



UJTL Users Advisory Group (UUAG)



<u>Time</u>	<u>Topic/Subject</u>	<u>Briefer</u>
0800-0820	Introduction	Mr. Mitchell Johnson
0820-0920	UJTL Trends, Challenges & Expectations	Ms. Amber Rose
0920-1020	Initiatives & Way Ahead	Ms. Amber Rose
1020-1120	Issues & Recommendations	Ms. Amber Rose
1120-1140	System Update	Mr. David Rey
1140-1200	Group Discussion	Open



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Welcome

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Introduction

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UJTL Trends, Challenges, and Expectations

Ms. Amber Rose
Joint Staff, J-7, JCW JDSD



- Common UJTL RFIs:
 - JCA to UJTL mapping
 - UJTL diagram / horse blanket
 - JDEIS navigation
 - Finding an organization's JMETL
 - Status of submitted tasks
- Reoccurring UJTL concerns
 - “I don’t have an OPOC” or “My OPOC has not responded”
 - Commander/Director requires specific tasks that don’t conform
 - Classified information (e.g. measures)



• Submission Trends

- Duplicate actions submitted (legacy action exists, requires update)
- Functional/ TTP-like tasks
- Entire Operations submitted as 1 task
- Tasks customized for warfighter “type”/end user
- Modification of Legacy tasks without following guidelines (ensuring entire task is revised to conform)
- Improper formatting / Changes reflected does not correctly display existing task (in black)
- Measures in a task do not match task title (system error) and therefore, disregarded



- **Staffing Trends**
 - Submitting vote w/o proper approving officials name for planner chop
 - Recommending renumbering task (only 1 OPOC does this)
 - Non-use of doctrinally correct language
- **Submission Trends**
 - Non-use of doctrinally correct language
 - Trends- justifications, not fixing modifications, adding pubs to every tasks..
 - Change/rejection—submit your tasks—if consistent with doctrine and FEA, no one will deny—new task
 - Weak rationale



- Integration with Readiness and JCA Communities
- UJTL Development in lieu of TTPs, functional tasks, etc.
- Submissions that do not conform to standards
- Senior Leader Education
- UJTL Maintenance
- Fidelity of the UJTL: revisions to task titles, numbers, and descriptions in other systems



Organizational Point of Contact (OPOC)

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Roles, Responsibilities & Expectations

- Point of contact for all UJTL matters to ensure continuity
- Provides UJTL education and training
- Task development assistance
 - Assists and ensures change request conforms to standards
- UTDT Manager for their organization
 - Trains personnel on use (searches, analysis, etc.)
 - Responsible for self maintaining UTDT training
 - Submission of all change requests through the UJTL Task Development Tool (UTDT)
- Staffs UJT candidates/change requests submitted by the joint community to organization's subject matter experts
 - Adjudicates all comments & Submits organization's "vote" and comments to JS J7 through UTDT



- Coordination Expectations:
 - JMETL efforts
 - All change requests/candidates with organization (especially w/ JMETL manager[s] and SMEs)
 - OPOC designation & revisions
- Read the manual!
 - Understand the UJTL: it's purpose, importance, process, and guidelines for submission at minimum



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OPOC Expectations

The Organizational Point of Contact (OPOC)

- UJTL Maintenance

- Up to you the community to update and maintain UJTL

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- Change Requests:

- New UJTs
- Modification to existing UJTs
- Recommended Deletion of UJTs

- Initiating a change request

1. Request OPOC assistance
 - Defer to JS J7 if your OPOC is unknown or unable to contact
2. Reference Doctrine
3. Gather SMEs/SMO for input if applicable
4. Coordinate with METL development efforts
5. Determine whether an existing task(s) may be modified or if new task is required
6. Submit the change to the OPOC using recommended format



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UJTL Submission Standards (cont.)

