute  
2 their assigned missions. Interoperability training involves forces of two  
3 or more service components (including SOF) with no interaction with a  
4 combatant commander or subordinate joint force commander or joint  
5 staff; and is conducted using joint doctrine or joint tactics, techniques,  
6 and procedures, or where no joint doctrine/JTTP exists on service/SOF  
7 doctrine/TTP.

8  
9 issue. A shortcoming or deficiency identified during training,  
10 experimentation, evaluations, assessments, or operations that preclude  
11 performance to standard and requires focused problem solving. Defined  
12 and analyzed in terms of doctrine, organization, training, education,  
13 materiel, leadership, and personnel to facilitate correction and validation.

14  
15 Joint After-Action Report. A written report consisting of joint universal  
16 lessons learned that provides the official description of an operational  
17 training event and identifies significant lessons learned. Also called  
18 JAAR.

19  
20 joint combined exchange training. Joint combined exchange training  
21 (JCET) is an overseas, combined training event primarily designed to  
22 benefit US Special Operation Forces METL, JMETL training, may be  
23 joint, utilizes 2011 reporting procedures, is Major Force Program (MFP)  
24 11 funded, uses no foreign military assistance funds, and is prioritized  
25 through the theater combatant commander, coordinated through the US  
26 ambassador and DOS, and approved by the SECDEF. Also called JCET.

27  
28 joint event life cycle. Describes the design, planning, preparation,  
29 execution, and evaluation and reporting stages required to successfully  
30 execute a discrete training event.

31  
32 joint exercise. A joint military maneuver, simulated wartime operation,  
33 or other CJCS/combatant commander-designated event involving  
34 planning, preparation, execution, and evaluation. A joint exercise  
35 involves forces of two or more Military Departments interacting with a  
36 combatant commander or subordinate joint force commander; involves  
37 joint forces and/or joint staffs; and is conducted using joint doctrine or  
38 joint tactics, techniques, and procedures.

39  
40 joint mission essential task. A mission task selected by the joint force  
41 commander deemed essential to mission accomplishment and defined  
42 using the common language of the universal joint task list in terms of a  
43 task. Force providers will also select additional tasks in accordance with  
44 their joint training mission for assigned combatant headquarters and

1 forces and deemed essential to the mission of the combatant  
2 headquarters and forces. Also called JMET.

3  
4 joint mission essential task list. A list of joint mission essential tasks  
5 selected by a commander to accomplish an assigned or anticipated  
6 mission. A joint mission essential task list includes associated tasks,  
7 conditions, and standards and requires the identification of command  
8 linked and supporting tasks. Also called JMETL.

9  
10 joint professional military education. That portion of professional  
11 education concentrating on the instruction of joint matters. Also called  
12 JPME.

13  
14 joint training. Military training based on joint doctrine to prepare  
15 individuals, joint commanders, joint staff, and joint forces to respond to  
16 strategic and operational requirements deemed necessary by combatant  
17 commanders to execute their assigned missions. Joint training involves  
18 forces of two or more Military Departments interacting with a combatant  
19 commander or subordinate joint force commander; involves joint forces  
20 and/or joint staffs; and or individuals preparing to serve on a joint staff  
21 or in a joint organization and is conducted using joint doctrine.

22  
23 joint training objective. A statement that describes the desired outcome  
24 of a joint training activity in terms of Performance, Training Situation,  
25 and Level of Performance. Training objectives are derived from joint  
26 mission essential tasks, conditions, and standards, and based on joint  
27 doctrine/JTTP, commander's guidance, and organizational SOPs.

28  
29 lesson learned. 1. A technique, procedure, or practical solution that  
30 allowed the task to be accomplished to standard based upon an  
31 identified shortcoming or deficiency within a specific command or  
32 circumstance that may be applicable to others in similar circumstances.  
33 2. A changed behavior based upon previous experiences that  
34 contributed to mission accomplishment.

35  
36 Master Training Guide. A collection of tasks and associated conditions  
37 and standards usually for a specific joint organization. Tasks are derived  
38 from joint doctrine and are grouped on a mission and/or functional basis  
39 to support organizational training. Also called MTG.

40  
41 measure. Provides the basis for describing varying levels of task  
42 performance.

1 military training. The instruction of personnel to enhance their capacity  
2 to perform specific military functions and tasks; the exercise of one or  
3 more military units conducted to enhance their combat readiness.

