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CINCFOR IMPLEMENTATION OF JCS
JOINT TRAINING DIRECTIVES

BY

LIEUTENANT COLONEL JACKIE W. COLLEY

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Unclassified

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ABSTRACT--continued.

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USAWC MILITARY STUDIES PROGRAM PAPER

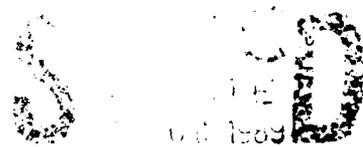
CINCFOR IMPLEMENTATION
OF
JCS JOINT TRAINING DIRECTIVES

INDIVIDUAL STUDY PROJECT
SPONSORED BY FORSCOM J3

by

LTC JACKIE W. COLLEY, AR

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U.S. Army War College
Carlisle Barracks, Pennsylvania 17013
30 March 1989

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ABSTRACT

AUTHOR: JACKIE W. COLLEY, LTC, AR

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FORMAT: Individual Study Project

DATE: 31 March 1989 **PAGES:** 70 Pages

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**CINCFOR IMPLEMENTATION OF JCS
DIRECTED JOINT TRAINING DIRECTIVES**

CHAPTER I

INTRODUCTION

The bottom line of the study was to sort through the broad conceptual directives from JCS and recommend a functional staff organization that can produce sound JMETLs and a meaningful JTF. Work was not done in isolation. Constant dialogue was maintained with FORSCOM J3. Planning meetings were attended at JCS and ODCSOPS. Results were briefed to the FORSCOM J3 and the study's findings were fully endorsed and accepted. Appendix 1 of this study is a comprehensive briefing given to the FORSCOM J-3. Readers should use Appendix 1 as a follow along aid as they read the narrative portion of the study.

BACKGROUND

To understand the FORSCOM challenge, a brief historical walk thru is necessary. Beginning with the Goldwater-Nichols Reorganization Act of 1986, responsibilities were clearly assigned to OSD, CJCS, the CINCs, and the Service Chiefs. The interpretations of these responsibilities is not a subject of this study

but will ultimately affect the JMETL and JTF process. In November 1987, the CJCS issued directives that required the CINCs to develop both JMETLs and JTFs; however, it was not until January 1989 that a draft Memorandum of Policy (MOP) was circulated to the CINCs for concurrence. The MOP was broad in scope and did not address the mechanics of the process. FORSCOM is currently addressing the obvious issues that are associated with the complexity of being both a supporting and supported CINC as well as a contingency unified command and a designated specified command. Another problem area for FORSCOM is simply getting the process started. If METL development is to follow procedurally that which is outlined in FM 25-100 (JCS does not specify), then FORSCOM, which is the largest command in the DOD, will have in my opinion at least an eighteen month to two year struggle to implement CINC JMETL's. There is currently no JCS guidance that outlines a procedure other than a reference to FM 25-100.

CHAPTER II

JOINT TRAINING ISSUES

The issues associated with the entire process are enormous. Many of the issues discussed apply to other CINCs as well. Specifically, only eight areas are addressed in the study.

FUNDING

Ninty-five percent of joint training dollars are in the Joint Training Exercise (JTX) Program. (Exact dollar amount is classified.) There does not exist a procedure to fund JMETLs. The intent is to convert from exercise objectives to JMETLs. This change will require a process to be constructed that makes exercise objectives subordinate to the CINC JMETL. Inherent in the construction will be a complete re-look of how exercises are planned and prioritized. If the objective of JCS is to fund exercises based on how they support JMETLs, then a definite program is needed to identify those needs. FORSCOM will, in turn, have to establish the same process for FORSCOM subordinate commands in order to prioritize resources.

JMETL COORDINATION

FORSCOM cannot develop JMETLs with respect to Active Components (AC) and Reserve Components (RC) until the receipt of supported CINC JMETL's. True/False? Coordination of METLs through-out the geographic CINCs arena has to be done by JCS. Currently it is not. FORSCOM has a particular challenge with respect to Reserve Component (RC) units. RC units will not be able to quickly respond to METL changes.

EXERCISE MANIPULATION

As exercises are manipulated, as they are now, by funding constraints, availability of flying hours (MAC) and force availability, FORSCOM prioritization of METLs to its subordinate commands is also impacted. Again, the exercise objective must be clearly linked to and support a JMETL. Example: If a major deployment outside of CONUS is reduced by an overseas CINC, then the FORSCOM METL to mobilize and deploy forces would also be affected. This very simplistic example only illustrates the need for JMETL coordination.

JMETL COMPETITION

The overlap of JMETLs between CINCs will be an area of tremendous confusion. Availability of forces is the key element. With the pending reality of constrained training resources, JMETL competition for scarce resources will be vicious. If JMETLs do set the priority for funding, then FORSCOM will have the same dilemma in funding its subordinates. Will funding be based on worst case war plans, first to fight, agreements and treaties, force modernization, or a combination of the above?

FLYING HOURS

Military Airlift Command (MAC) is a major driver in exercise development and execution. The only issue here is that traditionally, flying hours are allocated against the expressed needs of an exercise. Will a METL now have the same hours identified with it?

PLANNING CYCLE

Currently JCS exercises are developed according to a five-year plan. The JMETL process will be bi-annual. If exercises are to support a CINCs JMETL then an entirely new planning cycle has to be developed. This will be further complicated by the budget process which now uses JCS exercises as a means to identify resources. This is another example of how exercise must be supportive of JMETLs.

OTHER SERVICES

The Navy, Air Force, and Marine Corps do not use the METL process within their services. Inherent with the METL process is the absolute requirement that METLs are supportive from lower to higher. Training plans must also reflect that same support. Allied forces do not use the METL process. For those commands that are combined, this will present a challenge.

CHAPTER III

JOINT FORSCOM TRAINING MISSION

To begin the process, a clear statement of the mission to be accomplished is needed. The following is a proposed FORSCOM joint training mission statement:

CINC FORSCOM MISSION.

