

CJCSI 3500.01B
31 December 1999

JOINT TRAINING POLICY
FOR
THE ARMED FORCES OF THE
UNITED STATES



JOINT STAFF
WASHINGTON, D.C. 20318-9999

CJCSI 3500.01B
31 December 1999

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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JOINT TRAINING POLICY FOR THE ARMED FORCES OF THE UNITED STATES

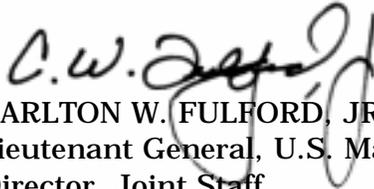
References: See Enclosure E

1. Purpose. This instruction establishes CJCS policy for planning and conducting joint training.
2. Cancellation. CJCS Instruction (CJCSI) 3500.01A, 1 July 1997, "Joint Training Policy for the Armed Forces of the United States," is canceled.
3. Applicability. This CJCSI applies to the Joint Staff, Services, combatant commands, activities, and Combat Support Agencies responsive to the Chairman of the Joint Chiefs of Staff. It guides joint commanders in developing training requirements, devising joint training plans, executing joint training, and assessing their joint training proficiency. The guidance in this policy is authoritative. As such, this policy will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise.
4. Policy. Title 10 US Code, section 153, prescribes that, subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff will be responsible for (a) "formulating policies for the joint training of the Armed Forces," and (b) "formulating policies for coordinating the military education and training of members of the Armed Forces."
5. Definitions. See Glossary, Part II.
6. Responsibilities. See Enclosure D.
7. Summary of Changes. Document has been reorganized to include the role and functions of the US Joint Forces Command (USJFCOM). Increased emphasis has been given to Combat Support Agencies, interagency and multinational joint training.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components, other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives home page located at <http://www.dtic.mil/doctrine/jel/cjcsd.htm>

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

For the Chairman of the Joint Chiefs of Staff


CARLTON W. FULFORD, JR.
Lieutenant General, U.S. Marine Corps
Director, Joint Staff

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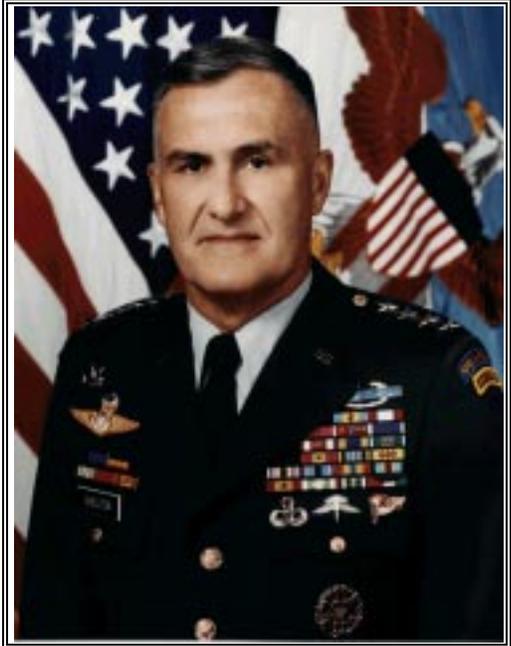
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Letter from the Chairman of the Joint Chiefs of Staff



Simply stated, joint training is designed to ensure the Armed Forces of the United States are ready to execute the National Military Strategy in shaping the global environment and responding across the full spectrum of crises and range of military operations – MOST IMPORTANTLY, the ability to defeat our adversaries. We must prepare now for an uncertain future through both a commitment to enhance our existing relationships with our multinational and interagency partners, and through a continuing commitment to the goals of Joint Vision 2010. Warfighting remains the primary emphasis of the CJCS Joint Training System through the frequent use of Major Theater War and Small Scale Contingency Operations scenarios for training events. To support these warfighting forces, training and exercises remain an integral component of

future readiness and we must continue to develop an integrated joint force that remains prepared for war.

The Joint Training System is the principal tool to ensure our readiness. The system allows the joint training community to identify training requirements; develop training plans; and execute, evaluate, and assess joint training events. The desired end state remains enhanced joint readiness, an aligned training and national strategy, improved interoperability, complete integration of Department of Defense, interagency and multinational partners, and an optimization of scarce Service resources.

GOAL

TRAIN THE ARMED FORCES OF THE UNITED STATES TO OPERATE SUCCESSFULLY IN FULL SPECTRUM OF CRISES.

OBJECTIVES AND PRIORITIES

- PREPARE FOR WAR AND MILITARY OPERATIONS OTHER THAN WAR
- ROUTINIZE MULTINATIONAL AND INTERAGENCY OPERATIONS
- OPERATIONALIZE JOINT VISION 2010

HENRY H. SHELTON
Chairman
of the Joint Chiefs of Staff

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ENCLOSURE A
JOINT TRAINING POLICY
FOR
THE ARMED FORCES OF THE UNITED STATES

INTRODUCTION

If we could first know where we are, and whither we are tending, we could then better judge what to do, and how to do it.

Abraham Lincoln

1. Purpose

a. This instruction provides CJCS policy for joint training as a means to enhance joint readiness. It guides joint commanders in developing objectives and training requirements to meet those objectives, devising joint training plans, executing joint training, and assessing their training proficiency. It takes into account real world events and challenges, including the current reduced manning level of US Armed Forces. It also reaffirms the role of the commander in the primary areas of training and readiness as well as the importance of the Combat Support Agencies (CSA) in supporting the warfighting mission. This policy builds on the principles laid out in the National Security Strategy of the United States, "A National Security Strategy for a New Century, October 1998," as well as the National Military Strategy, "Shape, Respond, Prepare Now: A Military Strategy for a New Era, 1997." It includes preparing US forces for joint, interagency, and multinational operations across the full spectrum of military operations.

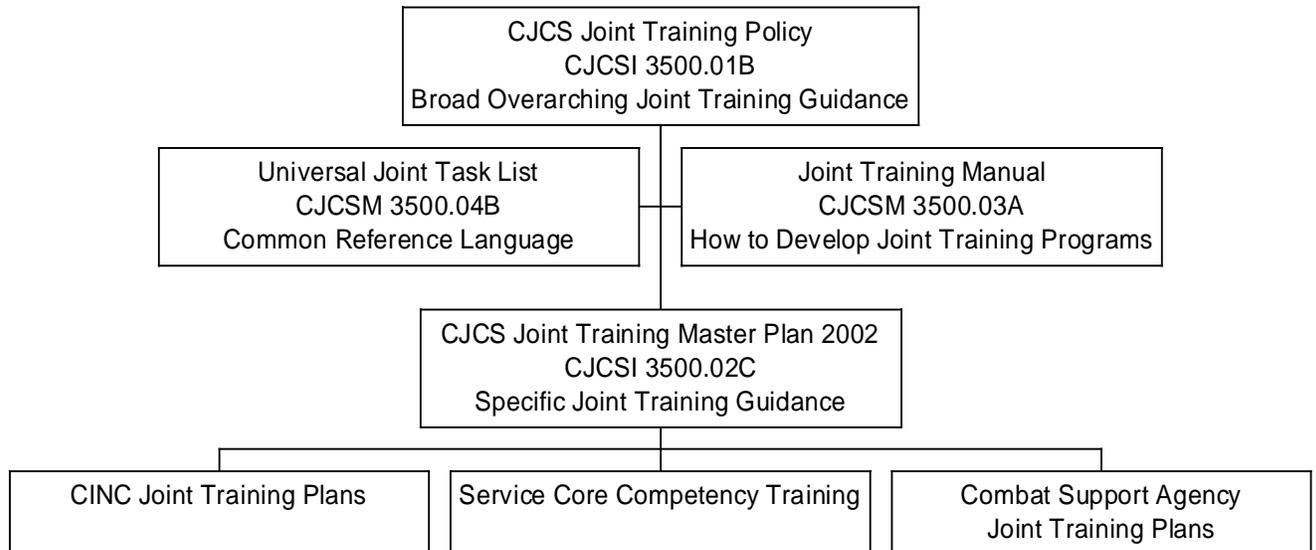
PURPOSE

- REAFFIRM REQUIREMENTS-BASED TRAINING
- REAFFIRM ROLE OF COMMANDER
- UJTL-BASED MISSION ANALYSIS
- PREPARE FOR JOINT, MULTINATIONAL AND INTERAGENCY OPERATIONS

b. This instruction is also the capstone document providing CJCS guidance delineated in the Joint Training Master Plan (JTMP), CJCSI 3500.02, and the Joint Training Manual (JTM), CJCS Manual (CJCSM) 3500.03. It reaffirms a requirements-based Joint Training System (JTS) and requires commanders to examine their missions and document their command warfighting requirements based on the tasks in the Universal Joint Task List (UJTL), CJCSM 3500.04 (with classified supplement). The figure below represents the hierarchy of joint training publications with the Joint Training Manual providing detailed guidance on the development of joint training plans, and the Joint Training Master Plan providing more specific joint training guidance with specific timelines for deliverables. Using these publications, grounded in the lan-

guage of the Universal Joint Task List, the CINCs, Services, and Combat Support Agencies develop their respective training plans to address their core competency training. In addition, the US Joint Forces Command (USJFCOM) offers proactive assistance in joint training support and acts as an advocate for the concept of joint training in support of both CINC and CSA training programs.

