



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-3

DISTRIBUTION: A, B, C

CJCSI 3265.02

10 October 2014

## JOINT COMMAND AND CONTROL SYSTEMS TRAINING MANAGEMENT

References: See Enclosure D.

1. Purpose. To establish responsibilities, relationships, and a management structure for training requirements identification, prioritization, and validation, as well as development, maintenance, delivery, and sharing of training products and capabilities for Joint command and control (C2) systems.

a. The scope of this instruction includes training processes for Joint C2 systems that cross Combatant Command (CCMD) areas of responsibility, including execution from the tactical to strategic levels of war.

b. Provide oversight of joint standards-based Joint C2 system training for the Joint Staff, CCMDs, Services, and Defense Agencies (JS/CCMD/S/A).

c. Establish and maintain a management structure to identify, review, prioritize, validate, and share Joint C2 system training requirements and products to resolve training issues and forward Joint C2 system training policy, product, and process change recommendations to the C2 Council of Colonels (CoC) or Combat Capability Developer (CCD), as appropriate.

2. Superseded/Cancellation. CJCSI 6721.02B, 15 October 2005, "Global Command and Control System-Joint (GCCS-J) Training Management," is canceled.

3. Applicability. This instruction applies to the JS/CCMD/S/A who use joint C2 systems.

4. Policy. Joint C2 capabilities are developed in an evolving C2 framework to support execution of joint C2 and achievement of decision superiority. This instruction supports the C2 governance and management structure described in

reference a by defining policy and responsibilities to establish a means for warfighters and stakeholders to address individual joint C2 system training requirements, needs, capabilities, and other issues and to guide collaboration between the operational community, materiel developers, and training providers. Additionally, the policy provided in this instruction establishes the following responsibilities.

a. The Director for Operations (DJ-3) acts as the principal military advisor to the Chairman on Department of Defense C2 and is the senior representative of the operational community. The DJ-3 maintains responsibility for C2 policy and process matters within the Joint Staff.

b. The Director for Command, Control, Communications, and Computers (DJ-6) acts as the principal advisor to the Chairman on C2 requirements, capabilities, and integration. The DJ-6 serves as the capability sponsor and Joint Staff office of primary responsibility (OPR) for all C2 requirements and capability development matters. The CCD also falls under the Joint Staff J-6.

c. The Director for Joint Force Development (DJ-7) is the principal advisor to the Chairman for all joint force development, training matters, and associated policy. In coordination with the J-3, they monitor and coordinate joint C2 training policy and facilitate resolution of issues to include guiding and assisting each CCMD/S/A and C2 Working Group (WG) in meeting the requirements of this instruction and coordinating with training providers and users on a daily basis.

d. As Joint C2 capabilities and procedures evolve, new training will take advantage of existing C2 system training and training support functionality and capabilities, when compatible with the new supporting concepts.

e. Program managers shall develop system training plans in collaboration with Joint Staff J-7 and the C2 WGs. Training plans should maximize the use of new learning techniques, simulation technology, embedded training, distributed learning, and instrumentation systems that provide “anytime, anyplace” training and reduce the demand on the training community. Where possible, program managers shall maximize the use of simulation-supported embedded training, and the training systems shall fully support and mirror the interoperability of the operational system.

f. Service and agency individual C2 training will be joint standards-based to enable interoperability and rapid integration of Service forces into joint force organizations, through common understanding and usage. Services are responsible for providing trained and ready Service forces to joint force commanders (JFCs). The C2 WGs will promulgate joint standards-based C2 training guidance to the Services and agencies for Joint C2 systems and ensure all joint C2 courseware and curricula are joint certified in accordance with (IAW)

reference b. This joint standards foundation will form the core for Service and agency C2 training to which Service and agency tailored specific mission task training is added.

g. C2 instructor-led training will be accomplished within existing joint and Service training infrastructures.

h. Clearance requirements

(1) Students attending C2 courses or taking C2 training online using the Secure Internet Protocol Router Network (SIPRNET) must have a final U.S. Secret clearance. Interim Secret clearances are not sufficient (reference c).

(2) Unclassified training material may be placed on the Non-Secure Internet Protocol Router Network (NIPRNET). However, access to training material and data on the NIPRNET must be controlled via a Common Access Card (CAC) or individual user-ID and password. In addition, accountability and auditing procedures must be in-place.

## 5. Definitions

a. C2. The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. C2 functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission (JP 1-02).

b. Joint C2 Systems. For purposes of this document, the term “Joint C2 Systems” refers specifically to those joint systems and programs of record aligning to the Joint C2 Capabilities Development Document (CDD) supporting Situational Awareness, and Planning and Execution. Current systems supported by joint training providers are discussed in Enclosure A.

c. Joint Core Competencies (JCCs). JCCs are skills, knowledge, behaviors, or actions that must be demonstrated to successfully perform within a C2 role. They are a subset of C2 working group-approved joint training requirements.

6. Responsibilities. Responsibilities are delineated in Enclosure A.

7. Summary of Changes. Changes in this instruction:

a. Reflect change of C2 roles and responsibilities under reference a.

b. Responsibilities have changed for:

(1) C2 operational and policy development matters from the Joint Staff J-6 to the Joint Staff J-3 which drove the change from CJCSI 6721.02 Series to the CJCSI 3265.02 Series.

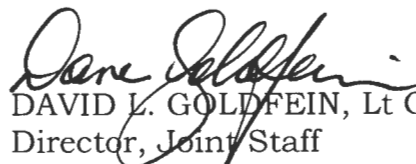
(2) Functional requirements management and capabilities development from the Joint Staff J-3 to Joint Staff J-6.

(3) Reflect the transition of GCCS-J to Joint C2 Family of Programs by broadening the scope of this document beyond the boundaries of the GCCS Family of Systems.

8. Releasability. UNRESTRICTED. This INSTRUCTION is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the Combatant Commands), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at [http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives) Joint Staff activities may also obtain access via the SIPR directives Electronic Library Web sites.