PROVIDE A JOINT TRAINED FORCE PACKAGE ORGANIZED FOR COMBAT BASED ON SUPPORTED CINCS JMETL. FORCE PACKAGE WOULD BE PRIORITIZED FOR TRAINING BASED ON "FIRST TO FIGHT" (AS DETERMINED BY JSCP). CINCFOR WOULD BE RESPONSIBLE FOR TRAINING, TRAINING SUPERVISION OF ALL CONUS BASED FORCES TO INCLUDE AIR, SEA, GROUND, BOTH AC AND RC.

The above mission statement is not new to FORSCOM. The current land defense of CONUS and military support to civil defense plans are planned for execution in this manner. Obvious with this mission statement is the need for CINCFOR to become a unified command.

CHAPTER IV

FORSCOM JOINT STAFF FIX

To implement JCS directives, there needs to be a coordinated link between war plans and JMETL/JTF development. This link is essential at the very beginning of the process. Without coordination, no meaningful program can be developed. Within the JS function, a proposed directorate would be titled: JOINT STRATEGIC INTEGRATION, TRAINING, AND EVALUATION DIRECTORATE (J3/I-T&E).

MISSION

The mission of the J3/I-T&E would be: TO EXECUTE JOINT AND COALITION PLANNING, PROGRAMMING, TRAINING, EXERCISE, AND EVALUATION OF THE TOTAL FORCE PACKAGE IN SUPPORT OF THE WARFIGHTING CINCS. The directorate would be joint staffed with Army (AC/RC), USAF, USN, USMC, and USCG. A TRANSCOM member would be essential. There is a need to combine the AC and RC training functions and place exercises under the training development process. The focus of this directorate would be to the future.

FUNCTIONS

Strategic and Operational. The objective would be to mesh the CINC's strategic role with the necessity to provide clear guidance to operational commanders.

Specific Functions.

- a. Coordination of the CINC's battle focused JMETL.
- b. Development of the Joint Force Training Plan (JTP).
- c. Coordination of evaluation of JMETL proficiency.
- d. Integration of ODT and KFUF training for the CINC.
- e. Force modernization training.
- f. Allocation of critical training resources based on METL priority.

USE OF JOINT WARFARE CENTER

FORSCOM is the executive agent for direction of Joint Warfare Center (JWC) operations. The current mission of the JWC is to develop simulations to support all CINC's war plans. The JWC capability could easily be expanded to validate, simulate, and enhance the war plan-JMETL link. Its capabilities could be used to "sort out" the JMETL maze between CINC's.

J3/I-T&E STAFF RELATIONSHIP

Recognizing that war plans are the base from which JMETLs and the JTF will be developed and further recognizing that war plans are a joint staff effort (J1, J2, J3, J4, J5, J6, J8), it will be necessary for the J3/I-T&E to ensure full staff participation and input into the JMETL and JTF program. It will be necessary at the beginning of the process to get direction from the CINCFOR because of the critical nature of JMETL prioritization and the commander's guidance element of the JTF.

CHAPTER V

CONCLUSIONS

The Goldwater-Nichols Act of 1986 made the Chairman of the Joint Chiefs of Staff responsible for formulating policies for joint training of the Armed Services. The Chairman's goal in carrying out these responsibilities has been to enhance the war-fighting capabilities of the CINCs by giving broad and general guidance intended to improve joint training. However, the general nature of the guidance has left many unresolved issues. Granted most are mechanical and can be easily overcome. What is needed, up front, is for each CINC to analyze respective war plans, and in turn, develop JMETLs. Only then can a meaningful JTP be developed that translates into a resourced annual training plan for subordinates. For CINCFOR, this process is critical. No other CINC has such a complex, dynamic, and vast command as does CINCFOR. Because CINCFOR is both a supported and supporting CINC, a specified, and in some respects a unified command, it is essential for effective peacetime training that CINCFOR take the lead on JMETL and JTP development.

CHAPTER VI

RECOMMENDATIONS

The study itself has been a recommendation. The study was briefed to the FORSCOM J3 and actions are underway to implement its findings. Portions of the study have been briefed to the FORSCOM MACOM Commanders and active input is being generated from them. The study will be the baseline by which the War Plan-JMETL-JTF link will be established. Appendix 1, "Study Brief to FORSCOM J3" is the critical element of the study. Page 38 lists detailed recommendations.

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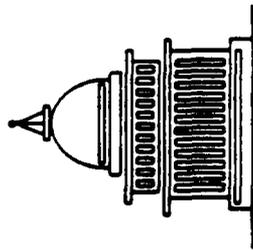
1. Public Law 99-433, Goldwater-Nichols Department of Defense Reorganization Act of 1986.
2. SACEUR Brief to Secretary Defense, Nov 87, Subject: (Classified).
3. CJCS Message dated 17 Aug 88, Subject: Joint Mission Essential Task List (Unclassified).
4. CJCS Message dated 28 Nov 87, Subject: Joint Training (Unclassified).
5. DOD Directive 1322.18, 9 Jan 87, "Military Training".
6. CJCS Message dated 20 Aug 88, Subject: Preparedness Evaluation System/CINCs Preparedness Assessment Report.
7. Memorandum to Vice Director, Joint Staff, dated 25 Nov 87, Subject: Joint Forces Training Policy.
8. JCS Pub 02, 1 Dec 86, "Unified Active Armed Forces".
9. Joint Training Policy Memorandum of Policy (MOP), dated 24 Jan 89.
10. JCS Worldwide Training Conference, 3-6 Feb 89, Subject: Joint Training Policy, Joint Mission Essential Task Lists (JMETLs), Joint Training Plans (JTP).
11. AR 350-41, "Army Forces Training".
12. FM 25-100, dated Nov 88, "Training the Force".
13. Meeting with FORSCOM J3, 16 Dec 88, Subject: CINCFOR Position.
14. Briefing of Study Project to FORSCOM J3, 23-24 Feb 89.
15. FORSCOM JMETL/JTP Working Group, 27-30 Mar 89.