Joint Training Guidance Capstone Documents



2. Joint Training Vision and Strategy

a. The spectrum of conflict in which US forces may be employed in the future spans the full range of military operations. Most of these operations, particularly in Small Scale Contingency Operations (SSCO), will include multinational partners and nearly all will be conducted in a joint environment and will include interagency coordination. Joint Vision (JV) 2010 includes new operational concepts of dominant maneuver, precision engagement, focused logistics, and full dimensional protection that will require changes in the Armed Forces of the United States to execute future missions. The forces of the future must be trained to face a wider range of threats, emerging unpredictably anywhere in the world, employing varying combinations of technology, and challenging us at varying levels of intensity. These forces must be more lethal and flexible, and our joint organizations performing at all levels of war will be more autonomous, smaller, and organized at lower echelons than today's forces.



States to execute future missions. The forces of the future must be trained to face a wider range of threats, emerging unpredictably anywhere in the world, employing varying combinations of technology, and challenging us at varying levels of intensity. These forces must be more lethal and flexible, and our joint organizations performing at all levels of war will be more autonomous, smaller, and organized at lower echelons than today's forces.

b. Our joint training strategy will continue to focus on planning, executing, and assessing requirements-based training under varying conditions. The JTS will continue to be refined and will evolve to parallel operational constructs. It will also evolve to support the development and implementation of the operational concepts of Joint Vision 2010. Combatant commanders' and Combat Support Agencies' training requirements must remain based upon assigned missions and essential tasks. Combatant command and Combat Support Agency training plans will be based on an assessment of the command's training proficiency to accomplish its mission requirements as documented in their Joint Mission Essential Task List (JMETL), guidance from the National Command Authorities (NCA), and available training resources. Additionally, Reserve forces and Government agencies must be integrated into joint training as they will perform during joint operations, in order to ensure success in future conflict.

JOINT TRAINING STRATEGY
<ul style="list-style-type: none">• JTS EVOLVES WITH OPERATIONAL CONSTRUCTS• TRAINING CONTINUES TO BE REQUIREMENTS-BASED• AGENCY PARTICIPATION IS ROUTINIZED• MAXIMIZE INFORMATION SUPERIORITY AND TECHNOLOGICAL INFORMATION• EMPHASIZE HIGH QUALITY, REALISTIC, AND STRESSFUL TRAINING• INTEGRATE JOINT CAPABILITIES AT ALL LEVELS

c. One of our biggest challenges is balancing the increased operating tempo (OPTEMPO) and personnel tempo (PERSTEMPO) and deployment tempo (DEPTEMPO) associated with reduced force levels and current strategy requirements. Although commanders are challenged by the many demands of the National Military Strategy (NMS), "Shape, Respond, Prepare Now: A Military Strategy for a New Era," they must be sensitive to the OPTEMPO, PERSTEMPO, and DEPTEMPO levels within their organization as training programs are developed, modified, and executed.

3. Joint Training Goals

a. Prepare for War. The principal means to maintain high levels of readiness and to prepare our forces to face the challenges of combat is to conduct realistic and stressful training. Services and combatant commands must continue to train in the elements of joint warfare. Commanders must develop and maintain a flexible, tough, and joint fighting force prepared to fight as a team. A joint force provides commanders the ability to achieve full-spectrum dominance with overwhelming force, in any environment, in order to achieve our national policy and military goals. Commanders are also urged to regard USJFCOM as a Center of Excellence for strategic and operational level jointness; a prototype for the future of distributed joint training. The training program and environment at USJFCOM are most useful in assisting the commander in forging and training a more knowledgeable and efficient battle staff.

JOINT TRAINING GOALS
<ul style="list-style-type: none">• PREPARE FOR WAR• PREPARE FOR SSCO• PREPARE FOR MULTINATIONAL OPERATIONS• INTEGRATE THE INTERAGENCY PROCESS• FACILITATE JV 2010/JV20XX

b. Prepare for Small Scale Contingency Operations (SSCO). SSCO encompass a wide range of activities where the military instrument of national power is used for purposes other than the large scale combat operations usually associated with war. Commanders must be prepared to accomplish SSCO missions, while balancing the training requirements for more conventional operations.

c. Prepare for Multinational Operations. This goal applies throughout the range of military operations.

(1) These operations may include US and non-US Government, international, nongovernmental, and private volunteer organizations. SSCO missions, in particular, will increase the need for direct interaction and coordination with external organizations, interagency components, and multinational partners.

(2) Training must be focused to ensure a seamless operating environment. The interfaces among various organizational or functional areas of responsibility must be reviewed and included in the training process.

d. Integrate the Interagency Process. Joint training is an integrated and synchronized training effort to support the National Command Authorities (NCA) and the combatant commanders, however, the execution of the National Security Strategy (NSS) and National Military Strategy (NMS) also includes the interagency process. Joint training is evolving to enhance integration of interagency components. Using the common reference of the UJTL, this integration synchronizes the joint training efforts of the Service components and Combat Support Agencies toward accomplishment of the combatant commander's JMETL according to their joint training plans. The desired end state of individual combatant command, Service component, and Combat Support Agency training plans is an integrated and coordinated effort to enhance our overall readiness to respond to any crisis.

e. Facilitate Joint Vision 2010. Preparing our forces to maximize technological innovation to achieve the operational concepts envisioned in Joint Vision 2010 is essential to our future success in any conflict. Joint training and experimentation will serve as a facilitator to achieve these concepts. The Joint Training System adds to the JV 2010 capability to investigate future warfighting concepts by providing a baseline in the form of trained joint forces to begin future concept exploration. Future changes documented by JV 2010 will also affect the way we train today by identifying implications for change to Doctrine, Organizations, Training and Education, Materiel, Leadership, and Personnel (DOTMLP) programs. Changes in DOTMLP will provide the impetus for amending joint training events.

4. Activities and Events Encompassed by this Policy

a. CJCS and combatant command-sponsored exercises.

b. Deployments for training, cooperative engagement, regional presence and access, and training events that fall under the purview of the CJCS Exercise Program for reporting purposes.

c. Use of joint models and simulations (M&S), seminars, and war games to conduct or support joint training. In addition, the joint use of ranges and training devices, and their development will be becoming increasingly important in the immediate future.

ACTIVITIES AND EVENTS ENCOMPASSED BY THIS POLICY
<ul style="list-style-type: none">• CJCS AND COMBATANT COMMAND SPONSORED EVENTS• DEPLOYMENTS AND TRAINING EVENTS IN THE CJCS EXERCISE PROGRAM• USE OF JOINT MODELS AND SIMULATIONS, RANGES AND TRAINING DEVICES• OTHER ACTIVITIES UNDER THE AUSPICES OF THE CJCS, COMBATANT COMMANDERS, AND COMBAT SUPPORT AGENCIES

5. Other Joint Activities Affecting Joint Training. Other joint activities or events that impact on the planning and conduct of joint training include All Service Combat Identification Evaluation Team (ASCIET) events, Joint Warrior Interoperability Demonstrations (JWID), Advanced Concept Technology Demonstrations (ACTD), and Joint Warfighting Experiments (JWE). Occasionally, to take advantage of joint force expertise and minimize impact on unit training schedules, some joint experimentation objectives will be added as an adjunct to joint training exercises.

OTHER JOINT ACTIVITIES AFFECTING JOINT TRAINING
<ul style="list-style-type: none">• ALL SERVICE COMBAT IDENTIFICATION EVALUATION TEAM EVENTS (ASCIET)• JOINT WARRIOR INTEROPERABILITY DEMONSTRATIONS (JWID)• ADVANCED CONCEPT TECHNOLOGY DEMONSTRATIONS (ACTS)• JOINT WARFIGHTING EXPERIMENTS (JWE)

6. Authority for Joint Training Policy

a. The authority for conducting joint training has evolved from the Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-433. Since then, it has been codified in Title 10, United States Code. Title 10 USC 153 states that, "subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff is responsible for developing doctrine for the joint employment of the Armed Forces, formulating policies for the joint training of the Armed Forces, and formulating policies for coordinating the military education and training of members of the Armed Forces."

b. The 1999 Unified Command Plan redesignated the United States Atlantic Command as the United States Joint Forces Command (USJFCOM) effective 1 October 1999. The USJFCOM serves as CJCS lead agent for joint training with specific responsibilities identified in Section IV.

c. Title 10 USC 164(c) outlines the authority of combatant commanders, and includes among these, "giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics."

d. The Services are covered under Title 10 USC 165(b), which states, "subject to the authority, direction, and control of the Secretary of Defense and subject to the authority of commanders of the combatant commands under 10 USC 164(c) of this title, the Secretary of a Military Department is responsible for the administration and support of forces assigned by him to a combatant command." Additional Service training responsibilities are fixed in the individual Service sections in 10 USC. Specifically, 10 USC 3013(b), 5013(b), and 8013(b) task the Secretaries with recruiting, organizing, training, and equipping the forces assigned to the combatant commands.

e. Paragraph D, DOD Directive (DODD) 5100.1, 25 September 1987, "Functions of the Department of Defense and Its Major Components," states that the Chairman of the Joint Chiefs of Staff will "develop and establish doctrine for all aspects of the joint employment of the Armed Forces, and formulate policies for coordinating the military education and training of members of the Armed Forces."