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

For the Chairman of the Joint Chiefs of Staff:

  
DAVID L. GOLDFEIN, Lt Gen, USAF  
Director, Joint Staff

Enclosures:

- A—Joint C2 Training Responsibilities
- B—Joint C2 Training Guidance
- C—Joint C2 Training Requirements Development Process
- D—References
- GL—Glossary of Terms and Abbreviations

## ENCLOSURE A

### JOINT C2 SYSTEM TRAINING RESPONSIBILITIES

1. General. Overall C2 governance and management is described in reference a and shown in Figure A-1 below. This instruction supplements reference a by describing the structure, responsibilities, and authorities of the Joint C2 training management structure and how it relates to the C2 management structure.

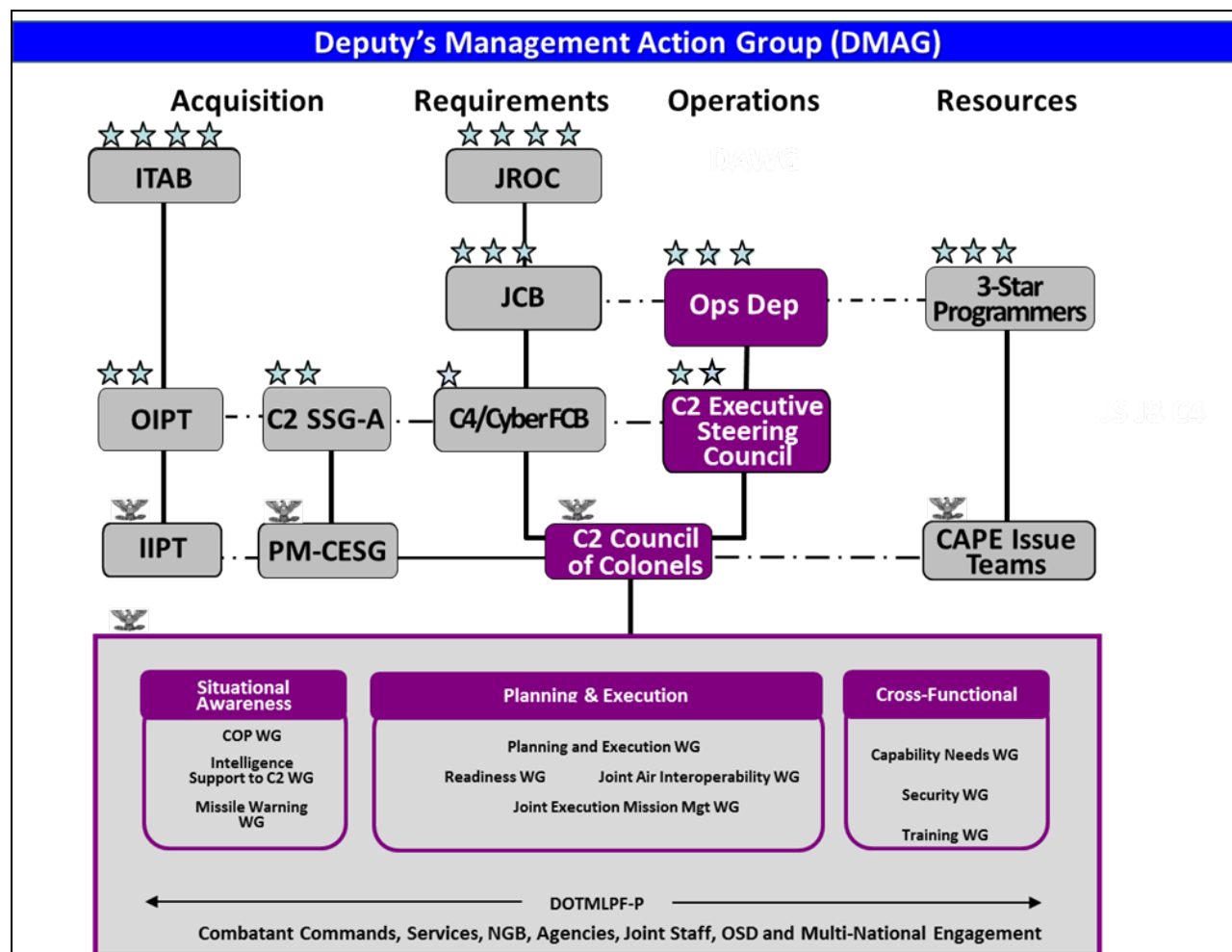


Figure A-1. C2 Governance Organization

2. Responsibilities. The following organizations are instrumental in supporting joint C2 training activities.

a. As defined in reference a, the C2 CoC is a Joint Staff, CCMD/Service/A, and Office of the Secretary of Defense (OSD) 0-6 level operational forum with multinational participation, co-chaired by the Joint Staff J-33 N2C3 Division and the Joint Staff J-6 CCD Division. The C2 CoC endorses capability needs, requirements, and operational priorities, resolves joint C2 capability issues (e.g.,

interoperability, integration, implementation, fielding) and serves as an integral venue within the sustainment and modernization planning process. Specific responsibilities are detailed in reference a.

b. Daily Management and Oversight. The Joint Staff J-7 Joint Education and Doctrine Division, in coordination with Joint Staff J-3, provide daily oversight of Joint C2 training capabilities management, requirements, and development. Specifically the Joint Staff J-7:

(1) Ensures training and training support align with joint policy and guidance.

(2) Ensures, in collaboration with the CCD, materiel developers, and operational sponsors appropriate joint standards-based system training and training support capabilities are in-pace and meet warfighter needs when Joint C2 capabilities are fielded.

(3) Maintain close contact with Joint C2 system user commands and training providers.

(4) Facilitate information flow between users, training developers, application developers, operational sponsors, and WGs.

