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13 January 2020

JOINT TRAINING POLICY FOR THE ARMED FORCES OF THE UNITED STATES



JOINT STAFF
WASHINGTON, D.C. 20318

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3500.01J
DISTRIBUTION: A, B, C 13 January 2020

JOINT TRAINING POLICY FOR
THE ARMED FORCES OF THE UNITED STATES

References:
See Enclosure E.

1. Purpose. To establish the Chairman of the Joint Chiefs of Staff's (CJCS's) Joint Training Policy for use of the Joint Training System (JTS) in planning, executing, and assessing joint training conducted in support of the National Defense Strategy (NDS), the National Military Strategy (NMS), the Joint Strategic Campaign Plan (JSCP) and its directed plans, and other strategic documents that direct globally integrated operations (references a, b, and c).

2. Superseded/Cancellation. CJCSI 3500.01H, 25 April 2014, "Joint Training Policy and Guidance for the Armed Forces of the United States," is hereby superseded. Please note that version "I" of this instruction does not exist; the letter "I" was skipped intentionally

3. Applicability. This CJCSI applies to the Combatant Commands (CCMDs), Services, the National Guard Bureau (NGB), Combat Support Agencies (CSAs), Joint Staff (JS), and other joint organizations that develop and coordinate joint training programs.

4. Policy. Title 10, U.S. Code, chapter 5, section 153 prescribes, subject to the authority, direction, and control of the President and the Secretary of Defense (SecDef), that the CJCS will be responsible for "formulating policies and technical standards, and executing actions for the joint training of the Armed Forces." This instruction contains policy from the CJCS to the CCMDs, Services, NGB, CSAs, JS, and other joint organizations for planning, conducting, and assessing joint training (reference d).

5. Definitions. See Glossary.

6. Responsibilities. See Enclosure D.

7. Summary of Changes. This instruction has been modified to:

a. Document Combatant Commander Exercise Engagement and Training Transformation (CE2T2) program changes.

b. Outline the role of joint training in global integration.

c. Update the out-of-cycle request process for Joint Staff Directorate for Joint Force Development (J-7) support.

d. Add information about U.S. Cyber Command's (USCYBERCOM's) responsibilities as the Joint Force Trainer for cyberspace operations. See reference e.

e. Reflect that the purpose of JTS Phase I, Requirements, has changed from the determination of an organization's mission capability requirements (joint mission-essential task list (JMETL)) to the determination of an organization's joint mission-essential tasks (JMET)-based joint training requirements.

f. Remove use of the term "Agency Mission Essential Task List (AMETL)."

g. Document responsibilities of U.S. Space Command (USSPACECOM) as a CCMD.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the CCMDs), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at <http://www.jcs.mil/library>. 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:



GLEN D. VANHERCK, Lt Gen, USAF
Director, Joint Staff

Enclosures:

A – Joint Training
B – The Joint Training System
C – Chairman's Joint Training Policy
D – Joint Training Responsibilities
E – References
GL – Glossary

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ENCLOSURE A

JOINT TRAINING

"Global integration is the arrangement of military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multifunctional challenges. The intent of global integration is to enable senior leader decision-making in a complex environment, strategically integrate operations and resources globally, and develop a force capable of competing and winning against any adversary. Global integration rests on several foundations: plans, force management, decision-making, force development, and force design."

National Military Strategy, December 2018

1. Purpose. This instruction aligns joint training principles, processes, and responsibilities with the need for globally integrated operations that prepare the Joint Force to train and win in major operations and campaigns. The CJCS's policy focuses on joint training requirements tied to mission essential tasks (METs) and preparation of the Joint Force to fight across the range of military operations.

