



WJTSC 10-2 Master Issue Deck

WJTSC 10-2 Final
as of: 31 August 10

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Note

To streamline review, discussion, and resolution of issues, all open issues have been 'binned' to one of five categories:

- 1. Exercise issues**
- 2. Joint Training Requirements issues**
- 3. Joint Individual and Staff Training issues**
- 4. Joint Training Assessment and Readiness issues**
- 5. Interagency issues**

While not all issues are a 'perfect fit,' issues were placed in the bin that represented the best fit as of the close of the previous WJTSC. Issues may be 're-binned' by the Council of Colonels as appropriate.



Exercise Related

- *10-004 – National Rehearsal Program*
- *07-017 – Integrated Air and Missile Defense Systems Training Capability*
- *10-009 – PSI Program Planning and Implementation*
- *10-010 – Use of JTIMS for Joint Exercise Program Management*



National Level Rehearsal Program



Briefer: Lt Col Toohey

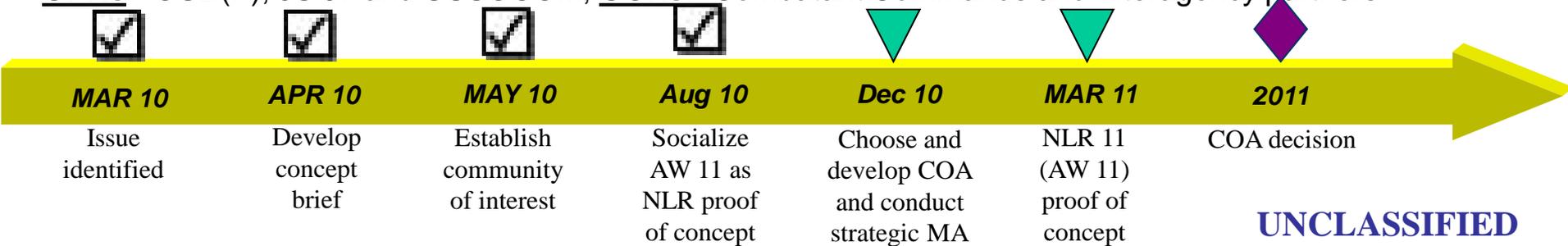
Issue 10-004: National Exercise Program (NEP) does not adequately exercise real world threat streams and adversaries. Consequently, combatant commands cannot realistically exercise their contingency plans with interagency partners if they link to the NEP.

Discussion: Recent discussions identified the requirement for a National Level Rehearsal (NLR) Program. The NEP relies on the Universal Adversary, versus real threat streams and adversaries, and focuses on responder capabilities and needs. It does not address threat-based prevention activities such as disrupt and respond options. Requirement for an exercise construct with senior whole of government integration for maximum collaboration and participation. Requirement for a senior level rehearsal program with flexibility to keep ahead of potential events based on threat levels. Requires exercise integration of real world threat streams annually (Example: Counterterrorism, Cyber, Weapons of Mass Destruction). **COA 1:** Propose enhancement / modification of current NEP construct developing an exercise framework addressing actual overseas threats on an annual basis. **COA 2:** Define a new NLR Program commensurate with NEP construct.

Endstate: A national level rehearsal program that brings together disrupt / respond options to real world threat streams in a whole of government context.

POA&M: 1) Develop concept brief 2) Establish whole of government community of interest. 4) Socialize AW 11 as NLR 11 proof of concept 5) Choose and develop course of action (COA) and conduct strategic level mission analysis (MA)

OPRs: OSD(P), JS J7 and USSOCOM; **OCRs:** Combatant Commands and Interagency partners



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Integrated Air and Missile Defense (ATM) Systems Training Capability



Briefer: CAPT Real

Issue 07-017: Combatant Commanders require a distributed, integrated, synthetic Integrated Air and Missile Defense (IAMD) training and exercise modeling and simulation (M&S) capability.

Discussion:

- a. Current capability requires duplicative, static, scenario development and does not provide synergistic training capability.
- b. There is a requirement for a federated joint IAMD simulation capability which will stimulate all applicable IAMD awareness systems simultaneously to meet all stakeholders missile warning and IAMD simulation requirements.

Endstate: A federated Joint IAMD simulation capability which will stimulate all operational awareness systems to meet all missile warning and integrated air and missile defense simulation requirements.