**CINCFOR IMPLEMENTATION OF JOINT
TRAINING DIRECTIVES**

BRIEFING OVERVIEW--

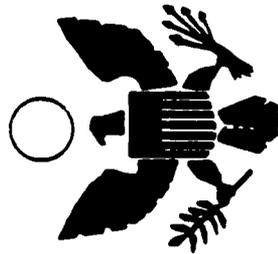
- 0 BACKGROUND**
- 0 FORSCOM CHALLENGE**
- 0 ISSUES/OBSERVATIONS**
- 0 FORSCOM STAFF FIX**
- 0 RECOMMENDATIONS**

FACTORS LEADING TO JTP DEVELOPMENT



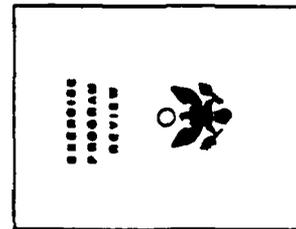
GOLDWATER/NICHOLS REORGANIZATION ACT

1986



CHAIRMAN'S INITIATIVE

1987



JCS EXERCISE PROGRAM REVIEW

1988

DOD REORGANIZATION ACT OF 1986

SECTION 153, TITLE 10, US CODE, PRESCRIBES, SUBJECT TO THE AUTHORITY, DIRECTION, AND CONTROL OF THE PRESIDENT AND THE SECRETARY OF DEFENSE, THAT THE CHAIRMAN, JOINT CHIEFS OF STAFF, SHALL BE RESPONSIBLE FOR:

- FORMULATING POLICIES FOR THE JOINT TRAINING OF THE ARMED FORCES.
- FORMULATING POLICIES FOR COORDINATING THE MILITARY EDUCATION AND TRAINING OF MEMBERS OF THE ARMED FORCES.

RESPONSIBILITIES (OSD)

The Assistant Secretary of Defense (Force Management and Personnel (ASD(FM&P))) is responsible for overall policy and program review of training programs for military personnel and programs for the collective training of military units.

RESPONSIBILITIES

(CJCS)

The Chairman, Joint Chiefs of Staff, is responsible for formulating policies for the joint training of the Armed Forces and for coordinating the military education and training of members of the Armed Forces.

RESPONSIBILITIES (CINCS)

Commanders of the unified and specified commands are responsible for conducting sufficient joint training to ensure the effective conduct of joint operations within their areas of responsibility.

"SEC: 211 (b) Responsibilities of Combatant Commanders-
(2) (B) is directly responsible to the Secretary for the preparedness of the command to carry out missions assigned to the command....."
(2) (F) coordinating and approving those aspects of administration and support including control of resources, equipment, internal organization, training, and discipline necessary to carry out missions assigned to the command; and"

RESPONSIBILITIES (SERVICE CHIEFS)

The Service Chiefs are responsible for training their forces for assignment to the CINCs. This responsibility includes:

- (1) Providing resources and forces for training in support of CINC operational requirements IAW JCS Pub 0-2.**
- (2) Developing and preparing Service publications to support the conduct of joint training.**
- (3) Determining Service requirements to enhance the effectiveness of joint training.**
- (4) Designating an office of primary responsibility for joint training.**

JCS EXERCISE PROGRAM REVIEW

- DEVELOP A JOINT TRAINING PROCESS THAT IDENTIFIES JOINT TRAINING REQUIREMENTS THROUGH JOINT MISSION ESSENTIAL TASK LISTS (JMETLS)
- BUILD CINC JOINT TRAINING PLANS THAT AVOID DUPLICATION OF ALL JOINT TRAINING CONDUCTED IN CINCS AOR

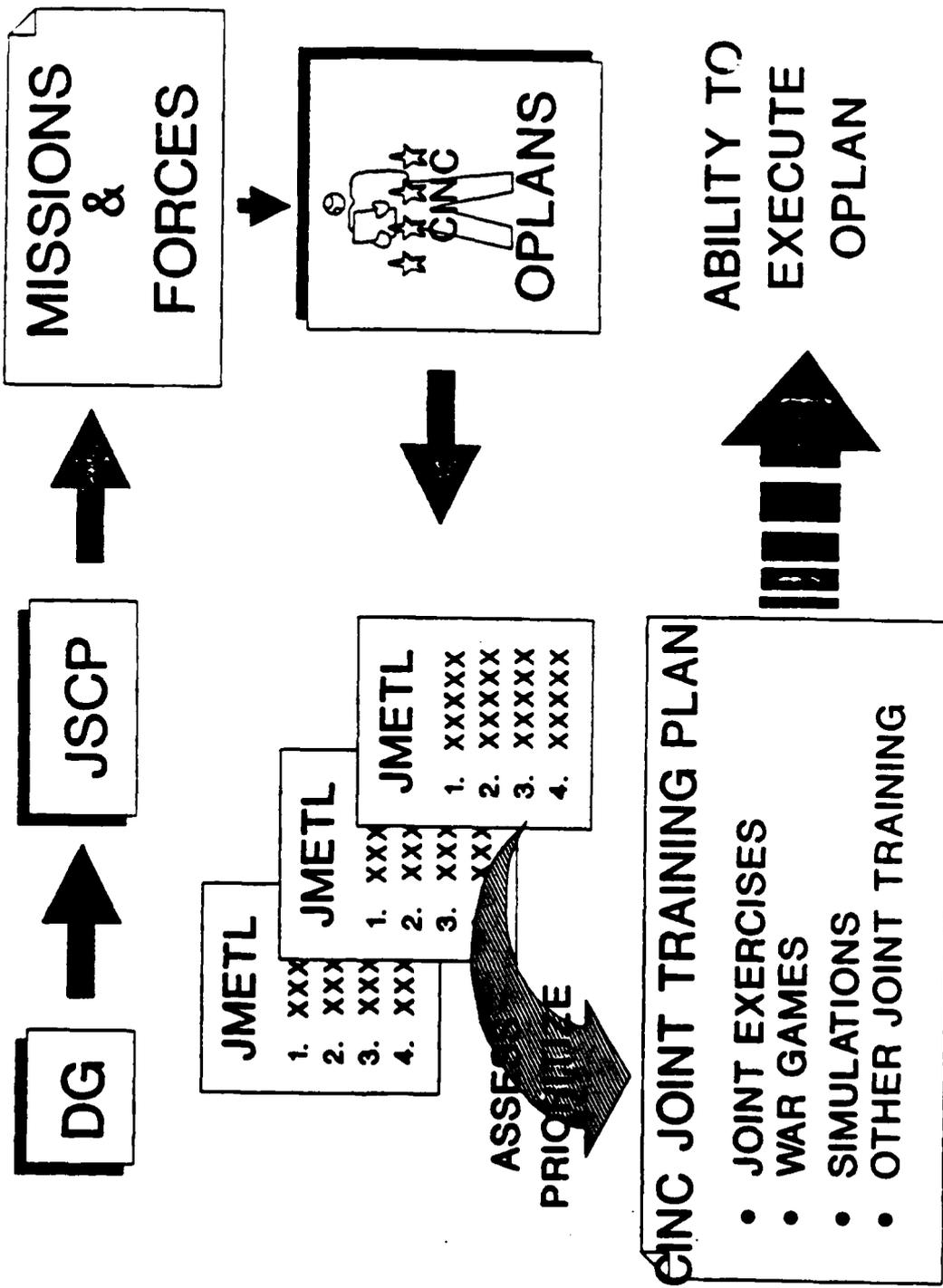
JOINT MISSION ESSENTIAL TASK LIST (JMETL)