2. Global Integration. The strategic environment requires the Joint Force to have an integrated global approach that operates efficiently across all domains. The 2018 NMS continued to advance the concept of global integration, which is the arrangement of cohesive Joint Force actions in time, space, and purpose, executed as a whole to address transregional, all-domain, multi-functional challenges. The intent of global integration is to enable senior leader decision making in a complex environment, strategically integrate operations and resources globally, and develop a force capable of competing and winning against any adversary. Global integration therefore requires a shared understanding of threats, risks, and trade-offs informed by integrated strategies, plans, operations, and assessments. The development of the CJCS's military advice on global posture, readiness, risk, and balancing near-term resource decisions, while maintaining the Joint Force's near, mid, and long-term competitive advantages, is the aim of global integration. The joint training enterprise must execute programs that address global risk, with the arrangement of cohesive Joint Force actions against priority strategic challenges in a transregional, all-domain, and multi-functional environment.

3. Joint Training Imperative. The CJCS's Title 10 responsibilities for global integration, to formulate policies and technical standards, and execute actions for joint training of the Armed Forces, mandates alignment of training with

priorities and strategic approaches in the NDS, NMS, and the plans, objectives, and tasks in the JSCP. The goal of joint training is readiness of the Joint Force with a shared understanding of the strategies, decision-making, method of operations, and capabilities of the most compelling strategic threats; to include a postured Joint Force with capabilities and processes to protect national interests. To do this, all individual and collective joint training and exercises must be aligned with the objectives in the NDS and NMS and be designed to support JSCP requirements.

4. Strategic Guidance. The Unified Command Plan (UCP) (reference e), National Security Strategy (NSS; reference g), NDS (reference a), NMS (reference b), the Contingency Planning Guidance (reference h) and the JSCP (reference c) are the principal sources of guidance for Combatant Commander (CCDR) responsibilities, global campaign plans, contingency plans, and posture planning efforts, which inform subsequent development of supporting joint training programs.

a. The NMS combines guidance from the NSS and the UCP with the NDS. The NMS is the CJCS's central strategy document that provides guidance across the Continuum of Strategic Direction to generate a Joint Force that can conduct assured force projection, maintain freedom of combined arms decisively, and ultimately win. This continuum spans three strategy horizons corresponding to how the Joint Force employs, adapts, and innovates. Joint training has a role in all three horizons: force employment (0–3 years), force development (2–7 years), and force design (5–15 years). The NMS provides the strategic framework for the prioritization of planning, resource allocation, and the distribution of risk.

b. The JSCP is the CJCS's primary document to guide and direct the preparation and integration of Joint Force campaign and contingency plans. The JSCP establishes a common set of processes, products, priorities, roles, and responsibilities to globally integrate the operations, activities, and investments of the Joint Force from day-to-day campaigning to contingencies.

5. Joint Learning Continuum. The concept of a Joint Learning Continuum enables joint force development. The Joint Learning Continuum focuses on creating and sustaining joint qualified personnel and joint leaders capable of effectively integrating and synchronizing national capabilities to successfully implement national security and military strategies.

*The **Joint Learning Continuum** is a coordinated progression of integrated and disciplined learning processes and events to prepare DoD personnel to implement and comply with specified joint performance standards. This continuum of professional learning instills habits of mind, skills, abilities, and values through education, training, self-development, and experience.*

a. The Joint Learning Continuum concept is built on the experience that the core competencies and capabilities of the collective Services have been and will continue to be the critical foundation of our military's ability to achieve national objectives. Joint capability, therefore, is based on effective integration and synchronization of Service-provided capabilities and forces (including multinational and those under unified command). The core component to both Service and joint capability is the individual military member. Officers are joint qualified based on their completion of education, training, and experience in joint matters as described in the CJCS Vision for Joint Officer Development (reference i). The Department of Defense (DoD) must place the highest value on developing leaders adept at solving tough problems. Professional development methods must produce senior leaders who can take the initiative, operate globally, integrate joint and interagency capabilities across domains, and do so under circumstances of dynamic complexities and great uncertainty. The application of the Joint Learning Continuum will affect the career-long achievement, documentation, and tracking of joint experience, joint training, and joint education for all DoD members (officers, enlisted, government civilians, and contractors). The Joint Learning Continuum supports fulfilling the personnel performance requirements established by CCDRs and subordinate joint force commanders (JFCs).