POA&M:

Short Term: Develop a federated IAMD simulation capability that will stimulate operational missile awareness systems for IAMD. Interim solution for training tiers 1-3 IOC Goal: May 2011 for GLOBAL LIGHTNING (GL) 11, linked w/USEUCOM AUSTERE CHALLENGE (AC) 11.

Long Term: Integrate / federate M&S capabilities from tiers 1-4 into a complete end to end IAMD M&S capability 0-5 years.

OPRs: USSTRATCOM / USNORTHCOM; **OCRs:** Missile Defense Agency, Combatant Commands and Services



MAR 08



APR 08



DEC 09



MAR 10



APR 10



TBD



MAY 11

USSTRATCOM provide update at WJTSC 08-1

ITWG meets @CO Springs

Proof-of-Concept At JWFC

BMDS Warfighter Conf Update

COCOM J3/J7 Con Concurrence on Requirements

GO/FO Proof of Concept Demo

IOC – GL/AC 11

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Proliferation Security Initiative Program Planning and Execution



Briefer: Lt Col Toohey

Issue 10-009: Planning and execution of the JS J-5 sponsored PSI Program is not well coordinated with the combatant commands. Additionally, the PSI Program does not use enterprise-wide Joint Training System doctrine or JTIMS to plan, coordinate, execute and assess PSI training events.

Discussion: The JS J-5 currently plans and executes the PSI Program using email and telephone as mechanisms of coordination and tasking. The combatant command J-7s are often involved late in this process. A well planned and executed battle handover of PSI events between the JS J-5 and the JS J-7 would ensure that the events would then be planned and executed in accordance with joint training enterprise programs and processes. This would ensure that PSI events would be well coordinated with combatant commands. Additionally, as the subject matter expert for joint training doctrine, the JS J-7 could ensure that the PSI Program uses JTIMS as the system of record to plan, coordinate, execute, assess and document PSI training events.

End state: PSI Program includes a well planned and coordinated battle handover process between the JS J-5 and JS J-7 and PSI events are planned, coordinated, executed, assessed and documented using JTIMS, thereby improving planning and coordination with combatant commands, combat support agencies, and other participants.

POA&M: JS J-5 and JS J-7 develop a PSI Program battle handover process. JS J-7 immediately creates, maintains and updates all PSI events in JTIMS and uses JTIMS as the system of record for PSI Program.

OPRs: JS J-7; **OCR:** JS J-5



SEP 10

Issue
identified



OCT 10

PSI events
in JTIMS



DEC 10

Battle
handover
developed



MAR 11

Brief new
process at
WJTSC 11-1

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Use of the Joint Training Information Management System for Joint Exercise Program Management



Briefer: Lt Col Toohey

Issue 10-010: The CMX Program, sponsored by the JS J-7, does not use enterprise-wide Joint Training System doctrine or the practice of using JTIMS to plan, coordinate, execute, assess and document CMX training events. Combatant Command, CSA, and NGB joint exercise programs are not comprehensively and accurately maintained in JTIMS.

Discussion: The JS J-7 currently plans and executes the CMX series of events using a web page for coordination and tasking. This causes inefficiencies and poor coordination in CMX planning and execution at the combatant command level. The Combatant Commands, CSAs, NGB and JS J-7 should use JTIMS as the system of record to plan, coordinate, execute, assess and document all training events.

End state: All joint exercise programs are planned, coordinated, executed, assessed and documented using JTIMS, thereby improving planning and coordination with combatant commands, CSAs, Joint Staff and other participants.

POA&M: JS J-7 immediately creates, maintain and updates all CMX events in JTIMS and uses JTIMS as the system of record for the CMX Program. All Combatant Commands immediately maintain accurate and comprehensive exercise information in JTIMS on all combatant command exercises.

OPRs: JS J-7, Combatant Commands, CSAs, NGB



SEP 10

Issue
identified



OCT 10

Issue
resolved

UNCLASSIFIED



Joint Training Requirements

- *09-010 - Joint Logistics Education and Training*
- *09-001 - Joint Training Enterprise Training M&S Gaps*
- *10-001 - Joint Task Force Capable Headquarters Readiness Requirements*
- *10-005 - Update CTP Business Practices*
- *10-007 – Future USJFCOM Joint Training Support*
- *10-008 – JTSS Funding*



Joint Logistics Education and Training



Briefer: Mr. Bizub

Recommend Close

Issue 09-010: Lack of an oversight structure to support the DOD Joint logistics education and training requirements.