- Provide adequate submissions
 - **All** tasks submitted must conform with the UJTL Standards IAW CJCSM 3500.04F (reference Front End Analysis [FEA] checklist)
 - Prior to submitting a new task, the database is searched for legacy tasks to modify (similar action)
 - Submission (including acronyms) are consistent with doctrine
 - 1 broad action
 - Tasks only reference the “what” (action) NOT the “who,” “how,” “when,” “where” and “why”
 - Titles= 1 verb, 1 object
 - Detailed rationale and association is provided with submission (e.g. ...”complex task, breaking this task into 2 tasks”...)
 - Correct format is used for modification:
 - blue underline = new text
 - ~~red strikethrough~~ = delete published text
 - Arial strikethrough must be downloaded to the MS Font Directory
 - Published task = all black text



- Importance of the common language
- “Jointness”
- Leveraging joint organization’s:
 - Standards
 - Conditions
 - Lessons learned
 - TTPs
- Efficient linkage
 - DRRS
 - JTS overall
 - JTIMs
 - JCAs
 - Supporting/supported relationships
- Because Policy says so!



Questions?



UJTL Program Initiatives & Way Ahead

WJTSC 12-2
UUAG

Amber Rose



- Purpose

- WJTSC 11-1, 11-2 and 12-2 UUAG issue
- Need community input to maintain UJTL up to date and relevant
- More efficient and representative list of tasks
- Task consistency with doctrine and terms – FEA checklist
- More universal and joint tasks to choose from and less specific tasks to weed through
- Tasks may be more easily assessed and leveraged for analysis by organizations (e.g., standards, lessons learned, conditions, readiness and training proficiency, etc.)
 - Reinforcement of the UJTL as the common language (“jointness”)



- Progress



Phase 1: 1300 UTDT tasks analyzed using Front End Analysis (FEA) Checklist

- 982 tasks identified for update
- 798 of 982 presently being used by community (DRRS)
- Over 750 task have task description issues
- Over 330 task have task title issues
- 175 tasks have more than 7 (arbitrary) references
- 9 tasks were in DRRS but not in UTDT
- Over 250 tasks had more than one verb in the description/title



Phase 2: Staffed tasks for archive that were not reported on in DRRS

- Non-concurs: Requested tasks recommended to remain within the UJTL be modified to conform to UJTL guidelines



- Way Ahead

- Phase 3: UTDT JSAP affected tasks with JS J7 suggested updates based on FEA guidelines:
 - Archived/Deleted Tasks
 - Task staffed for Archiving must be updated by requestor if kept in UTDT
 - First JSAP with 21 tasks staffed
 - 14 of 21 recommended for Archiving
 - Next JSAP with 26 tasks being prepared
 - Lengthy and ongoing process



WORKING DRAFT *DRRS System Changes*

- Background:

- UJTL, Training, & OSD policy violations (DODD 7730.65 & CJCSI 3500.02)
 - Non-universal, non-joint, organizational-specific tasks created for or authored within organization's METLs
- Capability to modify authoritative task elements (title & description) to be locked in systems (DRRS & JTIMS)
- METL may only be selected from the UJTL in DRRS

- Purpose

- Policy and Directive Conformance
- Inconsistency of data between systems (e.g. METL from DRRS to JTIMS)
- Non-joint practices masquerade readiness/interoperability
- Supported/ing relationship- Service task mapping
- Agency mapping/linking
- Retrieval of joint information related to accomplishment of a specific task
- JCAs/ \$\$
- Community assessment & leverage each other's planning, training, readiness, lessons learned, mission analysis, standards, etc.



• Progress

- ✓ J33 Readiness Division and UJTL Program Concurrence
- ✓ Recommended reinforcement of policy: must select METs from the approved UJTL in DRRS
- ✓ DRRS Program Office provide ample notification to users
- ✓ DRRS Program office lock the ability to edit task titles



- Way Ahead

- Fix your organization's METL
- Ability to edit authoritative task fields within DRRS locked
- Task title reconciliation

- Mitigation

- UJTL training through OPOCs
- JMETL/UJTL Coordination
- Task Development assistance
- Tasks insufficient for selection (e.g., too specific, too broad) are revised
 - Urgent proposed task process may be used IF:
 - Tasks are required for JMETL
 - Task are selected within METL upon publishing
- Front End Analysis (FEA) provided prior to submission