(5) Conduct Training Needs Assessments, as required.

c. C2 Functional Working Groups. As defined in reference a, the C2 Functional WGs will serve as a resource for warfighter engagement of joint C2 training requirements development and coordination. Specifically, they are responsible for developing and validating joint C2 training requirements and presenting them to the Training Working Group and CoCs. Coordination between working groups on specific training requirements may be required. C2 WGs also approve final training products. Operational sponsors of joint C2 applications and functional area leads are represented through their respective functional WG.

d. C2 Training Working Group (TWG). As established in reference a, and further defined in the TWG Charter, the C2 TWG is the C2 training management structure's collaborative forum for joint C2 training issues, reporting to the C2 CoC for C2 system operation and policy issues, and the CCD for C2 system training-related technical and functional requirements. It is co-chaired by Joint Staff J-3 Deputy Director for Nuclear, Homeland Defense, and Current Operations (DDNHDCO) National and Nuclear Command, Control and Communications (N2C3) Division and Joint Staff J-7 Joint Deployment Training Center (JDTC). Members include representatives from the Joint Staff, CCMDs, Services, and DoD agencies. Observer participation is extended to Defense

Information Systems Agency (DISA) C2 training managers and organizations that provide or support C2 system-related training. The TWG:

(1) Reviews C2 training-related technical and functional requirements for C2 as provided by functional area experts in each WG. This includes managing the JCC development process described in Enclosure C.

(2) Acts as the point of access for emerging Joint C2 training-related issues for C2 users, training developers, application developers, and other C2 WGs.

(3) Acts as a focal point to share creative Joint C2 training alternatives, ensuring that users are provided optimum training from all available sources.

(4) Provides regular updates to the Joint C2 user community on system training and training support issues and progress.

(5) Formulates, reviews, and forwards Joint C2 training-related technical and functional requirements submitted for consideration via the Net-Enabled Requirements Identification Database (NRID), maintained by the Joint Staff J-6 (process described in reference a).

(6) Obtains JS/CCMD/S/A training needs prior to, and throughout the materiel development and sustainment cycle in order to shape joint C2 training and training support solutions that meet training needs. Ensures training and training support needs are identified, documented, and met.

(7) Reviews CCD-produced training-related technical and functional requirement lists, making recommendations with respect to priority.

(8) Facilitates development of resource requirements to support training requirements and closing of resource gaps and shortfalls for Joint C2 training.

(9) Develops and provides policy recommendations to the C2 CoC.

(10) Monitors JS/CCMD/S/A implementation of joint standards-based C2 training capabilities, products, and best practices and ensures all Joint C2 systems courseware is certified IAW reference b.

(11) Coordinates formal JS/CCMD/S/A approval of Joint C2-related JCCs (process described in Enclosure C).

(12) Maintains Joint Training Requirements Matrices (JTRMs).

(13) Provides recommendations to the C2 CoC on training system development and integration.

e. Combatant Commands. CCMDs responsibilities are to:

(1) Assess the readiness of forces assigned against the CCMD Joint Mission Essential Task List (JMETL) tasks, conditions, and standards, provide authoritative direction over all aspects of joint training within their command, and coordinate and approve aspects of training necessary to carry out missions of the command (reference b).

(2) Appoint a C2 training representative as a voting member of the C2 TWG.

(3) Provide Subject Matter Experts (SMEs) for the C2 TWG and C2 Training Panels, as required.

(4) Provide on-site, joint standards-based training to meet specific mission and joint duty position JCCs.

(5) Ensure assigned personnel and forces are trained to successfully complete JCCs at the Mission Qualification level as defined in Enclosure C.

(6) Assign an office of primary responsibility (OPR) to act as the command's point of contact (POC) for liaison with the TWG and Joint Staff J-7.

(7) Keep the TWG and joint training community apprised on the status of Joint C2-related training efforts, processes, products, and best practices.

(8) Identify joint duty positions requiring the use of Joint C2 systems. Link JCCs to each position identified. Provide the position description and position-linked competencies/individual task lists to the C2 TWG (see Enclosure C) as requested to assist with JTRM development and maintenance.

(9) Provide feedback on joint training products and courses through appropriate forums.

(10) Use Service human capital systems, when in place, to document and link duty position training, competencies, and qualifications to readiness assessment and reporting.

f. Services. Services responsibilities are to:

(1) Appoint a C2 training representative as a voting member of the C2 TWG.

- (2) Provide SMEs at the C2 WGs and C2 Training Panels, as required.
  - (3) Assign an OPR to act as the Service's POC for liaison with the Joint Staff J-7.
  - (4) Provide personnel to Combatant Commanders (CCDRs) who, as a minimum, are capable of performing JCCs at an initial qualification level of proficiency.
  - (5) Keep the C2 TWG and Joint C2 training community apprised on the status of Joint C2-related training efforts, processes, products, and best practices.
  - (6) Identify duty positions requiring the use of joint C2 systems. Link JCCs to each position identified. Provide the position description and position-linked competencies to the C2 TWG during JTRM review and development (see Enclosure C).
  - (7) Provide feedback on joint training products and courses through appropriate forums.
  - (8) Provide JS/CCMD/S/A visibility into human capital systems that capture C2 training, competencies, and qualifications enabling JS/CCMD/S/A to track trained and qualified personnel and commanders to use C2 training, competency, and qualification information in readiness assessment and reporting. Provide a means to document joint training received.
  - (9) As materiel developers, develop Sharable Content Object Reference Model (SCORM)-compliant courseware, embedded tools, interactive courseware (ICW), and programs of instruction to accompany their training products.
- g. Defense Information System Agency (DISA). DISA responsibilities are to:
- (1) Fulfill all Program Management Office (PMO) responsibilities as delineated in references c and d respectively.
  - (2) Appoint an OPR to serve as the DISA Joint C2 training lead. DISA Joint C2 training lead responsibilities include, but are not limited to:
    - (a) Serve as the DISA representative to the C2 TWG.
    - (b) Serve as the single DISA POC for all Joint C2 training issues.

(c) Maintain continual collaboration with the CCD, Joint Staff J-7 and C2 TWG to ensure C2 system development planning includes Joint C2 system training and training support needs and that production meets requirements.

(d) Implement approved Joint C2 training policies and decisions related to the acquisition process.

(e) Assist Joint C2 training developers in identifying the best solutions for meeting C2 training requirements.

(3) Provide technical and functional training packages as part of materiel system and application fielding.

(4) Ensure materiel systems and applications are interoperable with Live, Virtual, Constructive (LVC) training federations.

(5) Ensure standard embedded training tools are developed as part of the materiel development process and provide technical advice to trainers and developers as needed.