Discussion: In the past few years there has been a myriad of initiatives and studies that were consolidated in the Joint Logistics Education, Training, and Exercise Study (JLETES). There is no central authority providing oversight related to Joint Logistics education and training to influence the logistics learning continuum to shape the development of Joint logisticians. This shortcoming has likely resulted in duplication of efforts, lost opportunities, and reduced support to combatant command Joint logisticians and makes the implementation of the 40+ recommendations made in the JLETES more challenging.

Endstate: A validated set of Joint logistics education and training requirements.

POA&M: Formally staff the JLETES with the Joint logistics community stakeholders and provide the results to the Center for Joint and Strategic Logistics (CJSL) for assessment.

OPRs: JS J7&J4, USJFCOM J7; **OCRs:** Combatant Commands, Services, DUSD (L&MR), (CJSL)



AUG 09

Briefed JLETES



MAR 10

Established way-ahead



APR 10

Staff JLETES



AUG 10

Brief Staffing Results



MAR 11

Initial Requirements List

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Joint Training Enterprise

Training Modeling & Simulation Gaps



Briefer: Col Walrond

Recommend Close



Issue 09-001: The Joint Training Enterprise does not have a formal validated process to identify and prioritize key training Modeling & Simulation (M&S) gaps.

Discussion: The Joint Training Enterprise stakeholders executed a M&S Training Gap Analysis Forum (TGAF) on 16 February 2010 in order to re-validate the top training M&S gaps as directed by OSD P&R. The M&S working group will now be the forum to identify and prioritize key training Modeling & Simulation (M&S) gaps, sponsor COCOM & Service resolution and briefed results to the TGAF during the semi-annual Solutions Conference.

Endstate: Approval of validated process to identify and prioritize key training M&S gaps and COCOM & Service sponsorship for resolution.

POA&M: Joint Training Enterprise identified the M&S Gaps; USJFCOM to lead the effort of gap analysis to determine detailed estimated costs to close the gaps. Conduct detailed analysis to determine optimal solutions.

OPR: USJFCOM; **OCRs:** Combatant Commands; Services.



JUL 09

M&S TGAF
VTC



AUG 09

Brief analysis
at
WJTSC 09-2



FEB 2010

M&S TGAF
(Solutions Conference)



MAR 2010

M&S TGAF
VTC



MAR 2010

Brief TGAF
Results at
WJTSC 10-1



SEP 2010

M&S TGAF
(Solutions Conference)



SEP 2010

M&S WG
WJTSC 10-2

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Joint Task Force-Capable Headquarters (JTF HQ)

Readiness Requirements



Briefer: COL Grubich

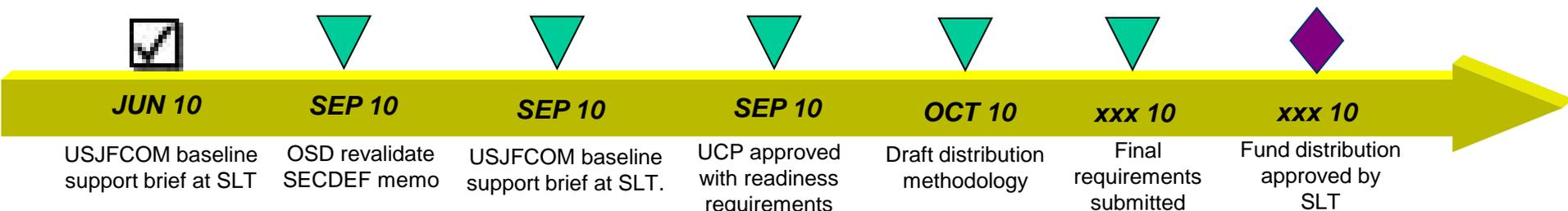
Issue 10-001: Combatant commanders / combatant command Service components require clear certification authorities, requirements, and a defined process to compete for JTF HQ certification funds.