A CINC's list of key joint operational tasks considered essential for accomplishment of operational plans predicated on the missions assigned and forces apportioned by the JSCP, US alliance or treaty, or by regional initiatives.

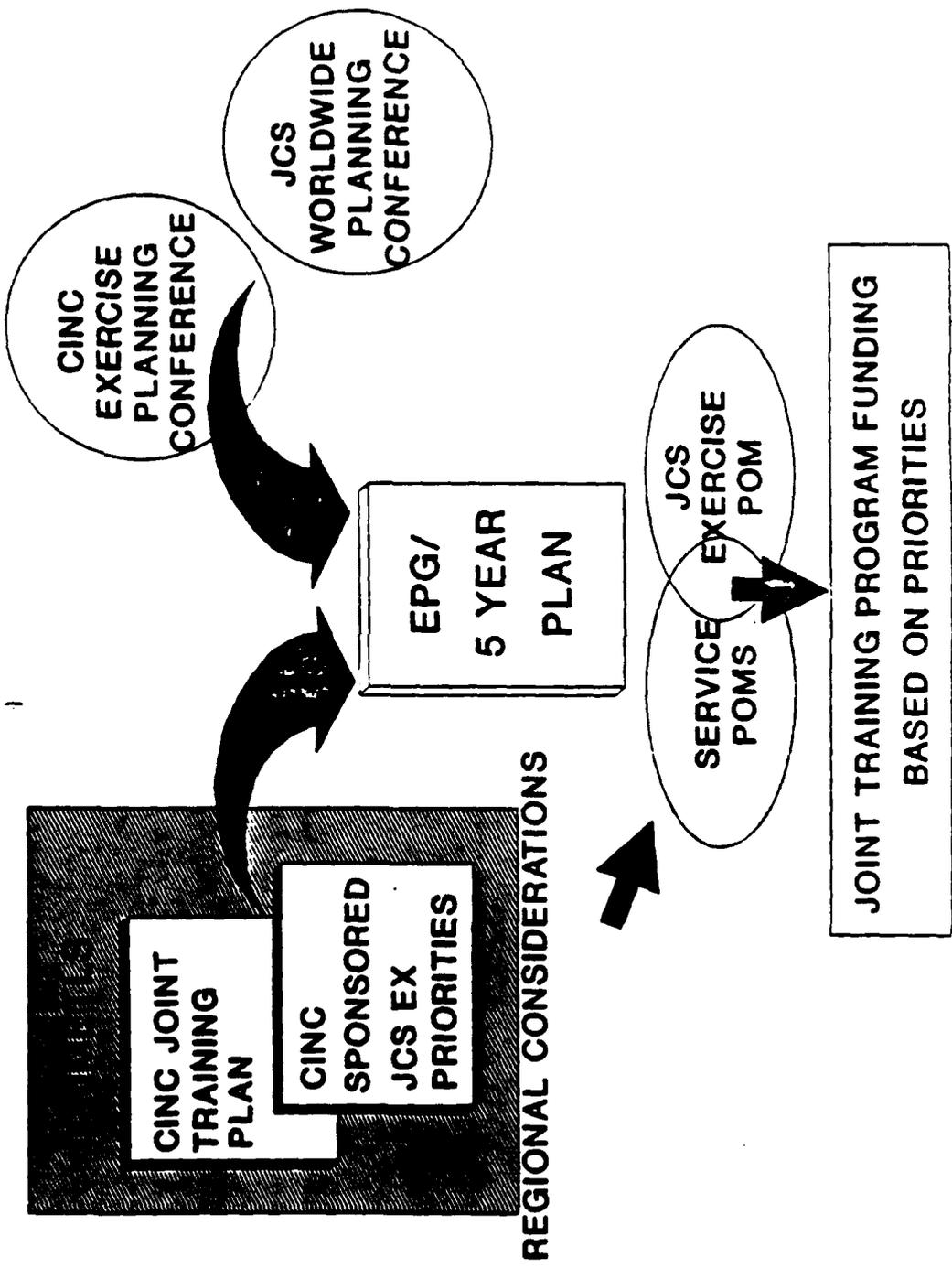
CINC JOINT TRAINING PLAN

A plan developed and updated annually by each CINC that integrates the resources provided by the JCS, the CINCs, the Services, and Defense agencies to meet CINC joint training requirements.