(6) Ensure JS/CCMD/S/A training organizations and lead command for Common Operational Picture (COP) Delta training have advance releases of new DISA-developed software, as needed, to develop training courses and materials prior to software fielding. Advance release of new software will be used only for the development of courses and training material. Training organizations will maintain strict configuration management control of these advance releases in coordination with DISA. In addition, DISA representatives will brief the C2 TWG on the planned schedule and status of new software fielding at the respective training organizations.

(7) As materiel developers, develop SCORM-compliant courseware, embedded tools, ICW, and programs of instruction to accompany their training products.

(8) Keep the C2 WGs apprised of training development efforts to promote leveraging and continuity of efforts across the Joint C2 training community.

h. Other Materiel Developers. Additional materiel developers have responsibilities to:

(1) Fulfill all PMO responsibilities as delineated in references c and d respectively.

(2) Appoint an OPR to serve as POC for C2 training issues and as representative to the C2 TWG. The OPR should maintain continual collaboration

with the CCD, Joint Staff J-7 and C2 TWG to ensure C2 system development planning includes Joint C2 system training and training support needs and that production meets requirements.

(3) Provide technical and functional training packages as part of materiel system and application fielding.

(4) Ensure materiel systems and applications are interoperable with LVC training federations.

(5) Ensure standard embedded training tools are developed as part of the materiel development process and that all embedded training, meets established guidelines.

(6) Develop SCORM-compliant courseware, embedded tools, ICW, and programs of instruction to accompany their training products.

(7) Keep the C2 WGs apprised of training development efforts to promote leveraging and continuity of efforts across the Joint C2 training community.

i. Other Joint C2 System User Organizations. Joint C2 system user organization responsibilities are to:

(1) Comply with established policy and procedures.

(2) Actively support the training process and participate in C2 TWG.

(3) Identify appropriate personnel, make them available for training, ensure their attendance, and assign them appropriately upon completion of training in order to meet CCMD and Service requirements.

(4) Keep the Joint Staff J-7 and joint C2 training community apprised on the status of C2-related training efforts, processes, products, and best practices.

(5) Identify training requirements through appropriate forums.

(6) Provide feedback on training products and courses through appropriate forums.

j. C2 Training Panels. The C2 Training Panels convene to perform a detailed review of training products and courses by JS/CCMD/S/A identified SMEs. The TWG stands up C2 Training Panels as required. Each training panel focuses on a specific functional community or application suite. The TWG Co-chairs will appoint C2 Training Panel chairs as appropriate, based on the scope of the particular panel. Every effort will be made to convene virtually or in conjunction

with previously scheduled meetings. The C2 Training Panels shall include representatives from the JS/CCMD/S/A, the CCD and representatives from training providers or other SMEs as appropriate. Training Panel responsibilities are to:

- (1) Meet as directed by the TWG.
- (2) Review curricula and training methods and materials, exchange information, and identify new requirements.
- (3) Recommend changes to current and projected training products and courses to the appropriate C2 WG for approval.
- (4) Consider/evaluate alternative methods of training that could provide more efficient or effective learning.
- (5) Support the C2 TWG with development of C2 related JCCs and other training requirements.

k. Joint Deployment Training Center (JDTC). The JDTC is a subordinate training organization to Joint Staff J-7, Joint Education and Doctrine Division. JDTC provides CCMD/S/A's with functional training on Joint C2 Family of Programs applications and the supporting C2 processes. Graduates may receive joint certification on the tools and processes designed to facilitate operation planning, deployment/redeployment, management, and situational awareness of global forces, equipment, and supplies. JDTC collaborates with CCMD/S/A C2 communities and Joint C2 developers to produce instruction, curriculum, and accessibility options to maximize individual proficiency and effectiveness of joint operation personnel tasked to execute or support C2 of worldwide humanitarian and contingency operations/exercises.

(1) JDTC divides training into three programs: Joint Deployment, Global Force Management, and Situational Awareness with focused lessons on each selected C2 function within Joint C2. Upon request, JDTC can tailor instruction to unit training/exercise requirements, location, and deployment status.

(2) Specific JDTC C2 training includes:

(a) "Joint Deployment" courses, emphasizing Joint Operation Planning and Execution System (JOPES) and the Joint Deployment process.

(b) Global Force Management" (GFM) courses, emphasizing Joint Capabilities Requirements Manager (JCRM) and the GFM process.

(c) "Situational Awareness" courses, emphasizing Common Operational Picture (COP), Integrated Imagery and Intelligence (I<sup>3</sup>), and Situational Awareness processes.

(3) JDTC responsibilities are to:

(a) Design, create, evaluate, and maintain Joint Deployment, Global Force Management, and Situational Awareness training.

(b) Develop instructors with the necessary subject matter expertise to develop and present training, to include over-the-shoulder functional training on respective Joint C2 applications and processes.

(c) Publish an annual training schedule based on user requirements.

1. Joint Interoperability Division (JID). The JID executes the Joint Chiefs of Staff tasking to manage the Joint Tactical Air Operations Interface Training Program for the CCDRs, Services, and defense agencies. The JID focuses on preparing U.S. and allied warfighters in the planning, management, and employment of the various tactical data links, such as Link 16, and on the construction and use of U.S. Message Text Format (USMTF). Other responsibilities include:

(1) Operate Joint Multi-Tactical Data-link School to include development of interface training materials.

(2) Provide the following operational support to CCDRs, Services, and Defense Agencies, and specifically to:

(a) Review Service/Joint Network Design (JND) and maintain JND Library.

(b) Maintain and operate Joint Tactical Information Distribution System Pulse De-confliction Server IAW reference e.

(c) Provide a Joint Interface Control Officer Support Team Capability.

m. Air Education and Training Command (AETC). The AETC develops and provides C2 technical support system administrator training in a joint context. This training is open to all CCMD/S/As to include eligible contractors, and civil servants. AETC has the responsibility to:

(1) Design and develop distributed and/or distance learning products and provide access to course materials online via NIPRNET and/or SIPRNET.

(2) Design, develop, evaluate, and maintain curricula.

(3) Publish annual training schedules to meet user needs.

(4) Brief the C2 TWG on the planned schedule and status of system administrator training related to new software fieldings.

n. Lead Command for Delta Training. The U.S. Marine Corps (USMC) is assigned as the lead command for GCCS-J Delta Training. Delta training will provide training on differences between succeeding releases in a distance learning format. Training will be delivered concurrent with new software releases. Initially, USMC GCCS-J Delta training will focus on COP and Integrated Intelligence and Imagery (I3) Operator (functional) training.