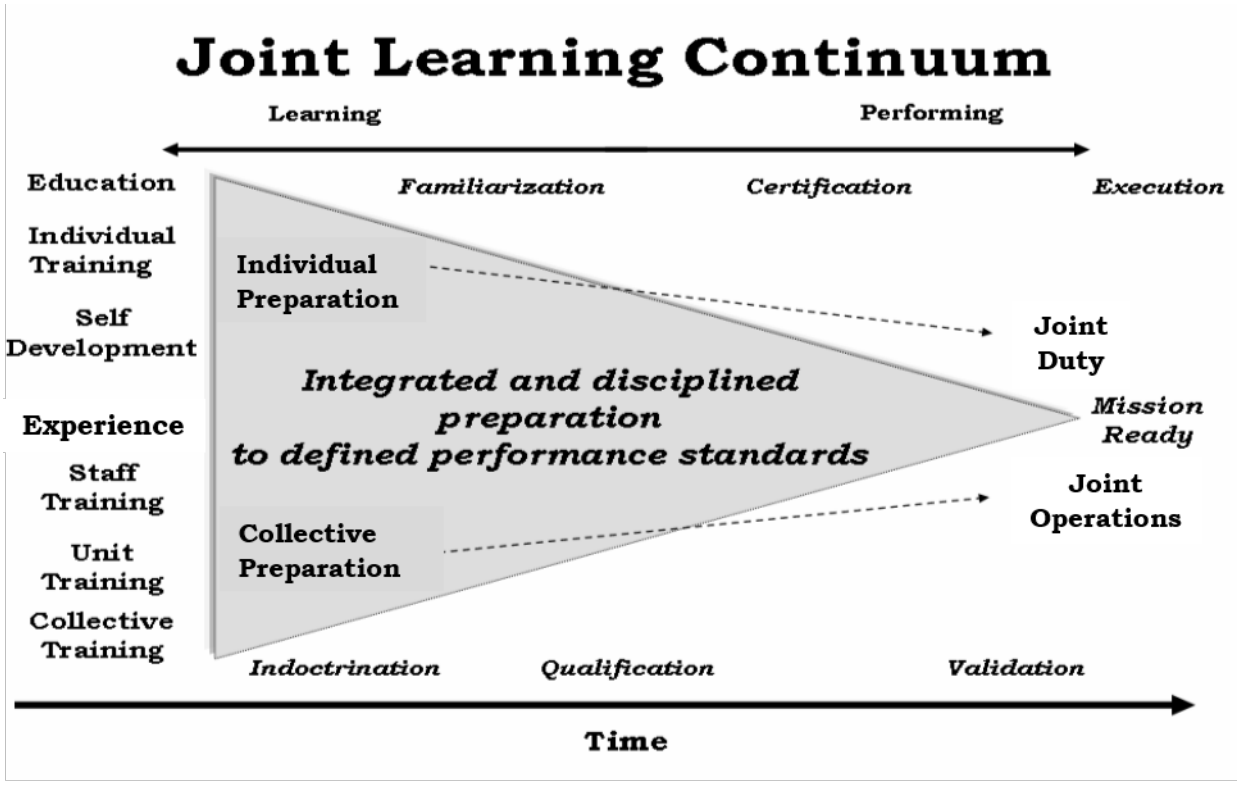


Figure 1. Joint Learning Continuum

b. The Joint Learning Continuum is an important systematic approach to ensure professional development throughout an individual's career. Educators, trainers, commanders, learning support elements, information providers, and information managers can use a myriad of existing techniques, resources, and technologies to facilitate achieving specific learning objectives. Improvements in joint preparation and readiness are achieved through the integrated application of those elements, systems, and processes embodied in the Joint Learning Continuum. Commanders at each successive level determine how best to efficiently reach the levels of learning necessary to achieve mission readiness. This approach to monitoring, managing, and integrating individual and collective joint preparation by force providers, commanders, formal education and training institutions, and support networks is critical to improving joint operational capability and achieving joint readiness.