JOINT TRAINING PROCESS



BALANCING FUNDING AND PRIORITIES



JOINT TRAINING PROGRAM SCHEDULE

FEB 89 - WORLDWIDE EXERCISE CONFERENCE
- COORDINATE CINC INPUTS TO JTP MOP

MAR 89 - COORDINATE SERVICE PLANNER INPUTS TO JTP MOP
- APPROVE JTP MOP
- REQUEST CINC DEVELOPMENT OF JMETLS

JUN 89 JMETLS SUBMITTED BY GEOGRAPHIC CINCS

JUL 89 JMETLS SUBMITTED BY NON-GEOGRAPHIC CINCS

AUG-DEC 89 CINC SCHEDULING CONFERENCES

DEC 89 - CINC TRAINING PLANS DUE TO JOINT STAFF
- 1992-93 JSCP PUBLISHED

FEB 90 WORLDWIDE EXERCISE & TRAINING CONFERENCE

MAR 90 - CINC EXERCISE SCHEDULES DUE
- 1992-93 BASE CASE PLANS CONCEPT REVIEW

MAY 90 JCS EXERCISE PROGRAM POM SUBMITTED USING JMETLS

SEP 90 JCS EXERCISE PROGRAM BUDGET SUBMITTED
.....

JOINT TRAINING ISSUES/OBSERVATIONS

- 0 95% OF JOINT TRAINING \$s ARE IN JTX PROGRAM
 - REQUIRES RELOOK
 - DONE BY EXERCISE OBJECTIVES NOT METL

- 0 NO PROGRAM EXIST THAT IDENTIFIES NEEDS BASED ON JMETL
 - AT JCS LEVEL

- 0 FORSCOM CANNOT DEVELOP JMETL WITH RESPECT TO AC/RC UNTIL RECEIPT OF SUGGESTED CINC JMETL. T/F?
 - COORDINATION OF METLs
 - WHAT PRIORITY DOES FORSCOM FOLLOW?

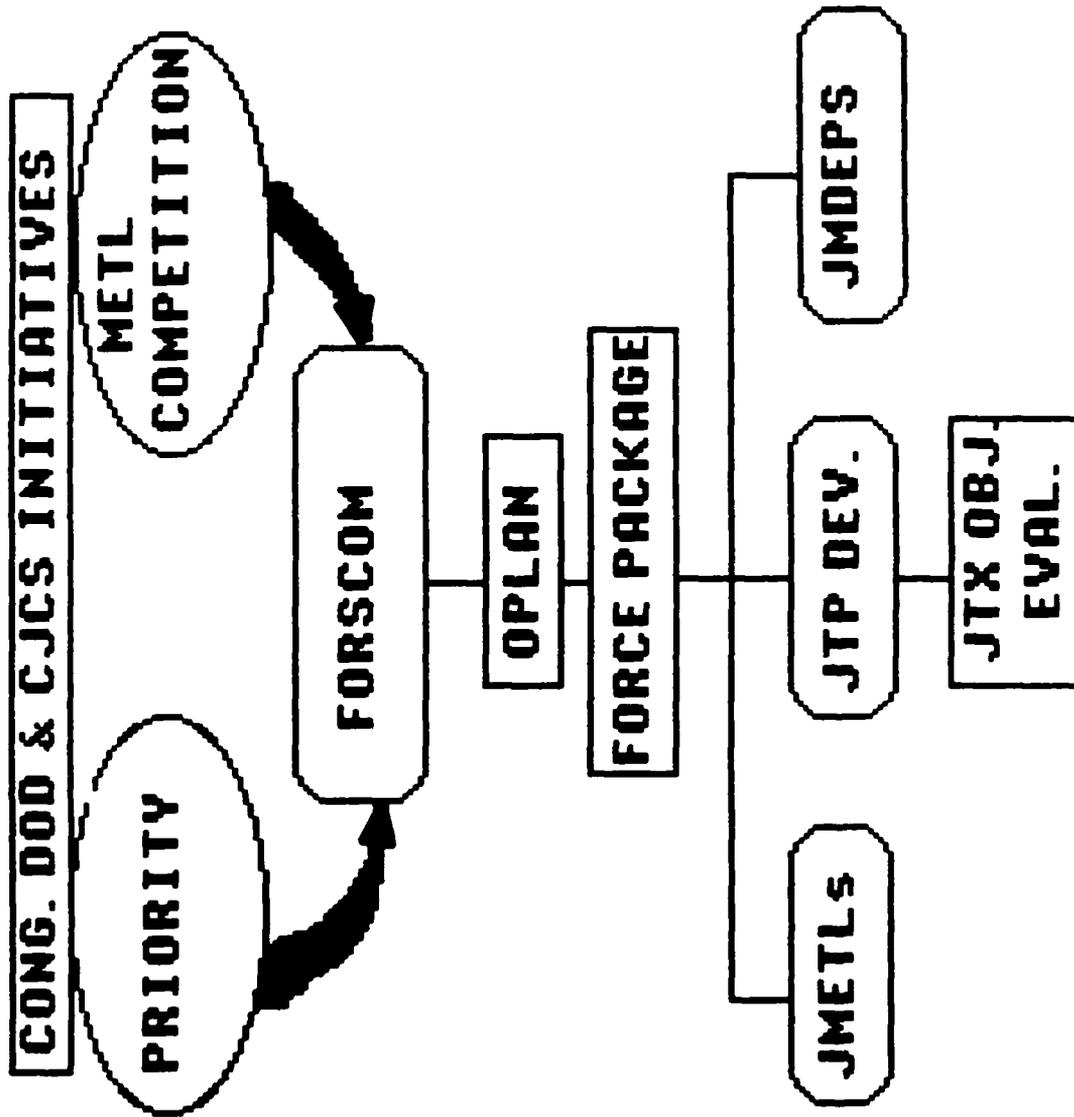
- 0 FORSCOM METL TO SUBORDINATE MSCs IS ADVERSELY IMPACTED BY EXERCISE MANIPULATION
 - MOBILIZE
 - DEPLOY