(1) Provide GCCS-J Delta training manager.

(2) Be responsible for design, production, and delivery of USMC provided GCCS-J delta training materials.

(3) Provide embedded personnel to work with DISA integration, engineering, and test teams.

## ENCLOSURE B

### JOINT C2 TRAINING GUIDANCE

1. Overview. Training must be considered an operational requirement that should be managed, and funded as a critical piece of required mission capability. The Joint C2 training guidance presented in the following paragraphs provides policy for developing Joint C2 training capabilities aligned with the Joint Training System (JTS) outlined in reference f. Joint C2 training capabilities must span training domains, from the development of job performance aids and instruction at the individual system administrator and user level to the collective operational mission level. When developing a materiel system, PMOs will include production of a System Training Plan (STRAP) in the Life-Cycle Support Plan (LCSP) required by reference c. The STRAP should provide a comprehensive and holistic approach to system training and training support as part of sustainment planning. The process along with the responsibilities identified in Enclosure A, provide the foundation for ensuring Joint C2 training effectively prepares personnel to use Joint C2 systems in support of joint military operations. Figure B-1 depicts the Joint C2 Training Management Structure and illustrates the process for identifying Joint C2 training requirements.

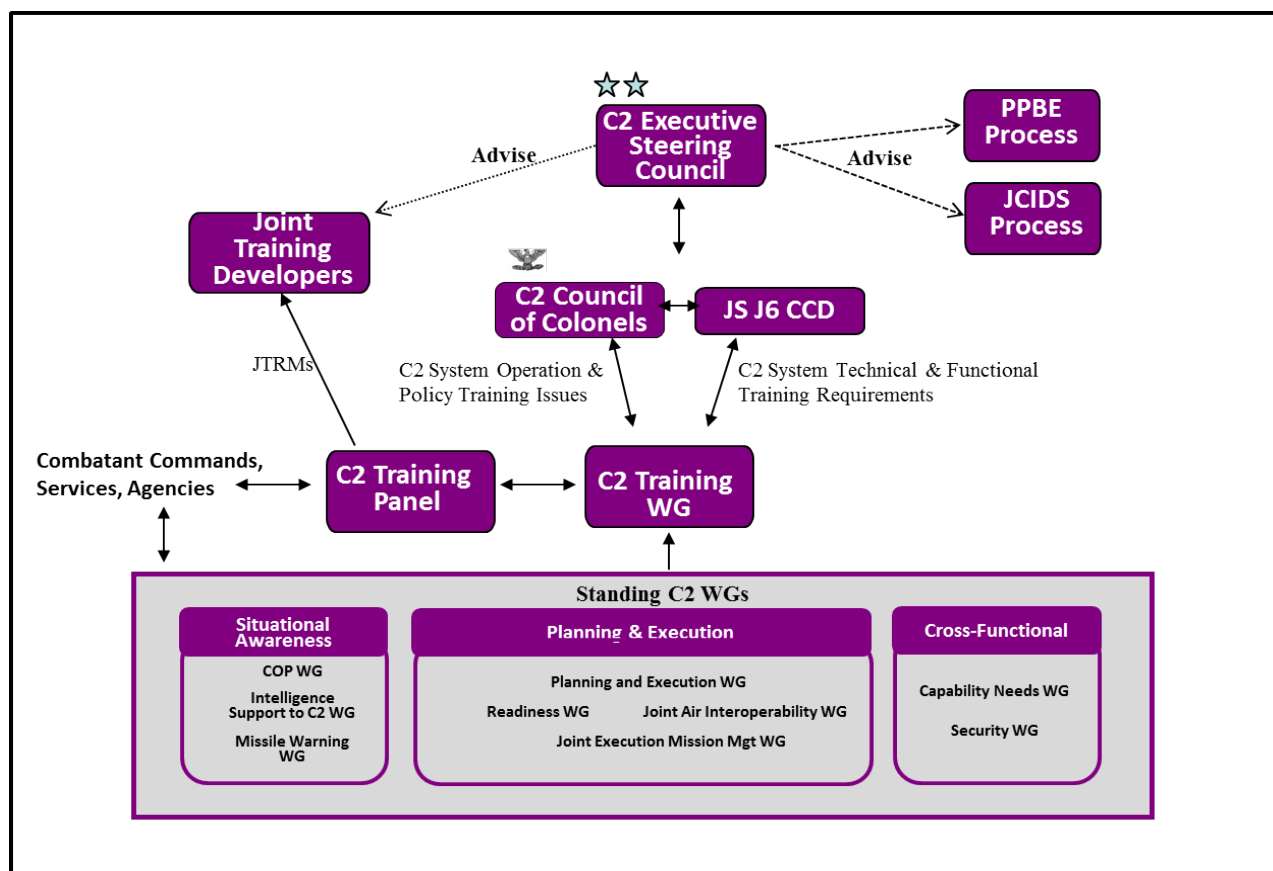


Figure B-1. C2 Training Management Structure

2. Training Categories. The C2 Training Management Structure relies on three categories of training to develop and provide trained personnel for use within JS/CCMD/S/A: Service-provided training, Joint Force-provided training, and materiel developer provided C2 system development that includes system training, training support capabilities and sustainment.

a. Services must provide entry-level training that enables their personnel to successfully complete JCC at an initial level of qualification (see Enclosure C for JCC qualification-level definitions). Joint training organizations including JDTC, JID, and AETC support Services with training courses for initial qualification. Additionally, Services provide their personnel with Service-specific operational training. Services should also document and track joint training received by members in order to ensure appropriately trained personnel are provided for joint assignments.

b. Joint Training is where joint force commanders (JFCs) train assigned personnel to perform JFC operational missions (this includes training at the individual, staff, and collective levels), generally focused within a specific theater or area of operations. Joint training organizations support JS/CCMD/S/A with operational mission qualification training courses.

c. Capability development and sustainment training is a materiel developer responsibility per reference d. Materiel developers plan for and develop system training and training support products and capabilities for upgraded or new materiel. These products are necessary to ensure warfighters can use to the capabilities to their full design capacity. C2 system developers will provide system training and training support for personnel when upgrading critical sites. Additional descriptions of responsibilities are provided in paragraph 3 below and Enclosure A.