Discussion: Direction for each Combatant Commander to certify the readiness of headquarters staffs to perform as a JTF is found in 2008 UCP. Language focusing on JTF readiness requirements versus JTF certification has been proposed for inclusion in 2010 UCP. The allocation and distribution of the JTF HQ Certification CE2 funds is inconsistent across the combatant commands.

Endstate: Guidance defining combatant command JTF readiness requirements. Governance and enterprise requirements that enable consistent baseline support and the ability for combatant commands to compete for funds to address unique requirements..

POA&M: Seek national guidance defining JTF readiness requirements. Seek alternate funding, determine baseline requirements and fund distribution methodology to enable required readiness.

OPR: JS J-7; **OCR:** USJFCOM



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Update CTP Business Practices



Briefer: Mr Klein

Issue 10-005: Commercial Ticket Program (CTP) business rules and practices need to be updated to reflect the growth in program demand and highly dynamic nature of the program.

Discussion: Due to significant growth in the use of commercial airlines for exercises, accounting and management practices need to be updated to reflect a more dynamic program. What started as a \$13M program to supplement military or charter airlift, has grown into a \$56M program in FY09 and is now a critical component to exercise movements. The current process to build requirements, validate mode-source, build authorization messages and distribute funding is cumbersome, time consuming and not responsive to force provider needs. Often, units must cash flow tickets from Service Incremental Funding or other Operations & Maintenance funds and seek reimbursement afterward, further delaying accurate accounting of expenses. New business practices are required in order to increase the flexibility, speed, and accounting visibility of CTP funds.

Endstate: New business rules that govern roles and responsibilities for CTP authorization, notification, flow of funds, and account management.

POA&M: Interim guidance has been published (19 Aug 10) as an addendum to CJCSI 3511.01A prior to incorporation in CJCSI.

OPR: JS J-7; **OCRs:** Combatant Command J3/J4/J8, Services



APR 10

2 day
workgroup
in Norfolk



JUN 10

AO level
coordination
by DCO



JUL 10

Planner level
coordination



AUG 10

Final
coordination



SEP 10

Publish
guidance



OCT 10

Implement
new
practices

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Future USJFCOM Joint Training Support



Briefer: LTC Ray

Issue 10-007: The Joint Training Enterprise needs to identify critical capabilities and support currently provided by USJFCOM, so that they can be retained when USJFCOM closes.

Discussion: The SECDEF recently announced his intent to close USJFCOM. USJFCOM provides significant joint exercise program capabilities and support to the Joint Training Enterprise. The enterprise should take steps now to identify and agree upon critical capabilities and support that must be retained or continue when USJFCOM closes. These identified critical capabilities and support must then be socialized with senior leadership to ensure they endure.

End state: A staffed and coordinated document, signed by Joint Training Enterprise stakeholders and socialized with senior leadership.

POA&M: JS J-7 establish and lead a working group to draft, staff, coordinate and publish a document outlining the critical capabilities and support that USJFCOM currently provides to the Joint Training Enterprise that need to endure after USJFCOM closes.

OPR: JS J-7; **OCRs:** Joint Warfighting Center, Combatant Commands, CSAs, Services



SEP 10

Issue identified



OCT 10

WG convenes



NOV 10

Document signed & socialized

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Joint Training System Specialist Funding



Briefer: LTC Phlegar

Issue 10-008: Information from CE2 SLT management office indicates that the FY 12 CE2 budget has no funds allocated for the Joint Training System Specialist (JTSS) contract.

Discussion: The JTSS contract funded by the CE2 program provides approximately six (6) contractors to each combatant command and combat support agency. These contractors are an integral part of their organizations and play an important role in the advancement and implementation of joint training doctrine and the Joint Training System. Furthermore, this suggested cut was not voted upon by the SLT which is a specified CE2 SLT business rule.

End state: CE2 SLT has restored funding for the JTSS contract.

POA&M: The WJTSC 10-2 SLT meeting addresses this issue and determines the way ahead in accordance with CE2 SLT business rules.