7. Procedures. The guidance and procedures for implementing this policy are contained in the "CJCS Joint Training Master Plan," CJCSI 3500.02 (series) and the "CJCS Joint Training Manual," CJCSM 3500.03 (series). The Joint Training Master Plan provides guidance from the Chairman of the Joint Chiefs of Staff for planning and conducting joint training events and supporting actions on a cyclical basis. The Joint Training Manual describes the Joint Training System and defines the methods to accomplish the goals stated in the Joint Training Policy and the Joint Training Master Plan.

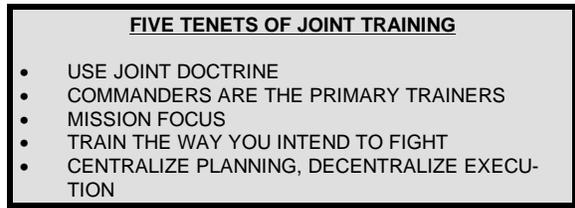
8. Changes to this Policy. All recommended changes to this document will be submitted to the Joint Staff (J-7) for coordination with the combatant commands, Services, Combat Support Agencies, and Joint Staff and must be approved by the Chairman of the Joint Chiefs of Staff before implementation.

ENCLOSURE B

JOINT TRAINING POLICY

1. Five Tenets of Joint Training. Joint Force Commanders (JFC) must synchronize the actions of their assigned forces to achieve strategic and operational objectives. Success depends on well-integrated forces that fight as a team. The following tenets are intended to guide commanders in devising their training programs:

a. Use Joint Doctrine. Joint training will be accomplished in accordance with approved joint doctrine. Joint doctrine establishes the fundamentals of joint operations and the guidance on how best to employ national military power to achieve strategic ends. Joint doctrine provides the common terms, concepts, and perspective, which fundamentally shape the way the Armed Forces of the United States plan and execute joint operations. Joint doctrinal publications describe common procedures and uniform operational methods from a common baseline. Effective joint training must be based on approved joint doctrine. Joint doctrine embodies the concepts likely to be employed throughout the range of military operations. When it is necessary to introduce experimentation events into joint training exercises, combatant commanders will use care to ensure that exercise participants understand that doctrinal deviations are for experimentation purposes, and may not change doctrine and procedures for future operations.



b. Commanders are the Primary Trainers. Commanders at all echelons are responsible for preparing their commands to accomplish assigned missions. Being trained and ready is commanders' business. Joint commanders' training guidance forms the basis for planning, executing, and assessing all joint training programs. Commanders establish joint training objectives and plans, execute and evaluate joint training events, and assess training proficiency and program effectiveness. They ensure the programs are consistent with their assigned missions, priorities and intentions, and allocated resources. In developing the training programs, commanders must balance mission requirements with the potentially detrimental impact of a high OPTEMPO, PERSTEMPO, and DEPTTEMPO on unit quality of life and overtasking of low density/high demand (LD/HD) assets. Senior commanders are the approving authorities for the training programs of assigned subordinates. Commanders determine how well their command is prepared to accomplish their assigned missions.

c. Mission Focus. The central theme of joint training is a requirements-based focus on assigned missions. The intent is for each combatant commander and CSA to develop training programs that focus on the requirements inherent in their organizations' primary warfighting missions. The UJTL

(CJCSM 3500.04 series) provides a common language and reference for combatant commands, Services, CSAs, and the Joint Staff to communicate capability requirements. Mission focus provides a basis for rationalizing and prioritizing the allocation of scarce resources among numerous competing demands. A successful training program can be achieved when commanders consciously narrow the focus of their training efforts to a limited number of mission essential tasks.

d. Train the Way You Intend to Fight. Joint training must be based on realistic conditions and standards. Conditions are those variables in an operational environment or situation in which a unit, system, or individual is expected to operate that may significantly affect performance. Conditions are organized into three broad categories: physical, military, and civil, which are derived from the JFC's assessment of mission-related political, economic, social, cultural, and geographic implications, as well as threat, available forces, and time. Standards are established, as the minimum acceptable proficiency required in the performance of a particular task under a specified set of conditions. For mission essential tasks of joint forces, each task is defined by the JFC and consists of a measure and criterion. The measure provides the basis for describing varying levels of task performance. The criterion describes the minimum acceptable level of performance associated with a particular measure of task performance. The criteria are often expressed as hours, days, percentages, occurrences, minutes, miles, or some other command stated measure. Implications of "train the way you intend to fight" include:

(1) Command, control, communications, computers, and intelligence (C4I), as well as logistic and transportation activities, should use (preferred) or emulate real capabilities.

(2) Training to achieve focused logistics should include information tasks that test and stress tailored transportation and logistic packages for deployment and sustainment. The goal is to be adaptive and support the warfighter.

(3) Integration of the capabilities of the Reserve Components, other Federal departments, agencies, and the globalized private sector is essential for training the way you intend to fight. They should be integrated into the combatant commander's joint training plans.

e. Centralize Planning, Decentralize Execution. In military operations, centralized planning and decentralized execution provides organizational flexibility. Decisions are made where and when necessary by subordinates, consistent with available resources and the senior commander's intentions, priorities, and mission objectives. Training methods must mirror operational techniques. The intent is to apply available resources with enough flexibility to optimize training effectiveness and efficiency. This process requires an analysis of who needs training and the current level of training proficiency, then selecting the most effective and efficient method to accomplish the training objective.

Decentralization promotes bottom-up communications, especially concerning mission-related strengths and weaknesses.

2. Multiechelon and Progressive Training

a. Multiechelon training techniques aim at simultaneously training individual, leader, and organizational tasks at each echelon during a single training event. The USJFCOM provides major exercise multiechelon support to regional combatant commands. Although this can be an efficient way to train and sustain a diverse number of mission essential tasks, especially when time is limited, care must be taken not to sacrifice training effectiveness in pursuit of these efficiencies. In training, bigger training events are not always better. Focus must remain on ensuring the training audience accomplishes the training objectives.

MULTIECHELON AND PROGRESSIVE TRAINING
<ul style="list-style-type: none">• SIMULTANEOUSLY TRAIN INDIVIDUAL, LEADER, AND ORGANIZATIONAL TASKS DURING A SINGLE TRAINING EVENT• BASIC LEVEL OF KNOWLEDGE OR SKILL IS A PREREQUISITE TO PROGRESS• EMBEDDED TRAINING, SMALL-SCALE WARGAMING, SIMULATIONS AND SIMULATORS ETC., PROVIDE OPPORTUNITIES FOR PREPARATION

b. Progressive training recognizes that some basic level of knowledge or skills is a prerequisite for more advanced training. The need for progressive training applies to academic and exercise training events. In both cases, effectiveness and efficiency are at risk if unqualified personnel or units are injected into advanced training before they are ready. To increase productivity, joint training programs should offer commanders, staffs, units, and individuals varying levels of preliminary academic instruction. Embedded training, small-scale wargaming, simulators, simulations, or focused command post exercises provide opportunities to improve skills before participation in major, resource intensive training events.