3. Training Audience. Determination of the training audience is critical to the selection of the most appropriate training method for the capabilities-based JTS processes described in reference f. The C2 training target audience includes a wide range of personnel in varying grades, billets, positions, ratings, classification codes, Navy Enlisted Classification (NEC), Occupational Specialties, and Military Occupational Specialties (MOS). The training audience may also include personnel from non-DoD governmental agencies and multinational partners.

a. C2 training takes place at three training audience levels: individual, staff, and collective. Table B-1 below aligns audience to training level and training types. The individual training level provides the foundational skills and knowledge required for effective and efficient training at the staff and collective levels. Each level possesses unique requirements and challenges in defining responsibilities and relationships between materiel developers, training

communities, and joint force warfighters. These responsibilities and relationships are more completely described in Enclosure A. JS/CCMD/S/A C2 training developers are best suited to determine and use the most effective and efficient training and training delivery method, based on training target audience composition, training level, and training type as defined in figure B-1 below.

<b>Audience</b>	<b>Training Levels</b>	<b>Training Types</b>
<b>Commanders and Individual Staff Members</b>	<b>Individual</b> Prepares personnel to possess joint skills and competencies to perform duties in joint organizations	<b>Technical</b> How to operate and maintain Joint C2 services and associated systems – oriented to end users, system/database administrators or maintainers  <b>Functional</b> How Joint C2 services support decision makers at supported and supporting commands and services – oriented towards staff members and staff elements  <b>Exercise/Mission Rehearsal</b> Scalable Collective Exercises and Mission Rehearsals. Single or multiple HQ or Component Joint HQ in Scalable collective training and exercises.
<b>Joint &amp; Component Staffs</b>	<b>Staff</b> Ensures that individuals are knowledgeable, proficient, and technically competent to apply concepts and procedures necessary to function as a cohesive staff or staff element	
<b>CJTF/JTF &amp; Component Staffs</b>	<b>Collective</b> Focuses on applied exercises or instruction conducted within a unit or organizational team designed to prepare that force to conduct assigned missions as a unit, staff elements or component to perform JMETs to standard.	

Table B-1. Training Audience, Levels and Types

b. The three training level audiences are:

(1) Individual Training. Individual training provides the basic set of skills to set up, maintain and operate the system and services upon which the capability resides. It includes both technical and functional training for individuals. For Joint C2, all training will seek to maximize embedded or Web-enabled training to provide the individual with multiple options. Extending learning outside the classroom enables remote access to training resources for pre- and post-classroom events. Classroom instruction can then be optimized and utilized for more complex, lab-intensive requirements.

(2) Staff Training. Staff training provides a transition layer between individual functional and larger-scale collective/unit training. It includes individual functional training elements, described above, within a group environment, while focusing each individual on the larger joint operational

context necessary to understand where, when, why, and how capabilities will be used. This level, normally conducted within a single staff or staff element, relies more extensively on training in a collaborative and/or LVC environment. Individual commanders remain responsible for this level of training. Developing training support packages, including curricula, at this level, is the responsibility of the joint force, Service and other user organization training communities. The materiel developer is responsible for ensuring C2 system users have access to and can use the staff training support packages. However, there may be some overlap in training curriculum development at this training level. Materiel developers may design training packages, as part of the C2 system and application development and piloting process, which could be re-used by the joint force training community.

(3) Collective Training. Collective/unit training, which includes exercises and mission rehearsals, provides the final training step in achieving mission readiness. This level of training ensures, “Everyone required to conduct military operations will be trained, under realistic conditions and to exacting standards, prior to execution of those operations” as stated in reference f. Effective and efficient collective training is dependent on the robust, persistent LVC environment provided by the Joint National Training Capability (JNTC) described in reference f. The ability to integrate with and use all the tools provided within the JNTC environment must be an inherent C2 training capability requiring collaboration with all stakeholders, and considered throughout the materiel development process, from the requirements definition to fielding decision.

## ENCLOSURE C

### JOINT COMMAND AND CONTROL TRAINING REQUIREMENTS DEVELOPMENT PROCESS

1. Overview. This enclosure delineates the process for describing C2-related JCC requirements for joint billets. The process defines required JCC and competency level achievement necessary by user-type, as determined by the C2 WGs. Describing JCCs and mapping them to billets drives Joint C2 training content requirements and joint course and curricula development, which, in turn, provide a joint standards base for JS/CCMD/S/A training programs. JS/CCMD/S/A-unique requirements should follow a similar process.

2. Joint Core Competencies (JCCs)

a. JCCs are specific skills, knowledge, behaviors, or actions that must be demonstrated to successfully perform within a Joint C2 role. They are a subset of C2 working group-approved joint training requirements contained in C2 TWG-maintained JTRMs. (JTRMs are described in paragraph 4 of this enclosure.)

b. C2 Training Panels and C2 Functional WGs identify, validate, and periodically review JCCs within their functional area. Each C2 WG (or Training Panel) will determine the level of competency required by user category, using the JTRM described below and Training Proficiency Codes contained in Table C-2 and submit to the C2 TWG.

3. Developing Joint C2 Training Requirements. The process for developing Joint C2 training requirements is depicted in Figure C-1.