c. Joint professional development comprises four interdependent supporting pillars: joint individual training, joint professional military education (JPME), joint experience, and self-development. Joint professional development assumes competent Service educated, trained, and experienced individuals as the training audience. To maximize joint readiness, joint

professional development is essential for all personnel preparing for assignment on a joint staff, including officers in professional specialties. Leader development should be undertaken within the framework of the six officer Desired Leadership Attributes (DLAs) (reference j) and six enlisted DLAs (reference k).

d. Training is defined as instruction and applied exercises for acquiring and retaining knowledge, skills, abilities, and attitudes (KSAAs) necessary to complete specific tasks (reference l). As defined in reference m, joint training includes mission rehearsals of individuals, units, and staffs using joint doctrine and tactics, techniques, and procedures (TTPs) to prepare joint forces or joint staffs to execute assigned or anticipated missions.

e. In its broadest sense, education conveys general bodies of knowledge and develops habits of mind applicable to a wide spectrum of endeavors. Education fosters diverse perspectives, critical analysis, abstract reasoning, comfort with ambiguity and uncertainty, and innovative thinking, particularly with respect to complex, nonlinear problems. This contrasts with training, which focuses on the instruction of personnel to enhance their capacity to perform specific functions and tasks.[1]

f. Training and education are not mutually exclusive. Elements of education and training are most often blended in application to achieve desired learning objectives and ultimate performance outcomes. Virtually all military schools and professional development programs include elements of both education and training in their academic programs. In reality, education and training are partners in the generation and sustainment of an individual's abilities to perform.

g. Joint experience is essential and reflects the successful application of what individuals learn via joint assignments, joint training, JPME, and self-development. Joint warfighting is not academic; it is the application of the acquired KSAAs in an operational environment where increased levels of experience progress proportionally with increased levels of proficiency and performance of mission tasks.

[1] Dr. Benjamin Bloom established a taxonomy of learning in 1956 that is presented in terms of categories or domains. Trainers and educators often refer to elements of these domains as KSAAs. The learning domains are formally referred to as cognitive, which involves knowledge and development of intellectual skills; affective, which involves the manner in which individual learners deal emotionally or attitudinally with the subject material; and psychomotor, which involves manual or physical skills.

h. Self-development recognizes that empowering individuals with responsibility to actively participate in their own professional growth is a necessary and positive step. Self-study in the pursuit of knowledge accelerates individual development, and allows flexibility and accommodation to individual needs and desires.

i. The integration of individual and collective preparation within command training programs recognizes that collective capability is built on the KSAAs of individuals. Effective integration of education, training, self-development, and experience leads to performance-based outcomes (based on established tasks, conditions, and standards) that achieve readiness for joint duty and joint operations.

6. Joint Training System. The JTS supports DoD implementation of the Joint Learning Continuum by providing a methodology to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability. The JTS is designed to facilitate the adoption of an integrated, mission capability requirements-based method for aligning individual and collective joint training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS enables the assessment of training at all levels and the incorporation of lessons learned, emerging doctrine, mature joint concepts, and joint solutions across the DoD. CCMDs, Services, RCs, NGB, CSAs, JS, and joint organizations providing capabilities for CCMD missions shall use the JTS to manage joint training in accordance with (IAW) this directive. This four-phase methodology is described in Enclosure B and reference n.

7. Joint Training encompasses activities, events, and capabilities, including:

a. Individual joint training activities, such as academic instruction, distributed learning (DL), organizational and institutional training, and on-the-job training, designed to develop joint core competencies, support joint activities and programs, or enable joint collective training.

b. CJCS- and CCMD-sponsored collective training events, to include exercises in the National Exercise Program (NEP), the Chairman's Exercise Program (CEP), and the Joint Exercise Program (JEP).

c. Deployments for training in support of security cooperation and regional presence and access, to include State Partnership Program (SPP) training events.

d. Military support provided to training and preparedness exercises sponsored by civil authorities at the state and local levels that may not fall under a federal exercise program.

e. Joint live, virtual, and constructive training capabilities, and training ranges and facilities used to conduct or support joint training.

f. Support of Joint Capabilities Integration and Development System (JCIDS). Joint Staff J-7 supports the JCIDS by integrating the portfolio of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) recommendations derived from non-materiel force development activities, to include joint training, education, doctrine, lessons learned, and concept development.