3. Increasing the Effectiveness of Joint Training

a. Use the Joint Training System. The JTS provides an integrated, requirements-based methodology for aligning training programs with assigned missions consistent with command priorities and available resources. This system emphasizes the direct linkage among the National Military Strategy, combatant command mission requirements, and training. The ultimate result is trained and ready personnel who are able to effectively execute joint and multinational operations.

b. Use the Universal Joint Task List. The UJTL is designed to serve as an interoperability tool for use by JFCs, Service component commanders, the Joint Staff, and CSAs to communicate their mission requirements as described in their

UNIVERSAL JOINT TASK LIST
<ul style="list-style-type: none">• INTEROPERABILITY TOOL FOR JOINT COMMUNITY• COMMON REFERENCE SYSTEM FOR COMMANDERS, PLANNERS, AND TRAINERS TO COMMUNICATE MISSION REQUIREMENTS• BASIS FOR COMMAND JMETL/CSA AMETL

respective JMETL/Agency Mission Essential Task List (AMETL). The UJTL serves as a common language and common reference system for commanders,

operational planners, combat developers, and trainers. It assists trainers and planners to understand and integrate joint operations. CINC training and exercise plans will be developed using UJTL tasks with direct connectivity between JMETL development and operational mission requirements. The CSAs will develop and use their Agency Mission Essential Task List to identify mission training requirements. The UJTL contains a comprehensive hierarchical listing of the tasks on the strategic national, theater, and operational levels that can be performed by a joint military force. Once identified as essential to mission accomplishment, the tasks are reflected within the command's JMETL. The UJTL is published as CJCSM 3500.04.

c. Modeling and Simulation (M&S). USJFCOM acts to identify, gather, and integrate all joint training requirements for M&S. The primary goal of M&S is to enhance the value and increase the efficiency of joint training. Effective use of modeling, simulation, and simulators can also have a significant impact in reducing OPTEMPO, PERSTEMPO and DEPTempo with associated cost savings. Training with M&S tools must (1) be requirements based; (2) be able to train to objectives derived from task(s) qualified by required conditions of realism set by the commander; (3) be appropriately scaled, based on clear identification of primary training audiences for each event; (4) keep overhead support requirements to a minimum -- the recommended ratio of supporting staffs or secondary training audiences to primary train

MODELING AND SIMULATION CRITERIA
<ul style="list-style-type: none">• TRAINING MUST BE REQUIREMENTS BASED• TRAIN TO CRITERIA SET BY COMMANDER• APPROPRIATELY SCALED BASED ON PRIMARY TRAINING AUDIENCE• KEEP OVERHEAD SUPPORT REQUIREMENTS TO A MINIMUM• COST EFFECTIVE AND MISSION EFFECTIVE

ing audiences should not exceed 1 to 1; (5) be cost effective and mission effective in training to standards. To accomplish this some field training exercises (FTX) will be superseded by computer assisted exercises (CAX)/command post exercises (CPX)/staff exercises (STAFFEX) in the interest of cost efficiency.

d. Joint Exercises. A joint exercise is a joint military maneuver, simulated wartime operation, or other Chairman of the Joint Chiefs of Staff/combatant commander-designated event involving planning, preparation, execution, and assessment. A joint exercise involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted based on approved joint doctrine that prepares joint forces or staffs to respond to operational requirements established by the combatant commanders to accomplish their assigned missions. Mission focus is critical to the effectiveness and efficiency of joint training exercises.

(1) Joint preparedness is the primary objective of the CJCS Exercise Program. Exercises must be structured to obtain and sustain proficient performance of mission essential tasks under theater conditions and to combatant command standards. Moreover, command JMETL and Global Status of Resources and Training System (GSORTS) shall be used as tools to provide cur-

rent status of training as well as to assist in the Joint Monthly Readiness Review (JMRR) assessment process.

(2) The Defense Planning Guidance (DPG) and CJCSIs on joint experimentation (JE) assign priority tasks to USJFCOM to develop JE programs to identify implications for change to DOTMLP. Of necessity, many of these experiments will be conducted during exercises and war games, but care will be exercised to make clear distinctions between objectives for training and outcomes of experiments. To ensure that training does not become a secondary objective during military exercises, a careful balance must be orchestrated in the overall CJCS Exercise Program that optimizes conduct of experiments without jeopardizing training objectives of combatant command staffs, component staffs, and assigned forces. Additional guidance to ensure deconfliction, synchronization, and rationalization of the objectives of JE will be published in future versions of CJCSI 3500.02, CJCSM 3500.03, and the Joint Training Master Schedule. Finally, QDR and CJCS directed manday reductions of 30% in joint exercises between FY96-01. These reductions were implemented to provide PERSTEMPO, OPTEMPO, DEPTMPO relief to our operating forces. This 30% reduction, using FY96 as a baseline, remains in effect for FY02 and beyond unless modified by the Chairman of the Joint Chiefs of Staff.

(3) The Chairman of the Joint Chiefs of Staff and combatant or multinational commanders often require joint or multinational exercises to ensure presence and access, to demonstrate resolve, to enhance goodwill, or to build coalitions. These multinational exercises must ensure that training does not become a secondary objective as these regional exercises serve to prepare for future military multinational operations in addition to providing a demonstration or show of force. Geographic and functional combatant commands can benefit from multinational exercises and should strive to maximize their training value.

(4) Key operating systems must be integrated into joint exercises at all levels. For example, logistic objectives include adaptive use of agile infrastructure, reduced logistic footprint, joint deployment, information fusion, rapid distribution, proactive support, and multinational and third-party logistics must be a consideration for most joint exercises.

e. Joint Training Course Management. To eliminate duplication and ensure standardization, joint courses must satisfy the following criteria: (1) curricula should reflect combatant commander mission training requirements, and (2) course materials should be developed based on approved joint doctrine and joint tactics, techniques, and procedures (JTTP). The Joint Staff has defined procedures for developing and accrediting joint training courses to ensure the basic criterion of linkage to the UJTL and joint doctrine is met and that the focus is for joint force commanders and joint staffs. USJFCOM is responsible for managing the process for devel-

JOINT TRAINING COURSES
<ul style="list-style-type: none">• CURRICULA REFLECT TRAINING REQUIREMENTS• BASED ON APPROVED DOCTRINE• JOINT FORCES COMMAND PUBLISHES JOINT COURSE CATALOG

oping joint training courses that include maintaining and publishing the Joint Course and Courseware Catalog. JFCOM also maintains and publishes a catalog of accredited joint training courses.

f. Advanced Distributed Learning Network (ADLN)/Joint Distributed Learning Center (JDLC). USJFCOM remains the senior comprehensive center of excellence for joint operational art and advances in advanced distributed learning. Accordingly, through the use of emerging web-based technologies, USJFCOM in coordination with the Joint Staff/J7, will complement joint exercises by further developing their JDLC to globally distribute joint courseware and lessons learned in support of the Joint Universal Lessons Learned System (JULLS) and the Joint After Action Reporting System (JAARS) processes. Additionally, in conjunction with the Joint Staff, USJFCOM is working to increase the efficiency and effectiveness of joint training by leading the development of a global ADLN that will support the joint training functions of the CINCs, JTFs, and Combat Support Agencies by providing rapid, worldwide access to distributed training applications and network services. The vision of the ADLN is to reduce the OPTEMPO/PERSTEMPO/DEPTEMPO of U.S. forces by creating more integration between training exercises and by linking together selected JTF headquarters, their components, and regional CINCs.

4. Training for Major Theater War (MTW) and Small Scale Contingency Operations (SSCO)

a. Preparing US forces to fight and win wars remains the highest national military training priority, although people and units must be prepared for other missions as well. Mission focus is the rule. Accordingly, appropriate individual as well as collective training must be planned and executed consistent with assigned missions and priorities.

TRAINING FOR MTW/SSCO
<ul style="list-style-type: none">• TRAINING MUST BE PLANNED AND EXECUTED CONSISTENT WITH ASSIGNED MISSIONS AND PRIORITIES• TRAINING AND ASSESSMENT MUST BE IN ALIGNMENT WITH COMMAND'S JOINT TRAINING PROGRAM

b. The Combatant Commands should focus on MTW for at least one training event per training cycle.

c. Unique skills are required for SSCO missions (e.g., peace enforcement, peacekeeping, humanitarian assistance, disaster relief) that are different from those required for warfighting. Advance preparation of identified forces selected for SSCO is essential to ensure mission success. These skills must be trained for and assessed in alignment with assigned priorities in the command's joint training program.

d. Providing JFCs and their battlestaffs with an understanding of the considerations and procedures for the employment of national assets such as strategic weapons (e.g. Tomahawk Land Attack Missile (TLAM) and nuclear) and resources (e.g. logistics, intelligence, information operations, and strategic lift).

5. Interagency, Nongovernmental Organizations (NGO), and Private Voluntary Organizations (PVO). Inherent to military operations is the need to work with

OTHER AGENCY OPERATIONS

- INTERAGENCY AND MULTINATIONAL OPERATIONS SHOULD BE AN INHERENT PART OF A JOINT TRAINING PROGRAM
- EMPHASIZE INDIVIDUAL AS WELL AS COLLECTIVE SKILLS
- JOINT PUB 3-08 PROVIDES PRINCIPLES AND GUIDANCE FOR INTERAGENCY OPERATIONS

other US Government (USG) agencies or other nations' governments, as well as with NGOs or PVOs. Joint training and exercise programs should maximize interaction with the organizations and people likely to be involved in assigned mission(s) across the range of military operations.

Commanders should emphasize and develop individual as well as collective skills.

6. Multinational Joint Training Considerations

a. At times, various nations' expectations, understanding, or objectives concerning roles or missions to be performed may not be in harmony. Additionally, force structure, doctrine, training proficiency, or equipment may not facilitate interoperability. In such instances, multinational commanders and staffs should attempt to optimize the contribution of member forces within allowable constraints. Training and exercises can help identify and alleviate many problems before unity of effort is seriously degraded.