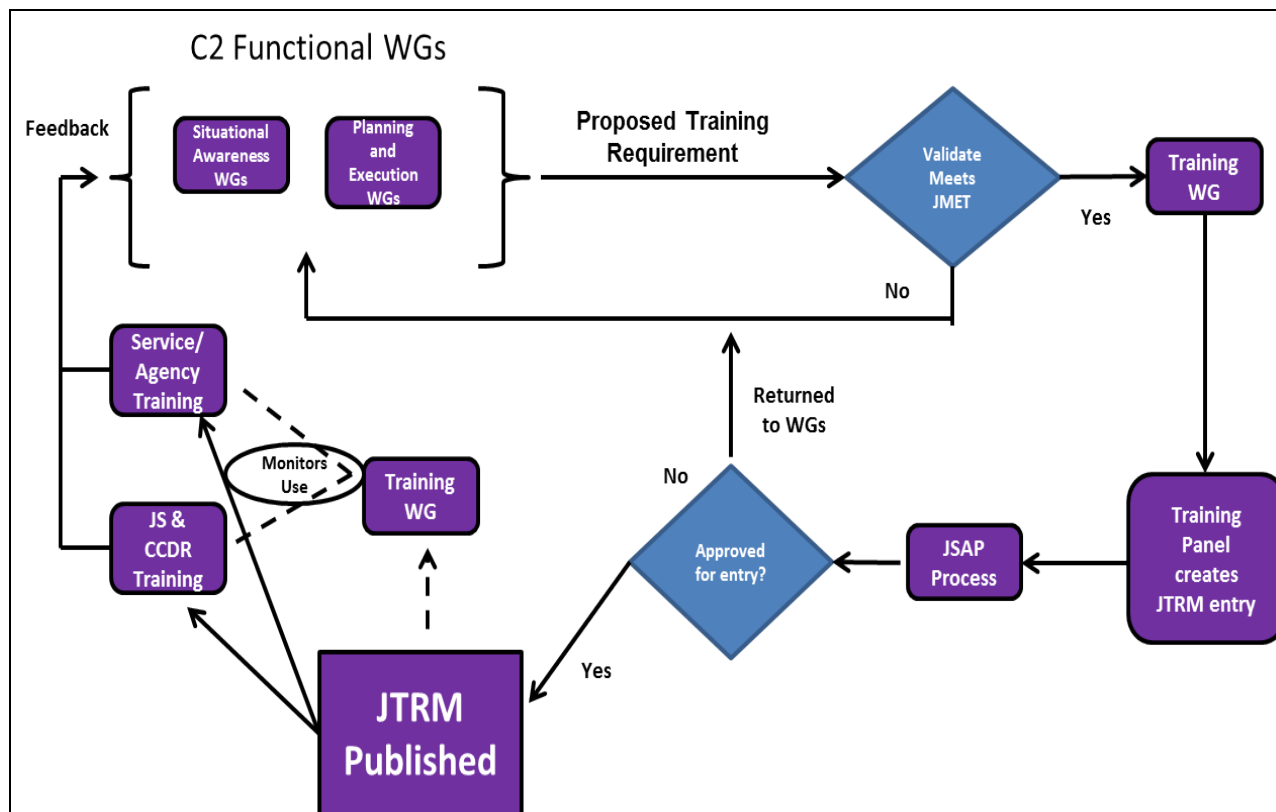


Figure C-1. Joint C2 Training Requirement Development Process

a. Joint C2 training needs are identified and prioritized by the C2 Functional WGs. The C2 WG, or when requested, a C2 Training Panel will validate the need meets a Unified Joint Task List (UJTL) or Joint Mission Essential Task (JMET) requirement. In either case, JS/CCMD/S/A SMEs will be used in making the determination or assessment. Recommended Joint C2 training requirements meeting JMET requirements are sent to the C2 TWG for action. Any recommended C2 competency not meeting JMET requirements will be returned to the initiating C2 WG for clarification or other action.

b. The C2 TWG will stand up a Training Panel to update or create a JTRM (see paragraph 4 below) as appropriate and submit to the JS Action Processing (JSAP) coordination process to ensure the JCC training requirements meet the JS and CCDRs' joint training needs, and the Services and agencies to ensure they can incorporate the C2 JCC training requirements into Service and agency training strategies. Once approved the C2 TWG will publish the new or updated JTRM. If not approved the C2 competency will be returned to the initiating C2 WG for action.

c. The JS/CCMD/S/A training communities will use the Joint C2 competencies contained in JTRMs and joint standards-based C2 system training

and training support products and capabilities to form the basis for their training programs. The C2 TWG will monitor JS/CCMD/S/A training programs for compliance to joint standards and provide assistance when requested.

4. JTRM Development. The purpose of JTRMs is to establish validated Joint C2 system training requirements to enable development/validation of training courses and products. JTRMs identify JCCs, training tasks, and pre-requisite skills/knowledge linked to JMETs, associated initial and mission-qualification proficiency levels, and user categories for a specific Joint C2 application or functional area. JTRMs also enable JTPs to develop “core” courses that can be linked to service identifiers to track individuals who have completed these courses.

a. The initial JTRM development effort must ensure accurate training requirements are identified. A separate matrix is usually required for each developed capability. Consolidated matrices may be developed for sets of capabilities that are closely related (e.g., JOPES, and Status of Resources and Training System (SORTS)). Multiple levels of proficiency may be required for a single training requirement if multiple user categories are identified. Proficiency codes are used to indicate the level of training required for a specific task and user category.

b. Key to JTRM preparation is the diligent application of front end analysis (FEA) to determine the learning or training need, the specific audience, the training strategy, whether or not learning content (persistence of training) already exists in whole or in part that meets the need. FEA consists of identifying specific target audiences, analyzing job tasks and determining skills and knowledge required to perform tasks. Training Developers use FEA to recommend the optimum mix of delivery method and media and to provide cost benefit analysis along with comparisons for feasible options or alternatives.

c. In addition to Joint C2 specific training requirements, this matrix can be used to identify basic prerequisite skills and knowledge required (task 1.1.4 in Table C-1). The following table is a sample JTRM. The paragraphs following table C-1 describe each area in more detail.

d. Approved JTRMs will be available under the TWG tab on the C2 Governance NIPRNET Intelink page, [https://<intelshare.intelink.gov/sites/joint\\_staff/J3/C2GOV/default.aspx>](https://intelshare.intelink.gov/sites/joint_staff/J3/C2GOV/default.aspx) as well as on Joint Training Provider home pages.

Task #	JC C	Task Title	UJTL #	User Category	Joint Requirement	
					IQ	MQ
1		Overarching SA-COP Capabilities				
1.1		C2 concept				
1.1.1	*	Recognize the applications relevant to the COP and identify those that represent migrations from legacy systems.		1	A	
				2	A	
				3	A	B
				4	A	
1.1.2	*	Describe how COP relates to other parts of C2 System.		1	A	
				2	A	B
				3	B	C
				4	B	
1.1.3		Describe the basic system architecture on which CHART is built.		1	A	
				2	A	B
				3	B	C
				4	B	
1.1.4	*	Understand differences between levels of war.		1	B	
				2	B	
				3	B	
				4	B	

Table C-1. Sample Joint Training Requirements Matrix (JTRM).