Senior ~~Leader~~ and other Education Initiatives

- Progress: UJTL Education
 - Dissemination of Products:
 - ✓ Educational briefings, brochure, OPOC training, interactive training (games), FEA checklist, etc. published
 - Distributed to community at events, working groups, conferences, by request and available online (JDEIS, JKO, etc.)
 - ✓ Standardized FEA checklist published within CJCSM 3500.04F
 - Other Initiatives
 - ✓ Continued OPOC training and UJTL education by request
 - Available through DCO or quarterly at Pentagon
 - ✓ Input into all applicable policy (Primer for Senior Leaders, Training Manual, etc.)
 - ✓ Offered assistance of OPOC training and recommendations for improvement with “OPOC Reworks”

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WORKING DRAFT *Education Initiatives (cont.)*

- Future Initiatives

- (consideration) Interactive training designed and available on joint online venue (e.g., JKO)
- Coordination with and input into Professional Military Education (e.g., JPME, Capstone, etc.)
- Integration of UJTL education into relevant conferences (e.g., Readiness Conference, JDPC, Internal “brown bags,” future Newcomers briefing, etc.)
- Virtual OPOC training and UJT Development assistance during working groups
 - Note: Travel Funding is very limited
- Injecting more rigor into the roles/responsibilities of the OPOC and subsequent training

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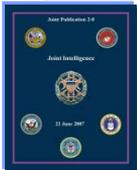
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CURRENT UJTL Functional Categories

Proposal 1

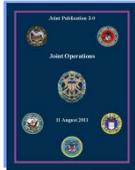
- 1 - Deployment and Redeployment**
- 2 - Intelligence**
- 3 - Employment of Forces**
- 4 - Sustainment**
- 5 - Command and Control**
- 6 - Mobilization/Force Protection**
- 7 - Force Development/Readiness/Counter CBRNE**
- 8 - Multinational/Interagency**
- 9 - CBRNE Deterrence**



Personnel Series 1-0



Intelligence Series 2-0



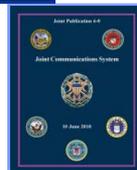
Operations Series 3-0



Logistics Series 4-0



Planning Series 5-0



Communication Systems Series 6-0

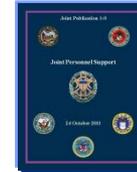
Proposal 1: Aligning the "what" to the "how"

UJT Functional Categories aligned to Joint Doctrine

UJTL FUNCTIONAL CATEGORIES

JOINT DOCTRINE

1 – Personnel and Deployment



Personnel Series 1-0

2 - Intelligence



Intelligence Series 2-0

3 – Operations



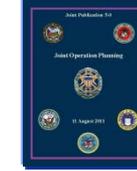
Operations Series 3-0

4 – Logistics



Logistics Series 4-0

5 – Planning



Planning Series 5-0

6 – Communication /Systems



Communication Systems Series 6-0

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UJTL FUNCTIONAL CATEGORIES (cont.)

JOINT DOCTRINE

7 – Move to 3 series



Operations Series 3-0

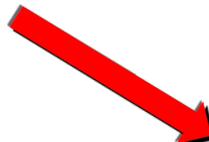


Logistics Series 4-0

8 – Move to 3 series



Operations Series 3-0



Logistics Series 4-0

9 – Move to 3 series



Operations Series 3-0

- 1 - Deployment ~~and Redeployment~~
- 2 - Intelligence
- 3 - ~~Employment of Forces~~ Operations
- 4 - Sustainment
- 5 - Command and Control
- 6 - Mobilization/Force Protection
- 7 - Force Development/~~Readiness/Counter CBRNE~~
- 8 - Multinational/Interagency
- 9 - ~~CBRNE~~ ~~Deterrence~~



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Policy Changes:

CJCSI 3500.02A & CJCSM 3500.04F

- Anticipated policy changes
 - Reorganize CJCSM 3500.04F (readability)
 - More rigor injected in the purpose and impact of the UJTL and role of the OPOC
 - Clearly articulate that UJTL standards apply to all change requests, to include modifications
 - Add recommended format for submission to OPOC
 - CSA Policy Changes (if applicable)
 - Increased emphasis on METL development and application (DRRS policy enforcement)

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- **JSAP status:**
 - **OPOC designation**
 - **Manual**
 - **Instruction**



As of 29 August 2012.....