MULTINATIONAL TRAINING CONSIDERATIONS

- OPTIMIZE CONTRIBUTION OF MEMBER FORCES WITHIN CONSTRAINTS
- MATCH MISSIONS WITH CAPABILITIES
- USE AVAILABLE TRAINING ASSISTANCE PROGRAMS TO IMPROVE MEMBER CONTRIBUTIONS
- EFFICIENCIES ARE BEST ACHIEVED WHEN OPERATING FROM A COMMON FRAME OF REFERENCE
- JOINT TRAINING PUBS ARE AVAILABLE TO MULTINATIONAL PARTNERS ON THE WWW

b. JFCs must implement measures to assess the capabilities, strengths, and weaknesses of member forces to facilitate matching missions with capabilities. In addition to enhancing individual and collective proficiency levels, training and exercises can assist commanders in aligning missions with capabilities.

c. When the situation permits, opportunities to improve the contributions of other nations' forces may be found through training assistance programs, consistent with standing US and multinational agreements and terms of reference (TOR).

d. Multinational exercises, which in the past have included CPXs as well as major field training exercises, can be complemented with the use of simulations. Reduced force structure and training resources will continue to directly affect the ability to afford large-scale multinational field training events. As a consequence, smaller, more focused, task-based training events may be more appropriate and feasible.

e. Training within the framework of an alliance or coalition may imply the existence of agreed missions, objectives, and doctrine and may eventually progress to mutually acceptable tasks, conditions, and standards. In the North Atlantic Treaty Organization (NATO), for example, member nations have standardization agreements (STANAGs) for specified procedures as well as predetermined standards. When training for multinational operations, participants must define acceptable tasks, conditions, and standards.

f. Efficiencies in multinational warfighting can best be achieved when the parties involved operate from a common frame of reference and a common language of the tasks associated with mission accomplishment. This common frame of reference can be established through the UJTL. Combatant commanders, CSA directors, and the Services are encouraged to share the principles and techniques of requirements-based joint training with their multinational partners, within the framework of existing security assistance and cooperative arrangements.

g. CJCS Joint Training Master Plan (CJCSI 3500.02 (series)), Joint Training Manual (CJCSM 3500.03 (series)), and the Universal Joint Task List (CJCSM 3500.04 (series)), as well as many of the other joint training publications, are releasable worldwide.

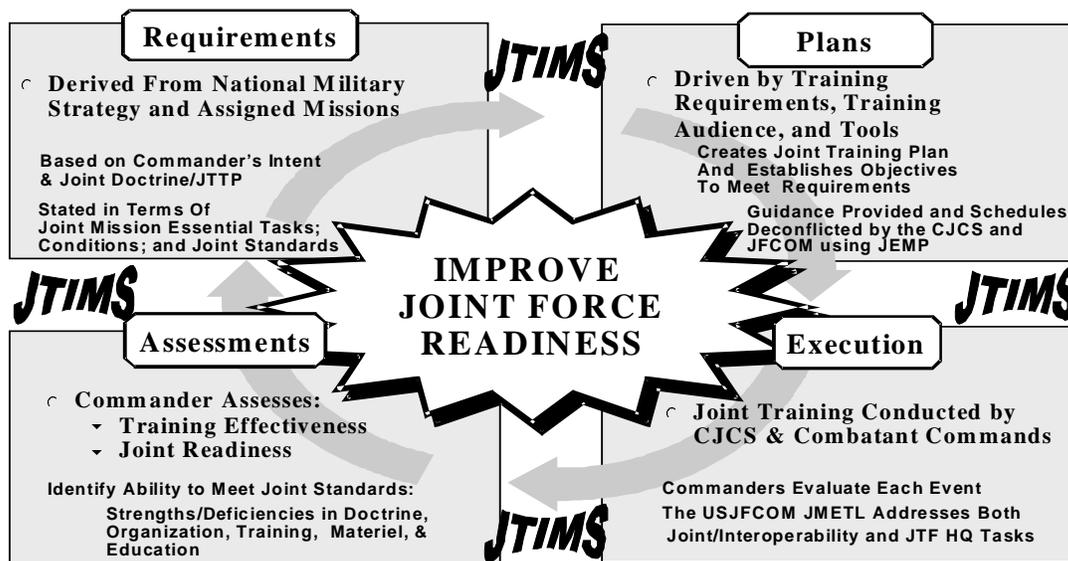
ENCLOSURE C

THE JOINT TRAINING SYSTEM

1. Priorities and Mission Focus. The primary purpose of joint training is to prepare the Armed Forces of the United States to fight and win our Nation's wars whenever and wherever called upon. Joint training should be based upon the command's required capability to perform assigned missions as specified in their JMETLs/AMETLs. Based upon these required capabilities, commanders subsequently plan, resource, execute, evaluate, and assess training. The JTS is intended to ensure that training is consistent with approved joint doctrine, mission requirements, priorities, available resources, and acceptable levels of risk.

2. Process

a. The JTS is a four-phase cyclical process. The process starts with identification of capability requirements and proceeds through planning, execution, and assessment. Imbedded in the execution and assessment phases is the Joint After-Action Reporting System (JAARS). The objective of the JAARS is to improve the joint warfighters' ability to capture, act on, and share joint lessons learned to improve our joint warfighting capabilities. Changes in national pri-



orities, assigned missions, capability assessments, resource constraints, risks,

regional initiatives, and many other factors add to the challenge. Though the process is deliberate in concept, it should remain flexible in execution.

b. Joint Training Information Management System (JTIMS)

(1) **Mission.** The JTIMS (formerly known as Joint Exercise Management Package (JEMP)) program will support the joint community by providing a set of integrated information management tools necessary to identify, collect, analyze, store, and disseminate the data required to execute the CJCS Joint Training System. The program scope also includes the collection of functional automation requirements needed for improvements to the existing software, and the collection of functional automation requirements needed for integration of joint training data with other management information systems and automated support tools within the Department of Defense.

(2) **End State.** The implementation of JTIMS application suite will support reduction of resources required in the planning, execution, and assessment of requirements-based training. It will also facilitate the rapid operational analysis, planning, evaluation, and reporting of real world events. Finally, it will provide the user with the automated tools necessary to support the joint community in preparing people to perform to the level required to accomplish assigned missions.

c. Requirements. Joint training requirements are derived from required capabilities identified during mission analyses by commanders and their staffs, based on approved joint doctrine, JTTP, and standing operating procedures (SOP).

REQUIREMENTS
<ul style="list-style-type: none">• DERIVED FROM MISSION ANALYSES• TRANSLATE GUIDANCE INTO TASK LISTS USING THE UJTL• DESIGNATE SINGLE LIST OF JMETs• COMMAND-LINKED TASKS ARE IDENTIFIED AND COORDINATED BETWEEN SUPPORTED AND SUPPORTING COMMANDS

(1) At combatant command level, initial planning guidance and priorities are found in the NSS, NMS, the Joint Strategic Capabilities Plan (JSCP), DPG, 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 language using the UJTL and are called mission tasks. Normally, this set of tasks is quite large and requires further analysis by the commander and staff to identify the tasks that are essential to mission success. Thus, Joint Mission Essential Tasks (JMETs) are identified, and ultimately a combatant commander/JFC establishes a JMETL.

(3) The tasks that are identified as mission essential (i.e., mission has a high probability of failure should this task not be performed effectively), based on criteria established by the commander, are termed Joint Mission Essential Tasks (JMETs). Once JMETs are selected, the conditions and measures for

these tasks are selected from the UJTL. Measures will require that a commander determine a criterion for each to produce a task standard.

(4) When all missions are analyzed and all JMETs are identified from specified and implied tasks, the combatant commander designates a finite set of these JMETs for inclusion in his JMETL. Thus, a JMETL (comprised of JMETs, conditions, standards, command-linked tasks, and supporting tasks) is the list of JMETs selected by the commander to accomplish an assigned or anticipated mission. A JMETL provides the foundation from which the training requirement is derived. Resource constraints then force commanders to narrow the focus of their training efforts to those tasks that are essential to mission accomplishment. Then in this regard, the training program is consistent with command priorities and supportive of wartime requirements.

(5) Command-linked tasks are identified and coordinated between supported and supporting commands. Command-linked tasks are discrete events or actions designated by a JFC that must be performed by commands and agencies outside the command authority of the joint force, if the joint force is to successfully perform its missions. Command-linked tasks are designated by the supported JFC, but are normally scheduled for training, evaluation, and assessment by the organization providing the support. The supporting command analyzes the tasks received and develops corresponding tasks for JMETL inclusion as appropriate to support the required capability requested. The interface (command-linked tasks) between supported and supporting commands should be identified and exercised within the supported command's training program.

(6) JFCs identify supporting tasks that enable subordinate elements of the command to accomplish the command JMETL. Supporting tasks are identified for the CINCs' headquarters staff (staff sections, boards, centers, cells, etc.), functional components, and subordinate components of the command. When the command trains on a JMETL task, supporting tasks provide the basis for training subordinate elements.