- (1) Task #. Numerical indicator used to identify a task.
- (2) JCC. An asterisk identifies this requirement as a JCC.
- (3) Task Title. This is a short synopsis of the task, including any conditions and standards applicable to the performance of the task.
- (4) JMET. Where a task supports a JMET, the identifying UJTL number will be identified.

(5) User Category. This column will be included in the matrix when the appropriate functional or technical community identifies categories of users. A clear explanation of the categories must be included as part of the matrix if user categories are used. In this example the COP WG approved four categories of personnel requiring COP user training (Cat 1: JTF Commanders and Senior Staff; Cat 2: Battle Staff and Crisis Action Team (CAT); Cat 3: COP Managers/Producers, and Cat 4: System Administrators/Technical Support).

(6) Initial Qualification (IQ). Per reference f, personnel selected for joint assignments will be trained prior to reaching their duty location. The numeric proficiency level identified in the IQ column indicates the minimum requirement to be considered initially qualified to perform the task and the minimum proficiency level Service personnel must attain prior to arrival at a joint assignment. Use of an upper case alphabetic indicator reflects the requirement for a subject knowledge level. This is the desired level of knowledge that needs to be successfully demonstrated of the training. It may be the theory behind radar, for example, without requiring an individual to build or test a radar system or terms and definitions necessary to provide a foundation for later performance. The levels range from facts (Level A: Can identify basic facts and terms about the subject.) to evaluation (Level D: Can evaluate conditions and make proper decisions about the subject.) See Table C-2 below.

<b>JTRM Proficiency Code Key</b>		
	<b>Scale Value</b>	<b>Definition: The individual</b>
Task Performance Scale	1	Can do simple parts of the task. Needs to be told or shown how to do most of the task. (extremely limited)
	2	Can do most parts of the task. Needs only help on hardest parts.
	3	Can do all parts of the task. Needs only a spot check of completed work.
	4	Can do the complete task quickly and accurately. Can tell or show others how to do the task.
Subject Knowledge Levels	A	Can identify basic facts and terms about the subject. (facts)
	B	Can identify relationship of basic facts and state general principles about the subject.
	C	Can analyze facts and principles and draw conclusions about the subject.
	D	Can evaluate conditions and make proper decisions about the subject.

**Explanations**

- The task performance level is frequently used in conjunction with a subject knowledge level to identify an overall task performance requirement (1B).
- A subject knowledge level may be used alone to define a level of knowledge for a subject not directly related to any specific task or for a subject common to several tasks.

Table C-2. JTRM Proficiency Codes

(7) Mission Qualification (MQ). This column identifies the desired level of proficiency for personnel to be considered fully qualified to perform the task. The difference between initial qualification and mission qualification will determine the scope of training to be completed within the warfighters domain. This will be accomplished primarily via on-the-job training (OJT) using the system's embedded tools, standard OJT products, and accompanying ICW. For complex technical tasks MTTs and/or classroom training may be required. Alphanumeric indicators are used as described in the Initial Qualification section above. See Table C-2 above.

ENCLOSURE D

REFERENCES

- a. CJCSI 3265.01 Series, "Command and Control Governance and Management"
- b. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States"
- c. DoD Directive 5000.01, 12 May 2003, "The Defense Acquisition System"
- d. System DoD Instruction 5000.02, 8 December 2008, "Operation of the Defense Acquisition System"
- e. CJCSI 6232.01 Series, "Link 16 Spectrum Deconfliction," 21 September 2012
- f. CJCSI 3500.01 Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"

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## GLOSSARY

### ABBREVIATIONS AND ACRONYMS

AETC	Air Education and Training Command
C2	Command and Control
C2 CoC	Command and Control Council of Colonels
CAC	Common Access Card
CAT	Crisis Action Team
CCD	Combat Capability Developer
CCDR	Combatant Commander
CCMD	Combatant Command
CDD	Capabilities Development Document
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
COP	Common Operational Picture
DDNHDCO	Deputy Director for Nuclear, Homeland Defense, and Current Operations
DISA	Defense Information Systems Agency
DJ-3	Director for Operations
DJ-6	Director for Command, Control, Communications, and Computers
DJ-7	Director for Joint Force Development
DoD	Department of Defense
ESC	Executive Steering Council
FEA	Front End Analysis
FOS	Family of Systems
GCCS	Global Command and Control System
GCCS-J	Global Command and Control System-Joint
I3	Integrated Imagery and Intelligence
IAW	In Accordance With
ICW	Interactive Courseware
IQ	Initial Qualification
JCC	Joint Core Competency
JCRM	Joint Capability Requirements Manager
JDTC	Joint Deployment Training Center
JFC	Joint Force Commander
JID	Joint Interoperability Division
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JND	Joint Network Design
JNTC	Joint National Training Capability
JOPES	Joint Operation Planning and Execution System
JP	Joint Publication

JS	Joint Staff
JSAP	Joint Staff Action Processing
JS/CCMD/S/A	Joint Staff/Combatant Commands/Services/Defense Agencies
JTRM	Joint Training Requirements Matrix
JTS	Joint Training System
LCSP	Life Cycle Support Plan
LVC	Live, Virtual, Constructive
MOS	Military Occupational Specialty
MQ	Mission Qualification
MTT	Mobile Training Team
N2C3	National and Nuclear Command, Control and Communications
NEC	Navy Enlisted Classification
NIPRNET	Non-secure Internet Protocol Router Network
NRID	Net-enabled Requirements Identification Database
OJT	On-the-Job Training
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense
POC	Point-of-Contact
PMO	Program Management Office
SCORM	Sharable Content Object Reference Model
SIPRNET	Secret Internet Protocol Router Network
SME	Subject Matter Expert
SORTS	Status of Resources and Training System
STRAP	System Training Plan
TWG	Training Working Group
UJTL	Universal Joint Training List
USMTF	U.S. Message Text Format
WG	working group