- Number of tasks approved by the DJS: 0 (you may want to delete this)
- category as once a task is approved it (by definition) is no longer being
- "processed"
- Number of task in Submission: 5
- Number of tasks in Initial FEA : 0
- Number of tasks in Initial FEA Complete: 37
- Number of tasks in Mid-Level FEA: 27
- Number of tasks in Final Staffing/Planner Vote: 0
- Number of tasks in JSAP: 0



Questions?



UJTL Issues, Recommendations & Feedback

WJTSC 12-2
UUAG

Ms. Amber Rose



- ✓ UJTL Scrub (*Phase I initiated*)
- ✓ Education Initiatives
- ✓ Request for “Service Task Development Tool”
 - JDEIS Update: Tasks
 - UJTL Resources Page
 - SIPR GUI update (mimic JDEIS –N display)
- ✓ UUAG Participation:
 - OPOC attendance in UUAG
 - Participation from JCA, DODAF, JTIMs, and DRRS communities in UUAG

Metrics for Measuring Cognitive Readiness in Individual Training



Briefer: Dr. David Fautua & Amber Rose

Recommended New Issue

Issue 11-##: No coordinated set of metrics exist for evaluating performance of key competencies before and after a training education event. This leaves Joint Force Commanders with subjective and anecdotal evidence as to the preparedness of those who are new to a staff.

Discussion: 1. JTF and COCOM staffs are faced with continual turn over; supplying individual training support in a continuous stream is difficult.

2. Current metrics, such as knowing who completes training and which process which provides trainees with tailored support and feedback, are needed to ensure a deeper assessment of the process without paying attention.

3. Pre-training diagnostics allow for focused training and assessment tailored to the trainee from existent capabilities in the online course catalogue.

Endstate: Forces receive individual training education support to individual training, enhancing readiness; Commanders use training tools to assess the readiness of their forces, assist with ongoing self evaluation and correction.

PO,

Short Term: Establish metrics, in coordination with the CoL, to measure effectiveness of courses to training, and the effectiveness of training to operations.

Long Term: Provide Commanders and staffs with training tools to support individual evaluation and correction; these tools will be tailored, relevant, current and measurable on a system that is easy to access.

OPRs: DD JS J7 **OCRs:** OSD, Joint Staff, Combatant Commands, Services, National Guard Bureau

CLOSED UUAG 12-1



Sept 11

Mar 12

Jun 12

Sept 12

Mar 13

Brief Joint Training Assessment and Readiness, Joint Individual and Staff Training WG; establish Stakeholders

Provide Stakeholders with initial demonstration of capability; solicit feedback

Begin initial integration of measurement capability into JELC Exercises

Brief results to Working Group

Revisit Issue

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UNCLASSIFIED



WORKING DRAFT UUAG 11-2 & 12-1 *Unresolved* Issues

- X** Senior Leader and Community UJTL Education
- X** METL and UJTL Development performed separately, without coordination
- X** OPOCs (and organizations) unaware of roles/responsibilities
 - New submissions received not IAW CJCSM 3500.04F
 - Legacy UJTs submitted with changes are not modified (or “fixed”) IAW CJCSM 3500.04F (and FEA checklist)

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X Systems Integration Recommendations

- Manual updates/pushes between DRRS, JTIMS, JDEIS, UTDT, etc. inefficient
- Systems are not interoperable and users unable to get updates to internal systems / software (webservices)
- 1 common architecture / data exchange method recommended with government edit privileges

X JCA linkages:

- UJT to JCA: last updated 2011
- Service Task Linkage: N/A
- Status of JCAMS: Unknown



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New Issues & Recommendations

ADJUDICATION IN PROGRESS

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System Update

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WORKING DRAFT *UTDT Versions and Updates*

- v1.6
- v1.7 and 1.8 Tomcat
 - Performance and error handling enhancements
- v2.0 Presently Deployed
 - Performance and error handling enhancements
 - Spell Check
 - Change Request: View Details – Task Description, Notes/Background, Justification
 - Search/Suggest: Suggest New and Modification – Task Title, Task Description, Notes/Background, Justification
- v3.0 NIPR UTDT (SIPR UTDT goes away)
 - All UTDT work performed on NIPR
 - CAC enabled
 - No ATDs
 - 6 months to deploy
- 27 identified bugs and upgrades are programmed for future integration

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UJTL Resources

UJTL Task Development Tool (UTDT): <http://utdt.js.smil.mil>

JDEIS UJTL Portal (SIPR)*: <http://jdeis.js.smil.mil/jdeis/index.jsp>

JDEIS UJTL Portal (NIPR)*: <https://jdeis.js.mil/jdeis/index.jsp>

UJTL Policy: CJCSI 3500.02A

UJT Manual: CJCSM 3500.04F

** JDEIS UJTL portal updated quarterly. UTDT (link also resident on JDEIS) is the real-time and authoritative resource*

**UTDT Training Today @ 1300 /
UJTL 101/ OPOC Training Today @ 1500**



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Discussion & Questions?

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BACKUP SLIDES



- Purpose

- WJTSC 11-1 and 11-2 UUAG issue
- More efficient and representative list of tasks
- Task consistency with doctrine and terms
- More universal and joint tasks to choose from and less specific tasks to weed through (e.g. service mapping)
- Tasks may be more easily assessed and leveraged for analysis by organizations (e.g., standards, lessons learned, conditions, readiness and training proficiency, etc.)
 - Reinforcement of the UJTL as the common language (“jointness”)



- Way Ahead

- Phase 3 - ?:

- UTDT JSAP affected tasks with JS J7 suggested updates based on the following guidelines:
 - Task Title – multiple verbs, objectives, length, should contains one action verb and one object
 - Description (What) – multiple verbs or lack of verb – why and how, moved to notes, just the “what” of the task-not the why, when, where, how or who
 - References - suggest 1-3 must describe “how” the task is performed

- Expectations:

- JSAP will contain 15-20 tasks every couple of months for community adjudication
- Lengthy and ongoing process



- Maintenance

- All tasks, candidate (new) or modifications to existing (legacy) MUST conform to the FEA checklist
- “OPOC Rework” tasks provided recommendations for with rationale
 - After 5 non-conforming tasks within one submission package (e.g. 20 tasks submitted by one organization), recommendations will discontinue (e.g. “see additional tasks in rework”)
- Continued maintenance/policy changes: TBD



WORKING DRAFT *CSA UJTL Policy Change*

- Background
 - CSA requested exception to policy & directives mandating Agency Mission Essential Task List (AMETL) selection from the UJTL
- Purpose:
 - CSAs have a unique, granular, and “supporting” only mission compared to other organizations
 - Current state:
 - Force development obstacles
 - Ineffective reporting and training assessment
 - Some agencies keep separate task lists to accommodate their needs
 - Supported and horizontal organizations unable to leverage for analysis/selection
 - Portion of CSAs currently maintaining a UJTL-based AMETL are using existing/legacy UJTs that violate UJTL guidelines (not universal, agency specific)
 - Legacy tasks, to include a portion of CSA tasks, are subject to future scrub efforts (archiving)

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WORKING DRAFT **CSA UJTL Policy Change** *Discussion*