(7) USJFCOM has conducted a mission analysis and developed a JMETL that encompasses their area of responsibility (AOR) tasks, operational joint tasks, joint/interoperability tasks, and joint task force functional tasks. These tasks, with their conditions and measures, form the basis for joint training of assigned continental US (CONUS)-based forces. USJFCOM uses these tasks as the basis for their rationale to train combatant command (CO-COM) forces, and other CINCs may choose to use this list of tasks as well.

d. Plans

(1) Once capability requirements have been established, training requirements are identified based on commander's assessment of current levels of proficiency on mission essential tasks. Training objectives are identified and events are designed to accomplish those objectives based upon joint doctrine, JTTP, and SOP. Training events are designed to ensure the training audiences attain the training objectives during the applicable training cycle. Resources

are then aligned and programmed. Forces, equipment, transportation, and funding must be prioritized, matched, and coordinated to ensure the right mix of training events. Additionally, political and environmental resource management issues, as well as operational security, must be considered in building scenarios. Combatant command and worldwide scheduling conferences help finalize and resource the joint training plans that produce joint training schedules. Combatant commands produce joint training plans and joint training schedules while the CJCS produces the CJCS JTMP and Joint Training Master Schedule (JTMS).

PLANNING
<ul style="list-style-type: none">• COMMANDER ASSESSMENT OF PROFICIENCY• TRAINING OBJECTIVES AND EVENTS IDENTIFIED• RESOURCES ALIGNED AND PRIORITIZED• PRODUCE JOINT TRAINING PLAN AND JOINT TRAINING SCHEDULE

(2) USJFCOM, as joint force provider and trainer, develops a joint training plan to address training requirements that encompass training responsibilities for its area of responsibility (AOR). Designated NATO, Partnership for Peace, interoperability in joint events, standardized Joint Task Force (JTF) headquarters training programs, operational tasks through UNIFIED ENDEAVOR, training support to geographic combatant commands, and training and readiness oversight (TRO) of assigned Reserve Component (RC) forces are some of USJFCOM's primary responsibilities. US Special Operations Command (USSOCOM) as joint force provider and trainer for Special Forces worldwide has similar training responsibilities. In addition, USJFCOM will continue to execute the UNIFIED ENDEAVOR series of exercises with the focus to provide standardized JTF-level training to potential JTF commanders, their staffs, and appropriate Service components.

e. Execution. Joint training encompasses the conduct of multiple types of training events, including joint exercises. Execution will follow the joint training event summaries contained in the joint training schedules as closely as possible, considering any changes in the current situation. Within the execution phase, each training event is conducted using a planning, preparation, execution, and post exercise and evaluation stage process. Evaluation of each training event is conducted as part of the execution phase.

EXECUTION
<ul style="list-style-type: none">• GOAL IS TO PERFORM TO STANDARD UNDER SPECIFIC CONDITIONS• PROFICIENCY ASSESSMENT IS A COMMAND RESPONSIBILITY• TASKS, CONDITIONS, AND STANDARDS PROVIDE THE TOOLS FOR TRAINING ASSESSMENTS

(1) The training audience goal is to perform the training tasks under specific conditions to an established standard. Many of these events fall under the CJCS Exercise Program consisting of (1) those activities sponsored by the Chairman of the Joint Chiefs of Staff and (2) those sponsored by the individual combatant commanders. These two categories can be further divided into sub-categories of exercises, depending on size, political sensitivities, and actual training techniques (e.g., CPXs and FTXs).

(2) All joint training events, whether exercise or academic events, are evaluated to determine whether or not the training audience accomplished the training objectives. Training proficiency evaluation is a command responsibility intended to determine whether individuals and units have met specific training objectives. Formal, as well as informal, feedback obtained during coordination, scheduling, review, and execution of training events is critical to the evaluation process. Assessments are conducted continuously during execution to identify problems early and apply mid-course corrections when such corrections will do the most good. Mid-course corrections are beneficial because they take advantage of current event participants, enhancing the immediate knowledge and skills of those involved and maximizing the value of any remaining training time. Tasks, conditions, and standards provide the tools for all training evaluations. All these evaluations then provide much of the information used for the commander to determine the command's training proficiency over time in the assessment phase.

f. Assessment. The inherent value of a system for joint training is realized in the assessment phase, where assessment refers to a compilation of evaluations providing the commander valuable information about the overall command's capability to perform assigned missions. The forum established within the JTS for the examination of these assessments is the after action review (AAR) process. The AAR process is basic to assessing any evaluated task performed by the combatant commands, CSAs, and Services. Additionally, these insights provide a direct payoff in terms of improved mission capability for the effort associated with the first three phases of the JTS.

ASSESSMENT
<ul style="list-style-type: none">• ANALYSIS AND COMPILATION OF EVALUATIONS• OVERALL COMMAND'S CAPABILITY TO PERFORM MISSION• BASIS FOR FUTURE TRAINING REQUIREMENTS FOR SUBSEQUENT CYCLES

(1) The challenge of the assessment phase is to provide a clear structure to institutionally capture those insights, thus creating a learning organization. Consequently, the assessment phase of the JTS describes how the collective training results over time are: (1) translated into future training requirements for subsequent training cycles, (2) developed into lessons learned, (3) used to identify and resolve issues, and (4) made available to other users of training information. Assessment completes the training cycle and provides input back to the beginning of the training process--the definition of requirements.

(2) USJFCOM and USSOCOM are primarily joint force providers. In their role as joint force providers and trainers, USJFCOM and USSOCOM may modify the procedures for assessment. Their training is based on all combatant commander's JMETLs and is focused on training individuals to operate in a common joint environment. However, they will assess the overall status of their joint force training program to prepare commanders, staffs, and individuals by describing the status of joint training. The training program for these audiences will be based on common tasks, conditions, and standards. They will report on assessment of these training programs annually at the Worldwide

Joint Training Conference and on future training plans at the Worldwide Scheduling Conference.

ENCLOSURE D

TRAINING RESPONSIBILITIES

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

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

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

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

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

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

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

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

g. Designating a Joint Staff focal point to monitor and coordinate joint training policy and issues with OSD, CSAs, combatant commands, and Services. (DODD 5100.1) The Operational Plans and Interoperability Directorate (J-7) is identified as that focal point. Other joint staff directorates in collaboration with J-7 and in coordination with the combatant commands, retain responsibility for assessing and recommending improvements to joint training conducted within their respective functional areas.

h. Providing the participation of CSAs in joint training exercises, assessing their performance, and taking steps to improve their performance. (10 USC 193(b))

i. Ensuring an optimum balance between joint experimentation and training events during joint training CAX, CPX, and/or FTX.

3. Joint Staff. The Joint Staff is responsible for assisting the Chairman of the Joint Chiefs of Staff in:

- a. Formulating policies for the joint training of the Armed Forces of the United States. (J-7)
- b. Managing policies for the joint doctrine and JTTP program. (J-7)
- c. Approving joint terminology and standardization of terms in appropriate joint training publications and directives. (J-7)
- d. Formulating policies for coordinating the military education and training of members of the Armed Forces of the United States, including the accreditation of joint courses and courseware. (J-7)
- e. Coordinating US national positions for multinational joint training events. (J-5/J-7)
- f. Coordinating and monitoring joint duty assignments for joint training. (J-1)
- g. Coordinating the development of multinational joint training requirements identified within the JTS. (J-7)
- h. Publishing a JTMS. (J-7)
- i. Monitoring the funding and resources committed to support joint training and recommending changes to these levels when necessary to support the combatant commanders' requirements. (J-7)
- j. Establishing and maintaining a uniform program for evaluating joint education and training. (J-7)
- k. Assisting the combatant commanders in assessing joint training. (J-7)
- l. Managing the CJCS Exercise Program to include the CJCS Exercise Evaluation Program. (J-7)
- m. Coordinating joint simulation policy for joint training and exercises. (J-7)
- n. Disseminating and coordinating the CJCS Commended Training Issues (CCTIs). (J-7)
- o. Coordinating the development of joint logistic related training requirements, including multinational training, within joint training activities. (J-4/J-7)
- p. Overseeing and coordinating joint C4 education and training to include advanced distributed learning network (ADLN) initiatives at joint schools. (J-6/J-7)

4. US Joint Forces Command. USJFCOM serves as the joint force provider and trainer of assigned forces. Its role as provider of trained JTF and CINC headquarters (HQs) and its role as executive agent for JE will be linked to training through the command's exercise scheduling and deconfliction activities. In its role as lead agent for joint training, USJFCOM will ensure sufficient training events are planned and executed for required USJFCOM components and JTF and CINC HQs. USJFCOM is responsible to the Chairman of the Joint Chiefs of Staff for managing the CINC's portion of the CJCS Exercise Program. USJFCOM is a centralized organization capable of structuring, executing, and/or facilitating joint training events across the full spectrum of joint training of the Armed Forces of the United States, supporting agencies, and its allies. Its mission is to support joint, interagency, and multinational training and exercises focused on commanders, staffs, and component forces; assist the CJCS, CINCs, and Service Chiefs in their preparation for joint and combined operations; and support the conceptualization, development, and assessment of joint doctrine. USJFCOM also provides JTS assistance to the Combat Support Agencies. The USJFCOM charter includes supporting worldwide training of joint headquarters and their staffs. Specifically, USCINCJFCOM is responsible for:

US JOINT FORCES COMMAND

- LEAD AGENT FOR JOINT TRAINING
- COORDINATES AND EXECUTES MANY FACETS OF THE JOINT TRAINING SYSTEM
- MAINTAINS WORLDWIDE SCHEDULING DE-CONFLICTION ROLE
- PRIMARY SOURCE FOR JOINT TRAINING SYSTEM ASSISTANCE

a. Serving as CJCS lead agent for joint force training to include support in the development of the joint training policy, CJCSI 3500.01 series; JTMP, CJCSM 3500.02 series; JTM, CJCSM 3500.03 series; UJTL, CJCSM 3500.04 series; Combatant Command and JTF HQs Master Training Guides (MTG), CJCSM 3500.05 and CJCSM 3500.06, respectively, and Joint/Agency Training Plan collection, review and analysis.

b. Serving as the lead Joint Force Integrator responsible for combining Service and Defense Agency capabilities to enhance interoperability and joint and combined capabilities by recommending changes in doctrine, organizations, training and education, materiel, leader development and personnel.

c. Promoting the JTS. The JTS is a functional tool used by the joint community to identify requirements, develop training plans, and execute and assess joint training events. USCINCJFCOM will develop and coordinate appropriate requirements-based joint training events that will improve the readiness of assigned USJFCOM forces to complete joint missions. Specific responsibilities include:

(1) Coordinating the development of joint and multinational requirements, directives, and schedules associated with the JTS.

(2) Providing JTS knowledge to combatant commanders in the development of joint training requirements, joint training methods, joint training plans, the execution of exercises, and assessment of multiple training events.

(3) Providing JTS expertise to the combatant commands, Services, CSAs, and the Joint Staff (including interagency components) in the development of joint training requirements, methods, joint training plans, and execution of joint exercises. Assisting combatant commands, at their request, with worldwide joint training for CINC battlestaffs, JTF headquarters staffs, JTF functional component commanders and their staffs, and component forces operating as a joint/combined task force.

d. Conducting joint training and assessing interoperability of assigned USJFCOM combatant command forces that will operate as part of joint/combined task forces. Joint operational and training assessment is accomplished through a standardized assessment process focusing on the identification of joint and interoperability requirements and integration shortfalls. In addition, the primary emphasis of USJFCOM's training program will remain MTW. USJFCOM assessments will focus on identifying these joint and interoperability requirements and integration shortfalls, and will be tied to unit readiness via Global Status of Resources and Training System (GSORTS), and the Joint Monthly Readiness Review (JMRR).

e. Worldwide management, rationalization, and scheduling of the JTMS. USJFCOM executes this responsibility through coordinating JTMS schedule deconfliction. It also maintains and deconflicts the schedule for worldwide JTF HQ and functional component training events for the CJCS, supported CINCs, Services, and Joint Experimentation events that may impact on training requirements.

f. Identifying, gathering, and integrating all joint training M&S requirements. Additionally, USJFCOM will support multinational/allied forums involving M&S related to joint training and will function as program manager (excluding acquisition) for all joint models used for training to include responsibility for all aspects of life cycle support.

g. Annually hosting, supporting, and facilitating the Worldwide Joint Training Conference (WJTC) and the Worldwide Scheduling Conference (WWSC).

h. Leading the development and operation of systems and architectures that directly support the distributed joint training functions of the CINCs, JTFs, and CSAs to facilitate joint training.

i. Facilitating the conceptualization, development, and revision of joint doctrine by analyzing all proposed/approved joint doctrine and JTTP for content and applicability. USJFCOM will also use a feedback mechanism to link assessments to the conceptualization and revision of doctrine. Additionally,

USJFCOM will coordinate/develop signature-ready below the line doctrine publications for forwarding to the joint staff for review and signature.

5. US Special Operations Command. USSOCOM has Service-like training responsibilities under Title 10 USC 167. USSOCOM training responsibilities in support of the NMS include

training assigned forces, validating training requirements, ensuring combat readiness of assigned forces, ensuring interoperability of equipment and forces, and

monitoring the preparedness of special operations forces (SOF) assigned to other combatant commands to conduct their assigned mission. USSOCOM is responsible, as the SOF joint force integrator (JFI), for the development of common special operations joint tasks. These operational level tasks allow USSOCOM to train commanders, staffs, and individuals to those common tasks, under common conditions, and to specific standards. This responsibility is similar to the USJFCOM responsibility as the joint force integrator for conventional assigned forces.

<u>US SPECIAL OPERATIONS COMMAND</u>
<ul style="list-style-type: none">• SERVICE-LIKE TRAINING RESPONSIBILITIES• SOF JOINT FORCE PROVIDER• SIMILAR RESPONSIBILITY TO USJFCOM

6. Combatant Commands. Unless otherwise directed by the President or Secretary of Defense, the combatant commanders are responsible for:

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

b. Coordinating and approving those aspects of administration and support of assigned forces necessary to carry out combatant command assigned missions. The Services are responsible for the actual administration and support of assigned forces, including control of resources and equipment, internal organization, training, and discipline of assigned forces necessary to carry out assigned missions.

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

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

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

f. Documenting combatant command joint training requirements through the development of JMETLs with associated conditions and standards.

g. Developing, updating, and publishing annually command joint training plans and joint training schedules.

h. Supported Commands. Forwarding copies of annual revisions to command JMETL to supporting commands, agencies, and the USJFCOM annually in October. Forwarding combatant command JTP, including the command JMETL, to supporting combatant commanders, agencies, USJFCOM, and the Joint Staff annually in March.

i. Supporting Commands and Joint Organizations. Forwarding JTPs, including the command JMETL, to supported combatant commanders, CSAs, USJFCOM, and the Joint Staff annually in May.

j. Forwarding requests to add new exercises to the JTMS to the Chairman of the Joint Chiefs of Staff.

k. Evaluating the effectiveness of specific training events conducted under their training plans.

l. Assessing the overall effectiveness of JTP in training to their command's JMETL. Assessing the adequacy of their JMETL in describing their tasked missions.

m. Submitting JAARs for all operations and CJCS Joint Training Exercises.

n. Reporting program and resource shortfalls and the impact these shortfalls have on the command's ability to accomplish its joint training requirements.

o. Complying with the CJCS guidance provided in the CJCS JTMP.

p. Developing plans using UJTL tasks to provide direct connectivity to JMETL development and mission training requirements.

q. Reporting joint training, exercises, JTF HQs organization, joint doctrine, joint deliberate planning, and joint force commander's assessment in the JMRR IAW CJCSI 3401.01B, Chairman's Readiness System, 1 July 1999.

7. Services. Subject to the authority, direction, and control of the Secretary of Defense and Title 10 USC provisions applicable to the combatant commands, the Secretaries of the Military Departments are responsible for:

a. Training of personnel and equipping interoperable forces for assignment to Unified and Specified combatant commands.

SERVICES
• PROVIDE FOR SERVICE TRAINING IN CORE COMPETENCIES
• TRAIN FORCES ASSIGNED TO COMBATANT COMMANDS
• DEVELOP SERVICE DOCTRINE CONSISTENT WITH JOINT DOCTRINE
• SUPPORT COMBATANT COMMANDERS' REQUIREMENTS FOR JOINT TRAINING
• DESIGNATE OPR FOR JOINT TRAINING

- b. Supporting combatant commanders and component commanders in training forces assigned to the combatant commands.
- c. Developing and preparing Service publications to support the conduct of joint training at the Service level. Service doctrine and publications must be consistent with approved joint doctrine. Service capabilities and missions may dictate unique perspectives, while remaining consistent with the principles of joint doctrine.
- d. Designating an OPR for joint training.
- e. Depicting Service funding in support of the CJCS Exercise Program (incremental funding) in a separate funding line in their budgets.

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

SERVICE COMPONENT COMMANDS
<ul style="list-style-type: none">• RESPONSIBLE TO THE JOINT FORCE COMMANDER FOR CONDUCTING JOINT TRAINING• WHEN DIRECTED, TRAIN OTHER SERVICE COMPONENTS

- a. Conducting joint training.
- b. Training, as directed, components of other Services in joint operations for which the Service component commander has or may be assigned primary responsibility, or for which the Service component's facilities and capabilities are suitable.
- c. Developing budget requests to support joint training.
- d. Providing, as requested, supporting joint exercise plans.
- e. Training in own Service doctrine, tactical methods, and techniques.