OPR: JS J-7; **OCRs:** CE2 SLT



SEP 10

Issue identified



MAR 11

Plan ready to implement

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Joint Individual and Staff Training

- *08-017 - Joint Staff Officer Proficiency*



Joint Staff Officer Proficiency



Briefer: MAJ Hart

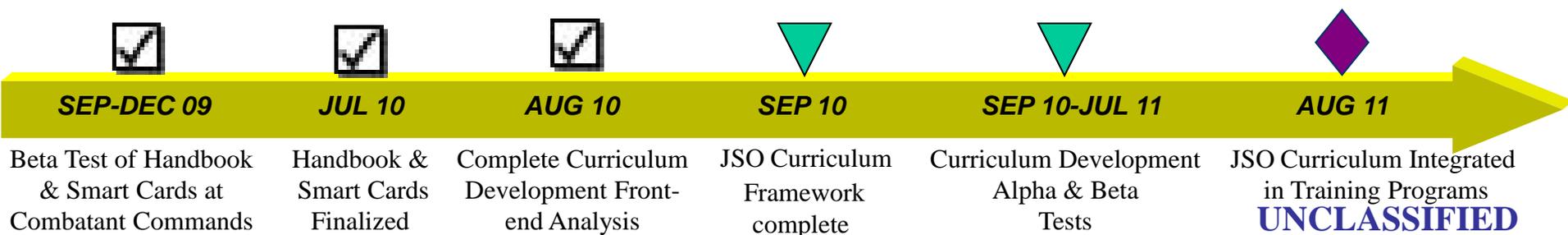
Issue 08-017: The ramp up time to achieve desired proficiency for officers reporting for joint assignment at combatant commands is too long.

Discussion: The results of the Joint Staff Officer (JSO) Study included the desired 15 core competencies for Joint Staff Officers identified by combatant command senior leadership. Lack of competency in identified areas were found to result in extended ramp up time for officers to achieve desired proficiency levels in joint staff officer tasks. Combatant commands expressed interest in the Joint Staff J-7 leading the development of Joint Staff Officer training support resources to close the identified proficiency gap.

Endstate: Establish an individual learning curriculum that leads to the reduction in time for officers to become proficient in joint staff officer duties.

POA&M: Joint Staff J-7 in coordination with the combatant commands develops joint staff officer training support resources. JS J7 leads inventory of existing courseware related to the 15 JSO competencies. Analyzes existing courseware. Designs draft JSO individual learning curriculum leveraging existing resources. Makes curriculum development decision and assigns responsibilities. Develops draft JSO curriculum and conducts Alpha and Beta tests. Integrates final JSO curriculum into combatant command training programs.

OPR: JS J-7 JETD; **OCRs:** Combatant Commands, National Guard Bureau



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Joint Training Assessment and Readiness

- *06-007 - Joint Assessment – Observations, Best Practices, and Issues*
- *09-004 - Joint Corrective Action Process*
- *06-010 - Joint Lessons Learned Information System (JLLIS)*
- *09-005 - JTIMS and JLLIS Integration*

Joint Assessment –

Observations, Best Practices, and Issues



Briefer: LCDR Tanner

Issue 06-007: A comprehensive process has not been established to use joint training trends and joint training assessments to inform joint training resource decisions.

Discussion: JS J7 develops an annual joint training assessment brief for WJTSC. CJCSI 3500.01 requires monthly Task Proficiency Assessment (TPA) reporting, which supports the development of training trend and assessment information. CJCSI 3500.01 reinforces the critical linkage between Joint readiness and training and monthly DRRS readiness assessments

Endstate: Joint Training Assessments (TPAs and Mission Training Assessments (MTA)) are approved in JTIMS on a monthly basis in accordance with CJCSI 3500.01 and then analyzed and briefed annually. Analysis of assessment data results in the identification of joint training / resource requirements for consideration / validation and advocacy in joint requirement / resource forums; reports to senior leadership; risk mediation forums; policy and doctrinal development; and for potential inclusion in the Chairman's Annual Joint Training Guidance and identification as a Chairman's High Interest Training Issue.

POA&M: Establish a Process Action Team to define standardized process and select community-wide system for issue tracking and resolution (review best practices and capabilities currently implemented by commands). Develop and/or update existing Policy, Instructions, and Manuals.