- 0 OVERLAP/COMPETITION OF METLs
 - TRANSCOM VS FORSCOM
 - FICOM VS CINCOM VS FORSCOM

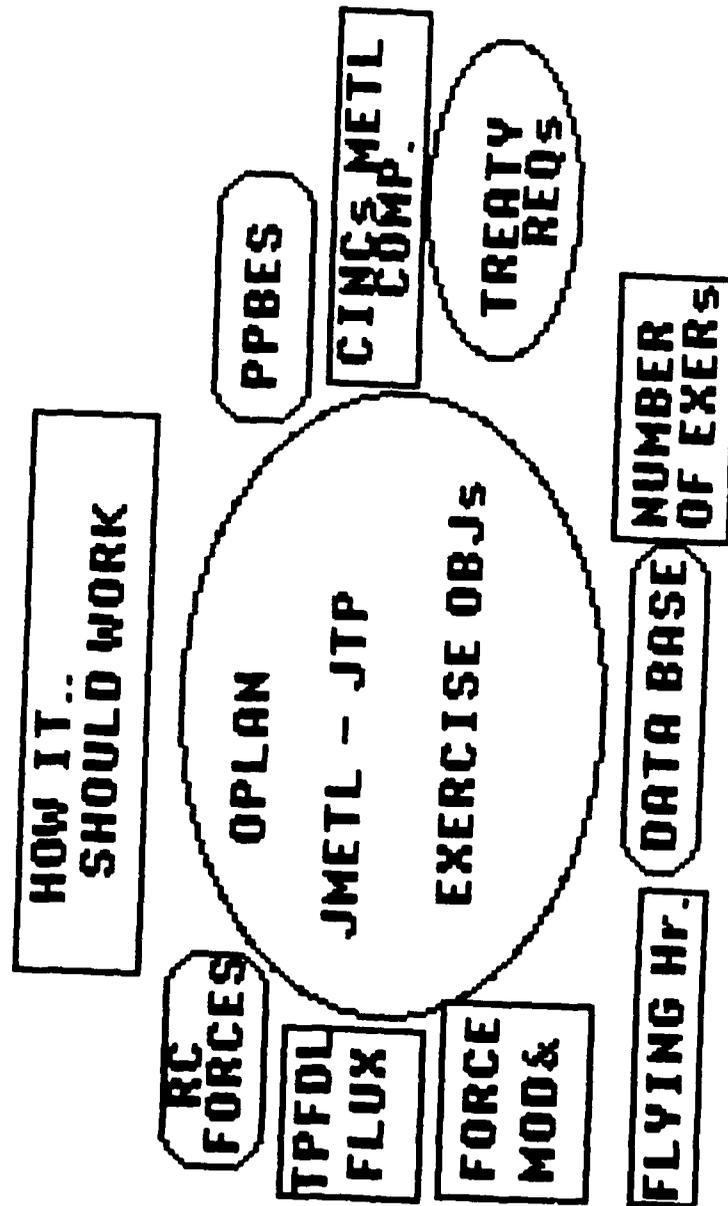
ISSUES CON'T.

- 0 **MAC IS A MAJOR DRIVER IN EXERCISE DEVELOPMENT/EXECUTION**
 - **CONGRESSIONAL REDUCTION**
- 0 **CURRENT 5 YEAR PLANNING CYCLE FOR EXERCISES CONFLICTS WITH BI-ANNUAL JMETL DEVELOPMENT**
- 0 **OTHER SERVICES DO NOT USE METL PROCESS**
- 0 **COMBINED FORCES DO NOT USE METL PROCESS**