9. Combat Support Agencies (CSAs)

COMBAT SUPPORT AGENCIES
<ul style="list-style-type: none">• DEVELOP CUSTOMER-BASED TRAINING PLAN TO MEET JMETL TRAINING REQUIREMENTS• PARTICIPATION SHOULD BE SCHEDULED AND PUBLISHED IN SUPPORTED COMMAND'S JTP

a. The Combat Support Agencies referred to in this paragraph are the Defense Intelligence Agency (DIA), Defense Threat Reduction Agency (DTRA), Defense Information Systems Agency (DISA), Defense Logistics Agency (DLA), National Imagery and Mapping Agency (NIMA), and National Security Agency (NSA).

b. Combat Support Agencies are responsible for developing a customer-based plan detailing their training objectives to meet specific combatant command JMETL training requirements. This is normally done through development of an organization AMETL and an agency training plan (ATP). Developed AMETLs should be closely linked to the supported combatant

commands' JMETLs. Accordingly, exercise participation by these agencies should be scheduled and published within the respective supported command's JTPs, the respective CSA's ATP, and the Joint Training Master Schedule (JTMS).

c. ATPs and AMETLs will be forwarded to supported combatant commanders, the USJFCOM, and the Joint Staff annually in May.

ENCLOSURE E

REFERENCES

- a. CJCSI 3500.02, series, "Joint Training Master Plan"
 - b. CJCSM 3500.03, series, "Joint Training Manual"
 - c. CJCSM 3500.04B, "Universal Joint Task List"
 - d. CJCSM 3500.04B-01, "Classified Supplement to the Universal Joint Task List"
- CJCSM 3500.05 series, "Combatant Command Headquarters Master Training Guide"
- CJCSM 3500.06 series, "Joint Task Force Headquarters Master Training Guide"
- e. DOD Directive 5100.01, "Functions of the Department of Defense and Its Major Components"
 - f. Joint Publication 0-2, "Unified Action Armed Forces (UNAAF)"
 - g. Joint Publication 3-0, "Doctrine for Joint Operations"
 - h. Joint Publication 3-16, "Joint Doctrine for Multinational Operations"
 - i. Joint Publication 1-02, "DOD Dictionary of Military and Associated Terms"
 - j. CJCSI 1800.01, "Officer Professional Military Education Policy"
 - k. CJCSI 3401.01B, "Chairman's Readiness System"

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GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AAR	after action review
ACTD	advanced concept technology demonstration
ADL	advanced distributed learning
ADLN	advanced distributed learning network
AJMRR	automated joint monthly readiness review
AMETL	agency mission essential task list
AOR	area of responsibility
ASCIET	all services combat identification evaluation team
C4I	command, control, communications, computers, and intelligence
CAX	computer assisted exercise
CCTI	CJCS Commended Training Issues
CINCS	commanders in chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS instruction
CJCSM	CJCS manual
COCOM	combatant command (command authority)
CONUS	continental United States
CPG	Contingency Planning Guidance
CPX	command post exercise
CSA	combat support agency
DEPTEMPO	deployment tempo
DOCNET	doctrine network education and training
DOD	Department of Defense
DOTMLP	Doctrine, Organizations, Training and Education, Materiel, Leadership, and People
DJTI	distributed joint training initiative
DPG	Defense Planning Guidance
DOD	Department of Defense
DODD	Department of Defense Directive
DOS	Department of State
FTX	field training exercise
FY	fiscal year
GSORTS	Global Status of Resources and Training System
HQ	headquarters

J-1	Manpower and Personnel Directorate, Joint Staff
J-2	Intelligence Directorate, Joint Staff
J-3	Operations Directorate, Joint Staff
J-4	Logistics Directorate, Joint Staff
J-5	Strategic Plans and Policy Directorate, Joint Staff
J-6	Command, Control, Communications, and Computer Systems Directorate, Joint Staff
J-7	Operational Plans and Interoperability Directorate, Joint Staff
J-8	Force Structure, Resources, and Assessment Directorate, Joint Staff
JAAR	joint after-action report
JAARS	Joint After-Action Reporting System
JCET	joint combined exchange training
JCLL	Joint Center for Lessons Learned
JDEIS	Joint Doctrine Electronic Information System
JDL	Joint Digital Library
JDOL	Joint Doctrine Operations Laboratory
JE	joint experimentation
JEL	Joint Electronic Library
JFC	joint force commander
JFI	joint force integrator
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JMRR	Joint Monthly Readiness Review
JPME	Joint Professional Military Education
JSCP	Joint Strategic Capabilities Plan
JSIMS	joint simulation system
JTASC	Joint Training and Simulation Center
JTF	joint task force
JTM	Joint Training Manual
JTMP	Joint Training Master Plan
JTMS	Joint Training Master Schedule
JTP	joint training plan
JTS	Joint Training System
JTTP	joint tactics, techniques, and procedures
JULLS	joint universal lessons learned system
JV 2010	Joint Vision 2010
JVLE	Joint Virtual Learning Environment
JWE	joint warfighting experimentation
JWFC	Joint Warfighting Center
JWID	joint warrior interoperability demonstrations
LD/HD	low density/high demand
M&S	modeling and simulation
MFP	major force program

MTG	master training guide
MTW	major theater war
NATO	North Atlantic Treaty Organization
NCA	National Command Authorities
NGO	nongovernmental organization
NMS	National Military Strategy
NSS	National Security Strategy
OPA	office of primary assistance
OPR	office of primary responsibility
OPTEMPO	operations tempo
OSD	Office of the Secretary of Defense
PERSTEMPO	personnel tempo
PVO	private voluntary organization
RC	Reserve Components
SSCO	small scale contingency operation
SOF	special operations forces
SOP	standing operating procedures
STAFFEX	staff exercise
STANAG	standardization agreement
TLAM	Tomahawk Land Attack Missile
TOR	terms of reference
TRO	training and readiness oversight
UJTL	Universal Joint Task List
UNAAF	Unified Action Armed Forces
USC	United States Code
USCENTCOM	United States Central Command
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USEUCOM	United States European Command
USG	United States Government
USJFCOM	United States Joint Forces Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
WJTC	worldwide joint training conference
WWSC	worldwide scheduling conference

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GLOSSARY

PART II—DEFINITIONS

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

assessment. Assessments synthesize the AARs of multiple training event evaluations.

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

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

combatant command joint training schedule. A resource constrained program developed and updated annually by the combatant command staff that integrates the combatant commands' joint training plans and the schedule of the combatant commander-sponsored exercises. The schedule normally includes exercise summaries for the program year as well as proposed summaries for the following 5 years. Also called CINC JTS.

combatant command joint training plan. A plan developed and updated annually by each combatant commander that defines the strategy for training assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources.

command-linked tasks. Discrete events or actions designated by a joint force commander that must be performed by commands and agencies outside the command authority of the joint force, if the joint force is to successfully perform its missions. Command linked tasks are designated by the supported joint force commander but are normally scheduled for training, evaluated, and assessed by the organization providing the support.

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

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

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

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

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

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

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

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

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

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

interagency/intergovernment training. Military training to prepare interagency and/or international decisionmakers and supporting staffs to respond to NCA-approved mandates. Interagency and intergovernment training is based on NCA-derived standing operating procedures, as applicable.

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

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

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

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

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

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

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

joint mission essential task. A mission task selected by the joint force commander deemed essential to mission accomplishment and defined using the

common language of the universal joint task list in terms of a task. Force providers will also select additional tasks in accordance with their joint training mission for assigned combatant headquarters and forces and deemed essential to the mission of the combatant headquarters and forces. Also called JMET.

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

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

joint training. Military training based on joint doctrine or joint tactics, techniques, and procedures to prepare joint forces and/or joint staffs to respond to strategic and operational requirements deemed necessary by combatant commanders to execute their assigned missions. Joint training involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine or joint tactics, techniques, and procedures.

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

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

master training guide. A collection of tasks and associated conditions and standards usually for a specific joint organization. Tasks are derived from joint doctrine and are grouped on a mission and/or functional basis to support organizational training. Also called MTG.

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

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

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

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

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

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

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

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

Professional Military Education. The systematic instruction of professionals in subjects that will enhance their knowledge of the science and art of war. Also called PME.

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

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

specified task. A task explicitly stated and assigned.

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

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

supporting task. Specific activities that contribute to accomplishment of a joint mission essential task. Supporting tasks associated with a command or agency's mission essential task list are accomplished by the joint staff or subordinate commands or agencies.

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

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

training assessment. An analytical process used by commanders to determine an organization's current levels of training proficiency on mission essential tasks. This process also supports the Chairman of the Joint Chiefs of Staff's and combatant commanders' cumulative assessments of overall joint readiness.

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

training proficiency assessment. Derived from the primary trainer's subjective assessment of an organization by comparing collective training proficiency evaluations and other training inputs over time, against joint mission essential tasks, conditions, and standards (also called TPA).

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

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