OPR: JS J-7 JETD; **OCRs:** Combatant Commands, CSAs, Services



APR – AUG 09

SEP 09

SEP 10

OCT 10

DEC 10

MAR 11

SEP 11

Trend data collected and analyzed after JTIMS v3.1 release

Trends briefed at WJTSC 09-2; issues linked to JLLIS/CAP/etc

Assessment data briefed at WJTSC 10-2; issues linked to JLLIS

Establish Assessment PAT

PAT Recommendations

WJTSC 11-1 Update

WJTSC 11-2 Assessment Brief

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Joint Issue Resolution Tracking Process

(Joint Corrective Action Process)



Briefer: LCDR Tanner

Issue 09-004: Combatant Commands, Services and Combat Support Agencies (CSAs) need a joint issue resolution tracking process, supported by an automated collaboration tool within JLLIS, for tracking resolutions of joint issues generated through the Joint Lessons Learned Program (JLLP).

Discussion: Combatant Commands, Services and CSAs require a collaborative, transparent process to efficiently address lessons learned (LL) issues resulting from exercises and operations. The JLLP should provide a process for tracking lessons being addressed in a joint collaborative environment.

- Mar 09: The Joint Lessons Learned Working Group (JLLWG) established the Joint Issue Resolution Working Group (JIRWG) to address this issue.
- WJTSC 10-1: The JLLWG convened break-out sessions to refine JLLP and issue resolution processes outlined in the draft CJCSM. Additional DCO and WG sessions conducted since the WJTSC 10-1.
- Apr-May 10: Follow on sessions conducted to build consensus, refine process flow, and incorporate changes into the draft CJCSM.
- NEXGEN JLLIS requirements are being aligned with CJCSM processes and procedures.

Endstate: An automated joint issue resolution tracking process integral to the JLLP and JLLIS that provides the ability to collaborate on and resolve joint issues in a transparent and efficient manner with proper authorities identified to approve and execute the recommended corrective action plan.

POA&M: Codify policies and procedures in CJCSM 3150.25, *The Joint Lessons Learned Program*. Implement requirements into JLLIS.

OPRs: JS/J7, NORAD and USNORTHCOM/J7;

OCRs: DUSD(P&R), DOD



AUG 09

OCT 09

MAR 10

APR 10

MAY 10

JUL 10

SEP 10

OCT 10

JAN 11

WJTSC 09-2
JIRWG Outbrief
To WJLLWG

CJCSM 3150.25
Preliminary
Coordination

WJTSC 10-1
JIRWG

WJTSC 10-1
Follow-On
JIRWG:
CJCSM

CJCSM
Follow-On
JIRWG

CJCSM
Draft
Revision

WJTSC 10-2
CJCSM
AO Coordination

Haiti LL
Test

JIRWG

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Joint Lessons Learned Information System (JLLIS)



Briefer: LCDR Tanner

Issue 06-010: The joint community lacks a single automated support system to discover, apply, share and research joint lessons.

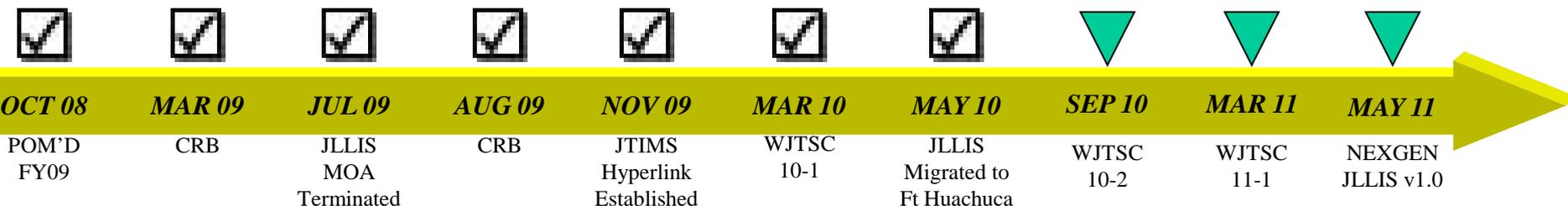
Discussion: The Department of Defense (DOD) lessons learned community lacks a repository capability as well as the input support tools vital to effective knowledge management.

- JLLIS is POM'd for FY11-15
- JLLIS migrated from Quantico, VA to Fort Huachuca, AZ in May 2010.
- JLLIS Stakeholders: Combatant Commands, Services, National Guard; Combat Support Agencies (CSA); and Interagency.

Endstate: Enterprise, web based, Global Information Grid (GIG) compliant JLLIS with an input and management tool and a federated/distributed database for all JLLIS stakeholders.