- Recommended UJTL and related policy revision (includes directives):
 1. CSAs may author and maintain their unique tasks within their AMETL
 - Recommended: Every Tier 1 task be nested under (mapped/linked) to a relevant and/or supported Command's approved Universal Joint Task (UJT) in DRRS
 2. Existing agency only specific tasks to be archived following policy change (if approved)
 - Eliminate non-universal and/or joint tasks from the UJTL.
 3. The AMETL must be reapproved when full transition is complete.
- Requirements:
 - CSA concurrence on all of the abovementioned the policy changes
 - CSART is updated on decision and agrees to enforces policy

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CSA UJTL Policy Change

Anticipated Impact

- Anticipated Impact

- Increased efficiency for supported commander (matching the right capability for mission and tasks)
- Agencies increase accuracy of reporting and training, resulting in more efficient capabilities alignment and subsequent force development
- More effective supported/supporting relationship and more efficient allocation of resources to support

- (Possible) Unintended Effects

- Lag in reporting and selection of CSA capabilities
 - Use current AMETL and map agency specific tasks under the UJTs
 - Urgent proposed task process accommodation
- If existing UJTs remaining are not broad enough or too broad or complex, they may be modified to conform.

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- **Next Steps (if feasible)**

- ✓ Determine whether DRRS can support authoring of AMETL fields
- ✓ Ensure a system change is not required to accommodate (0 cost)
- ✓ Meet with J3
- ✓ Socialize at the UUAG as part of an overall way ahead slide
- Build an example of linking to joint task to CSA task to unique lower level tasks
- If feasible the above complete, brief at quarterly CSA WG
- Send email to OSD for final concurrence on proposal
- Send policy changes to CSART (and request enforcement)
- JSAP the policy change to CSA OPOCs
- Request CSA POC to lead submissions of revisions to related policy (e.g. CJCSM 3500), DODD, and others



WORKING DRAFT **New Issues & Recommendations**

1. Recommendation: WJTSC integration with the MET/METL/Readiness/Architecture/JCA/Acquisitions COIs (forum venue)

- Focus on collaboration and integration of initiatives impacting:
 - Mission capability development
 - Readiness reporting implementation
- Past attendance value added relating to UJTL and Service-level METL development aligning to, or informing their initiatives
- WGs have dispersed to other OPRs (i.e., J8, J39) or dissipated
- Capability development, IRT tasks, conditions and standards, continue to remain integral components of the JCIDS/POM and DRRS process that JMETLs/METLs supports.
- Integration and alignment of mission capability requirements/gaps/solutions from JCIDS products should be linked to an organization's current or future mission architectures and POM strategies via the METLs

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New Issues & Recommendations (cont.)

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2. Recommendation: seamless alignment between DRRS and UTDT

- Systems do not automatically feed one another (manual)
- Conditions not seen in DRRS. Maintained on JDEIS
- Additional Recommendation:
 - Sharing of data between Service Training system (e.g. NTIMS) with JTIMS and service DRRS (e.g., DRRS-N) with DRRS-s requires improvement

3. Fix functional category titles within UJTL to align with Joint Publications and/or one broad term

- Current functional categories inaccurate, include conditions, and are not aligned with joint doctrine
 - Eliminates duplication
 - Improves efficiency

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New Issues & Recommendations (cont.)

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4. Develop UJTL experts in military/ governmental positions

- Requires appointment of Organizational Point of Contact (OPOC)
- JSAP-U requirement
- FEA inadequate
- Lack of government/ military involvement
- Single OPOC responsible/active
- Poor turnovers result in loss/ degradation of UJTL discipline

5. UJTL Reinforcement

- Reinforce UJTL education at WJTSC, online courseware, collaborative venues, etc.
- Reestablish UJTL within Professional Military Education (PME)
 - IAW SN 7.4.3 Conduct Professional Education and Training objectives
 - Integrate pieces of current Instructions (JTS, JCIDS, DRRS, DODAF etc) that point to UJTL as the library and framework for defining capabilities”

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WORKING DRAFT **New Issues & Recommendations**

7. UTDT Issues

- Arial Strikethrough download (required)
- Measures/errors
- Submission standards

8. Individual & Staff Training

- Assessing I&S Training
- Implications within the Joint Training System
- Integrating application and assessment through the UJTL

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