FORSCOM PUZZLE

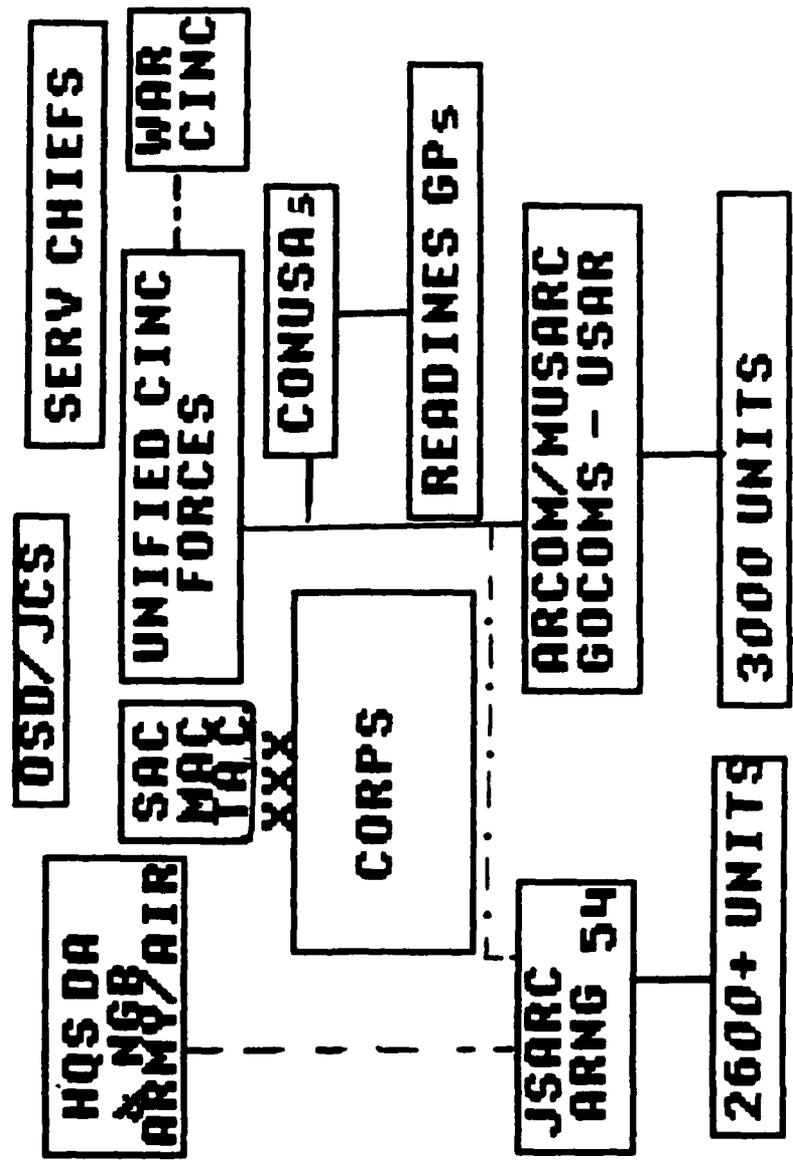


FORSCOM PUZZLE



EEI: HOW TO EVALUATE THE FORCE PACKAGE FOR THE GAINING CINC?

JOINT FORCES TRAINING PLAYERS



JOINT FORSCOM TRAINING MISSION

CINC FORSCOM MISSION: PROVIDE A
JOINT TRAINED FORCE PACKAGE ORGANIZED
FOR COMBAT BASED ON SUPPORTED CINCS
JMETL. FORCE PACKAGE WOULD BE BASED ON
"FIRST TO FIGHT" (AS DETERMINED BY JSCP).
CINCFOR WOULD BE RESPONSIBLE FOR TRAIN-
ING/TRAINING SUPERVISION OF ALL CONUS
BASED FORCES TO INCLUDE AIR, SEA, GROUND;
AC AND RC.

THIS CONCEPT IS NOT NEW. THE CURRENT
LAND DEFENSE OF CONUS AND MILITARY
SUPPORT TO CIVIL DEFENSE PLANS ARE
PLANNED FOR EXECUTION IN THIS MANNER.

FORSCOM JOINT STAFF FIX

**JOINT STRATEGIC INTEGRATION, TRAINING,
& EVALUATION DIRECTORATE (J3/I-T&E)**

**MISSION: TO EXECUTE JOINT AND COALITION
PLANNING, PROGRAMMING, TRAINING, EXERCISE,
AND EVALUATION OF THE TOTAL FORCE PACKAGE
IN SUPPORT OF THE WARFIGHTING CINCS.**

- 0 JOINT STAFFED WITH ARMY (CAC/RC)
USAF, USAFR, USN, USNR, USCG, USMC/R,
& USCGR**
- 0 TRANSCOM REP IS KEY**
- 0 COMBINE AC & RC TRAINING FUNCTION**
- 0 COMBINE EXERCISE & TRAINING
FUNCTION**
- 0 FOCUS TO THE FUTURE**

FUNCTIONS: STRATEGIC & OPERATIONAL

- 0 COORDINATION OF CINCs BATTLE FOCUSED METL SUPPORTED BY...
- 0 DEVELOPMENT OF THE JOINT FORCE TRAINING PLAN & SUPPORTING AMDEP FOR EACH CINC
- 0 COORDINATION OF EVALUATION THROUGH DESIGNATED TRAINING ASSOCIATION HEADQUARTER/CONUS CORPS-SUPPORTED BY EXISTING CONUSA HQS
- 0 INTEGRATION OF ODT AND KPUP TRAINING FOR THE CINC
- 0 FORCE MODERNIZATION TRAINING
- 0 ALLOCATION OF CRITICAL TRAINING RESOURCES:
 - EXERCISE FUNDS AIRLIFT
 - OPTEMPO JOINT WARFARE CNT.
 - AMMO
 - NTC/JRTC ROTATIONS
 - FLYING HOURS
 - AT DATES & SITES