4  
5 mission. 1. The task, together with the purpose, that clearly indicates  
6 the action to be taken and the reason therefore. 2. In common usage,  
7 especially when applied to lower military units, a duty assigned to an  
8 individual or unit; a task. 3. An assignment with a purpose that clearly  
9 indicates the action to be taken and the reason therefore.

10  
11 mission proficiency assessment. A commander's subjective assessment  
12 of the command's ability to perform assigned missions.

13  
14 model. A physical, mathematical, or otherwise logical representation of a  
15 system, entity, phenomenon, or process.

16  
17 modeling. Application of a standard, rigorous, structured methodology to  
18 create and validate a physical, mathematical, or otherwise logical  
19 representation of a system, entity, phenomenon, or process.

20  
21 modeling and simulation. The use of models, including emulators,  
22 prototypes, simulators, and stimulators, either statically or over time, to  
23 develop data as a basis for making managerial or technical decisions.  
24 The terms "modeling" and "simulation" are often used interchangeably.

25  
26 multinational exercises. Exercises that train and evaluate US and other  
27 national forces or staffs to respond to requirements established by  
28 multinational force commanders to accomplish their assigned missions.

29  
30 multinational operations. A collective term to describe military actions  
31 conducted by forces of two or more nations, typically organized within  
32 the structure of a coalition or alliance.

33  
34 multinational training. Military training based on allied and/or coalition,  
35 joint, and/or Service doctrine, as applicable, to prepare personnel or  
36 units for multinational operations in response to National Command  
37 Authorities directives.

38  
39 operation. A military action or the carrying out of a strategic, tactical,  
40 Service, training, or administrative military mission; the process of  
41 carrying on combat, including movement, supply, attack, defense, and  
42 maneuvers needed to gain the objectives of any battle or campaign.

1 professional military education. The systematic instruction of  
2 professionals in subjects that will enhance their knowledge of the science  
3 and art of war. Also called PME.

4  
5 program of instruction. A series of related lessons designed to satisfy a  
6 specific joint training requirement (e.g., joint task force headquarters).

7  
8 service training. Military training based on Service policy and doctrine to  
9 prepare individuals and interoperable units. Service training includes  
10 basic, technical, operational, and interoperability training in response to  
11 operational requirements deemed necessary by the combatant  
12 commands to execute assigned missions.

13  
14 simulation. A method for implementing a model over time. Also a  
15 technique for testing, analysis, or training in which real-world systems  
16 are used, or where real-world and conceptual systems are reproduced by  
17 a model.

18  
19 specified task. A task explicitly stated and assigned.

20  
21 standard. The minimum acceptable proficiency required in the  
22 performance of a task. For mission essential tasks of joint forces, each  
23 task standard is defined by the joint force commander and consists of a  
24 measure and criterion.

25  
26 standing operating procedure. A set of instructions covering those  
27 features of operations that lend themselves to a definite or standardized  
28 procedure without loss of effectiveness. The procedure is applicable  
29 unless ordered otherwise. Also called SOP.

30  
31 supporting task. Specific activities that contribute to accomplishment of  
32 a joint mission essential task. Supporting tasks associated with a  
33 command or agency's mission essential task list are accomplished by the  
34 joint staff or subordinate commands or CSAs. [Definition to be updated]

35  
36 task. A discrete event or action that enables a mission or function to be  
37 accomplished by individuals or organizations.

38  
39 task performance observations. For joint training, a listing of a training  
40 audience, training objectives, observer reports, and an executive  
41 summary for the commander to review and make a training proficiency  
42 evaluation.

43  
44 training assessment. An analytical process used by commanders to  
45 determine an organization's current levels of training proficiency on

1 mission essential tasks. This process also supports the Chairman of the  
2 Joint Chiefs of Staff's and combatant commanders' cumulative  
3 assessments of overall joint readiness.

4  
5 training evaluation. The process used to measure the demonstrated  
6 ability of the training audience to accomplish specified training  
7 objectives.

8  
9 training proficiency assessment. Derived from the primary trainer's  
10 subjective assessment of an organization by comparing collective training  
11 proficiency evaluations and other training inputs over time, against joint  
12 mission essential tasks, conditions, and standards (also called TPA).  
13 [Definition to be updated]

14  
15 training performance evaluation. An objective evaluation of an  
16 organization's performance with respect to training objectives. They are  
17 produced during the execution phase of the joint training system (also  
18 called TPE).

19  
20 war game. A simulation, by whatever means, of a military operation  
21 involving two or more opposing forces, using rules, data, and procedures  
22 designed to depict an actual or assumed real life situation.

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