POA&M: All Combatant Commands, Services, CSAs, Interagency, and other organizations migrate to a standard JLLIS codebase; design and re-architect a NEXGEN JLLIS that supports the JLLP processes that is GIG-compliant, web-services enabled, and integrated with other DOD systems like the Joint Doctrine, Education and Training Electronic Information System; Joint Training Information Management System, and the Defense Readiness Reporting System.

OPRs: JS J-7 JETD, OSD Policy; **OCRs:** DOD components



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JTIMS and JLLIS Integration



Briefer: LCDR Tanner

Issue 09-005: No capability exists to automatically transfer data between Joint Training Information Management System (JTIMS) and Joint Lessons Learned Information System (JLLIS).

Discussion: JTIMS Task Performance Observations (TPOs) may have joint lessons learned applicability. TPOs may identify an issue requiring joint issue resolution; per definitions of the Joint Lesson Learned Program (JLLP), final resolution of an issue would provide a lesson learned, which should be included in the joint lessons learned data base.

JLLIS observations may provide additional information to better enable the development of a Training Objective, Training Proficiency Evaluation (TPE) or Training Proficiency Assessment (TPA). DoDI 3020.47 states that each combatant command, CSA, and Military Department (Service) shall determine which performance observations should be elevated in status to a lesson learned, and that these lessons learned should be included in the JLLP through JLLIS.

Endstate: Near real-time data integration between JTIMS and JLLIS.

POA&M: JTIMS provides capability to nominate observation & evaluation data and export to JLLIS. JLLIS to determine the requirements and develop capability to import JTIMS data. NEXGEN JLLIS code base is currently being written to allow the import of JTIMS information.

OPR: JS J-7 JETD



AUG 09

Brief phased integration process to JLLIS/JTIMS Working Groups



NOV 09

Deploy JTIMS v4.0 with export capability to JLLIS



FY11

Deploy JLLIS import capability of JTIMS Lessons Identified data

UNCLASSIFIED



Interagency

- *07-001 - Integration of Interagency Partners*
- *10-006 - Training for Integrated Operations*

Integration of Interagency Partners



Briefer: Mr. Quay

Recommend Close

Issue 07-001: Inadequate partner representation/environmental emulation in Combatant Command and Service training, education, exercises, and experimentation degrades the quality of these events.

Discussion: DOD recognizes the value of non-DOD partner participation in its exercises. Partner participation provides authoritative and realistic input and support to training events; however, satisfying participation requests is hampered by both interagency capacity to support and perceptions of shared objectives and value.

End State: DOD events reflect current policy and the complexity of integrated planning and operations.

POA&M: To enhance partner integration: 1. Identify and analyze participation gaps. 2. Develop potential mitigation strategies.

OPRs: OSD/P&R, OSD/HD, JS J-7 JETD; **OCRs:** Combatant Commands, Services, CSAs, and NGB



FY 09

DEC 09

1st Quarter
FY 10

FEB 10

MAR 10

SEP 10

FY 10

FY 11

Implement process for FY 10/11

Year end assessment

Initiate Process for FY 11/12

Publish Draft FY 10/11 Plan

Update at WJTSC 10-1

Update at WJTSC 10-2

Complete POA&M

Interagency Process Effectively Supports DoD Exercises

UNCLASSIFIED



Training for Integrated Operations



Briefer: Mr. Quay

Issue 10-006: Current integrated operations (defined in DODD 1322.18) training and exercise strategy, planning, resourcing and implementation is not adequate to support current and future integrated operations requirements.

Discussion:

- USG recognizes that we must train together to effectively conduct integrated operations; however, lack:
 - a comprehensive interagency training engagement strategy
 - a common integrated operating picture
- Inadequate funding exacerbates the challenges of conducting integrated operations training.

End State: Integrated operations training events reflect USG national security objectives.

POA&M: 1. Develop a comprehensive DOD training strategy that includes a funding strategy. 2. Advocate for a USG training strategy. 3. Develop a CJCSI that implements the DOD strategy. 4. Review mission essential tasks in collaboration with USG interagency partners. 5. Assess readiness impact of interagency participation or lack thereof. 6. Establish an Interagency Training Community of Interest Portal.

OPRs: OSD/P&R, OSD/P, JS J-7; **OCRs:** Combatant Commands, Services, CSAs, NGB, IA Partners