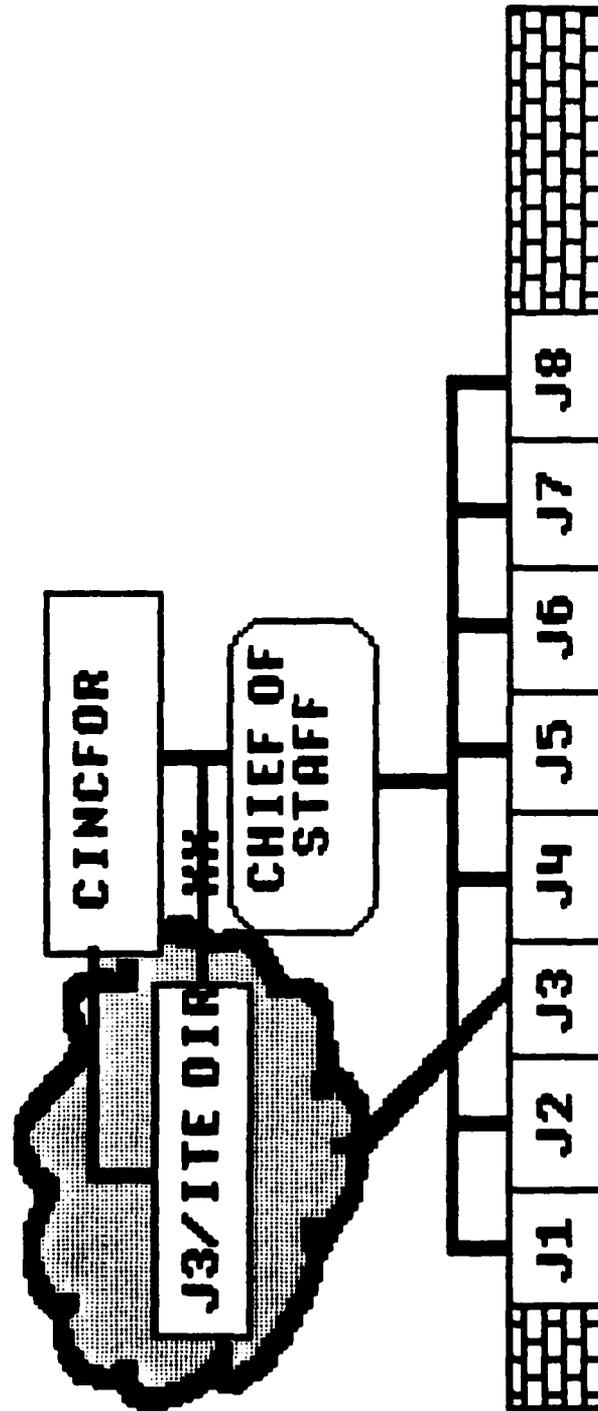
J3/ITE ORGANIZATION

"ENDS"		"WAYS"		"MEANS"	
USR	IR	PLANNING	PROGRAMMING	OPERATIONS	OPERATIONS
		METL	AMDEPS	JTX'S	DEPLOYMENTS
		JOINT	ALL SVCS		MOBEXs
		TNG PLAN	RESOURCES		
		&POLICY			
		TRANS			
		FORCE			
		STRUC-			
		TURE/			
		MOD			

**CINCS TPFDL ET'AL MUST BE FROZEN FOR 3 YR
PERIOD TO GET DOD BUDGET SUBMIT
IN SEQUENCE OF PLANNING LEAD TIME.**

OUTPUT > INPUT > PROCESS >

STAFF RELATIONSHIP FOR J3/ITE



RECOMMENDATIONS--

- 0 FORSCOM BE DESIGNATED A UNIFIED
COMMAND**
- 0 FORSCOM CREATE A SEPERATE CORPS HQS
TO INTEGRATE NON-ALIGNED RC FORCES**
- 0 FORSCOM BE PRIMARY PLAYER IN JMETHL
DEVELOPMENT AND PRIORITIZATION--
GET OUT FRONT**
- 0 CREATE J3 JOINT DIRECTORATE - J3/ITE**
- 0 AUTHORIZE - A STABILIZED TWO YEAR
JMETHL TRAINING BUDGET - TO BE UPDATED
EVERY 18 MONTHS IAW JCS GUIDANCE .**

FORSCOM SAMPLE JMETH

- A. JOINT MISSION ESSENTIAL TASK:
ORGANIZE, TRAIN, AND DEPLOY A
DRUG INTERDICTION CONUS PACKAGE**
- B. MISSION CATEGORY: ESSENTIAL PEACE-
TIME MISSION**
- C. ESSENTIAL ACTIVITY: TEST OPLANS**
- D. TRAINING VEHICLE: CPX/FTX etc.**
- E. RESOURCE PRIORITY: #1.**
- F. FRAME WORK REQUIRED: PEACETIME**
- G. REQUIRED FREQUENCY: ANNUAL?**
- H. COST CONSIDERATION: PROGRAMED**
- I. WHEN EVALUATED: FY-89**
- J. FORCE PACKAGE: XXX**

U.S. ARMY JOINT FORCES TRAINING ACTIVITIES

NATIONAL TRAINING CENTER: Sponsored by U.S. Forces Command (FORSCOM); located at Ft Irwin, CA; offers joint training for mechanized battalion task forces in a mid- to high-intensity scenario.

JOINT READINESS TRAINING CENTER: Sponsored by U.S. Army Training and Doctrine Command (TRADOC); HQ and deployment reception located at Little Rock, AR; training area at Ft Chaffee, AR; offers joint training for non-mechanized battalion task forces in a low- to mid-intensity conflict scenario; concept for integrating SOF being developed.

JOINT MEDICAL READINESS TRAINING CENTER: Sponsored by the U.S. Army Health Services Command; located at Ft Sam Houston, TX; offers medical readiness training for Army, Navy and Air Forces participants.

COMBAT MANEUVER TRAINING COMPLEX: Sponsored by U.S. Army, Europe (USAREUR); located at Hohenfels Training Area, FRG; will provide joint training for battalion and squadron task forces in a replicated Soviet OPFOR scenario; USAREUR is studying the feasibility of establishing a training area outside of FRG for the conduct of simulation exercises and live-fire joint forces maneuver for battalion task forces.

JOINT WARFARE CENTER: Partially resourced by the U.S. Army; located at Hurlburt Field, FL; Supports exercises on station and through telenetworking; trains commanders and staffs at various levels in staff procedures, command and control and combat environment decision making in the application of joint warfare.

U.S. ARMY JOINT FORCES TRAINING PROGRAMS AND ACTIVITIES

DOCTRINE: Field Manual 100-5 promulgates Airland Battle Doctrine developed by the U.S. Army Training and Doctrine Command (TRADOC); provides focus for the Total Army to win in a joint and combined operations environment worldwide.

SIMULATIONS: Joint Exercise Support System (Corps Battle Simulations) and the Battle Command Training Program; sponsored by TRADOC; provide joint training for forces' battle staffs; TRADOC is developing a concept to network different combat vehicle simulators into a simulated joint battlefield.

JOINT TRAINING AGENCIES: Center for Low-Intensity Conflict, Joint Doctrine Directorate and Joint Logistics Over the Shore Study Group; sponsored by TRADOC; develop and implement joint doctrine, tactics, techniques and procedures.

U.S. ARMY TRAINING BOARD: Established to facilitate excellence in training throughout the Army; sponsored by TRADOC; recently developed a Joint Training Branch to expand Board's expertise and experience in the doctrine, training and operations of the other Services and vice versa; pending Army joint action seeks Navy, Marine Corps and Air Force participation on the Board.