8. Authority for Joint Training Policy. The authority for conducting joint training evolved from the Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-433, as amended.

a. Title 10, U.S. Code, chapter 5, section 153(a) (reference d) requires the CJCS to formulate policies and technical standards, and execute actions for the joint training of the U.S. Armed Forces.

b. The CJCS will formulate joint training policies, establish policy guidance and technical standards for the JTS and the Joint Training Information Management System (JTIMS) and make JTIMS the enterprise solution available for use by all DoD Components. Functional area training requirements and training support requirements should be validated, documented, and managed by Joint Staff Offices of Primary Responsibility (OPR) or designated lead organizations, as appropriate.

c. Title 10, U.S. Code, section 164(c) outlines the command authority of CCDRs to provide 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, control of resources, and logistics.

d. The UCP (reference e) directs CCDRs to provide, as directed, trained and ready forces to other CCMDs.

e. Joint Publication 1 (reference o) provides policy on the authority CCMDs exercise over assigned RC forces when not on active duty and when on active duty for training. This authority is training and readiness oversight (TRO).

f. The responsibilities of the Military Departments' Secretary for administration and support include training of forces assigned to CCMDs and are prescribed in Title 10, U.S. Code, section 165(b) and further detailed in the individual Service sections of Title 10, U.S. Code, sections 3013, 5013, and 8013.

g. Further guidance on CJCS, CCMD, CSA, and Service responsibilities with respect to doctrine and policy regarding military education and training of members of the U.S. Armed Forces is found in references d, m, o, p, and q.

9. Procedures. The CJCS's "Joint Training Manual for the Armed Forces of the United States" (reference n) describes the JTS and defines the process and procedures to accomplish the goals stated in this instruction. In addition, the "Joint Training Resources Manual for the Armed Forces of the United States" (reference r) provides guidance for implementing CJCS policy for planning and managing joint training resources by the Joint Staff J-7 while providing visibility into other joint training resources.

10. Changes to this Policy. Recommended changes to this document will be submitted to the Joint Staff J-7, for coordination with the CCMDs, Services, RCs, NGB, CSAs, and Joint Staff for approval by the CJCS.

ENCLOSURE B

THE JOINT TRAINING SYSTEM

1. Introduction. The modern U.S. military evolved from "component warfare" focusing very heavily, if not almost exclusively, on Service individual and collective training intended to ensure Service capabilities, to a "mission to task" or "requirements based" training system. The CJCS's plan that has institutionalized this evolution from "events based" training to "requirements based" joint training is embodied in the JTS. The supported command mission requirements and JMETs are the focus for preparedness; commanders at each successive level interpret that mission focus across their span of control to prepare their forces and generate required capabilities to meet mission standards set by the supported commander.

a. DoD Components supporting CCMD missions shall use the processes of the JTS to develop joint training programs; plan, execute, and assess joint training based on JMETs; and document training status in JTIMS that is dynamically linked to the Defense Readiness Reporting System-Strategic (DRRS-S) IAW reference s. Joint training programs should be based on each command or agency's required capabilities as specified in its JMETL.

b. The CCMD's JMETL is the foundation for determining individual and collective training requirements. The JMETL is the result of mission analysis of missions assigned through Presidential directives, the UCP, CPG, the JSCP, and other guidance, also based on joint doctrine and is communicated through the use of Universal Joint Task List (UJTL) terminology. Based on these identified required capabilities, CCDRs will assess the command's current capability against required capability, identify training requirements from that assessment, and then plan, resource, execute joint training events, then evaluate training audience performance, and re-assess capability and joint readiness.

c. Supporting agency directors focus their joint training programs on the supported command mission and mission capability requirements and follow the same process to prepare their required capabilities for use by the supported commander. Current capability is assessed against required capability, training requirements are identified from that assessment, and training plans consistent with joint doctrine are developed and executed to prepare individuals and organizations to perform the required capabilities for supported CCDRs' missions.

2. The Joint Training System Methodology. The JTS is a four-phased methodology that aligns joint training strategy with assigned missions to produce trained and ready joint organizations. Although the process is deliberate in concept, it is flexible in execution (figure 2).

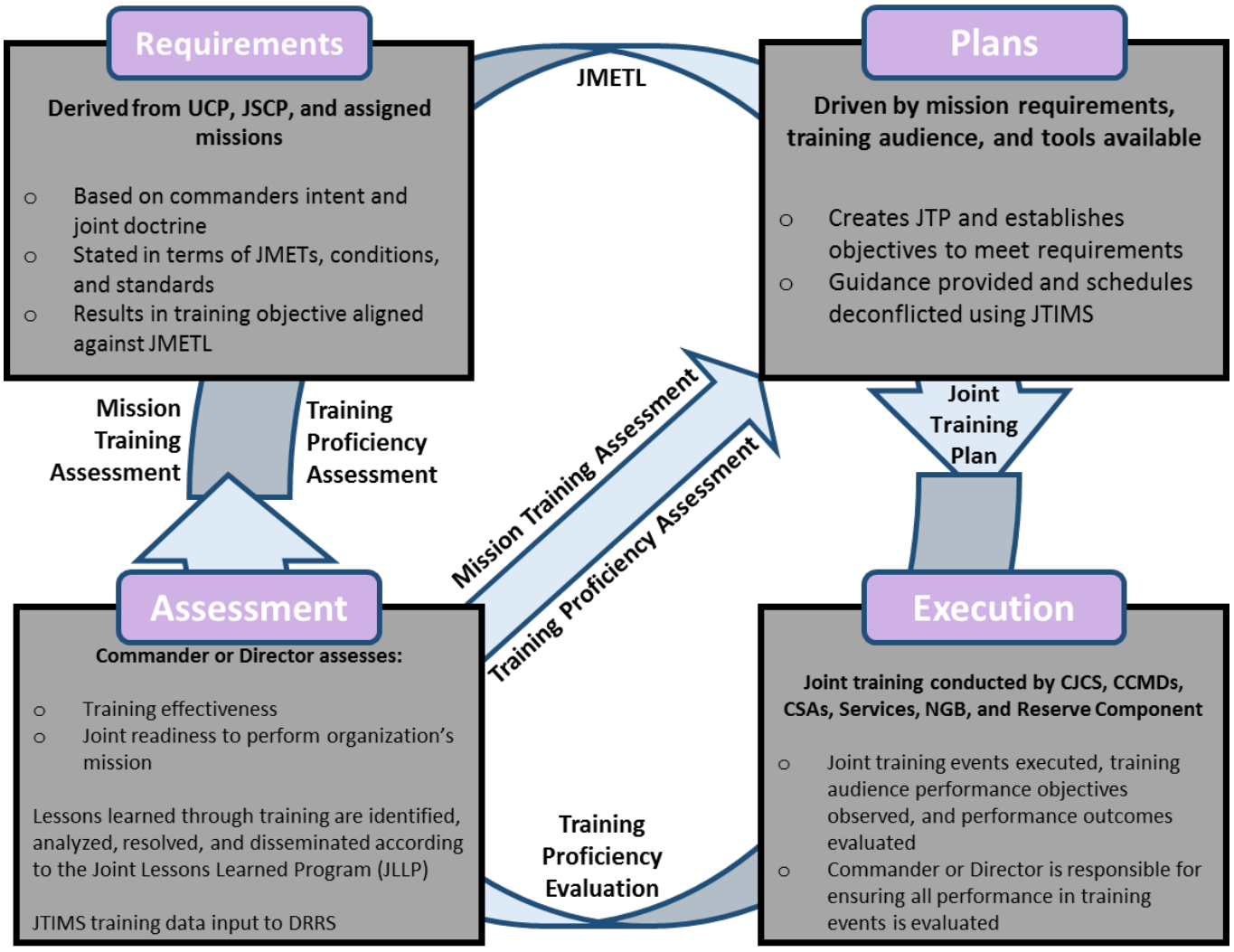


Figure 2. Joint Training System Four-Phase Process

a. Phase I – Requirements. Phase I of the JTS is a process that relies on an approved JMETL. This phase is initiated by conducting an assessment of current capability against the JMETL and relevant lessons learned over the preceding year. The resulting capability gaps are assessed to determine if they can be closed through training. If so, these become joint training requirements and determine who must be trained to perform what task. In a mature training

program, a large portion of the assessment that leads to training requirements identification is derived from training proficiency assessments (TPAs), mission training assessments (MTAs), and lessons learned integration (Phase IV, Assessment). CSA Directors and other supporting organizations use supported command JMETs and supporting tasks to determine training requirements.

REQUIREMENTS

- Approved command JMETL
- Command-linked tasks are identified and coordinated between supported commands and supporting organizations (CCMDs and CSAs)
- Staff tasks and subordinate unit tasks are identified to support the JMETL owner
- Training requirements are derived, using TPA, MTA and lessons learned as appropriate

b. Phase II – Plans. The plans phase is initiated by analyzing training requirements in order to determine the means by which the requirements will be addressed. The Joint Training Plan (JTP) is developed, coordinated, and published in JTIMS to identify the commander's training guidance, training audiences, training objectives, training events, training support resources, and coordination needed to attain the required levels of training proficiency.

c. Phase III – Execution. In this phase, training events scheduled in Phase II (Plans) are refined and finalized, executed, and evaluated IAW the flexible methodology of the Joint Event Life Cycle (JELC). Event execution will follow the joint training event summaries contained in the JTPs as closely as possible. Within the execution phase of the JTS, each training event uses the JELC stages comprised of event design, planning, preparation, execution, and evaluation. During and following execution, command trainers collect task performance observations (TPOs) for each training objective in JTIMS. Observations may also be collected simultaneously from hot-washes and facilitated after-action reviews (FAARs). Following execution, command trainers conduct TPO analysis, and make formal recommendations as training proficiency evaluations (TPEs) on whether the training audience achieved the training objective. During analysis of these observations, issues may be identified for inclusion into command corrective action board processes. Validated observations that require additional resolution and

PLANS

- Current capability assessed
- Commander/CSA Director training assessments reviewed
- Lessons learned integration
- Training objectives for tasks in that mission's METL built and associated
- Training audiences and events identified
- Resources aligned and prioritized
- JTP of training events designed to close assessed capability gaps

integration within the Joint Lessons Learned Program (JLLP) are imported into Joint Lessons Learned Information System (JLLIS). JLLIS observations often support future refinement into JELCs, JMET TPAs, and the planning/update processes for relevant plans during the Requirements Phase. Evaluations of training proficiency during joint training events will feed overall assessments of JMETs and mission capabilities, which in turn feed the plans phase of the JTS to focus joint training events in the next training cycle to cover identified capability gaps.

EXECUTION

- Execute and evaluate training events
- Proficiency evaluation is a command/CSA responsibility
- Develop and document TPOs and TPEs as foundation for training assessment
- Import validated observations into JLLIS for issue resolution and integration within the JLLP

d. Phase IV – Assessment. Commanders and agency directors conduct monthly assessments of their JMETL in JTIMS to report the progress of their joint training programs relative to the required levels of proficiency of their organization to perform assigned missions. The primary trainer of an organization uses TPAs to provide an objective assessment of the proficiency of the training audiences against identified training objectives. TPAs are correlated with their associated JMETs, and MTAs are developed to identify the command's training proficiency in performing its assigned missions. MTAs will feed the commander's or director's broader readiness assessment to determine gaps and deficiencies in performing the command or agency JMETL to standard. In addition, assessments should address the adequacy of joint publications and resources used during training and exercises to provide a basis for their improvement prior to subsequent cycles. Commands will review, update (as required), and approve TPAs and MTAs monthly in JTIMS. Approved TPAs and MTAs inform readiness assessments in DRRS. Through analysis of individual and collective training performance of assigned forces, the CCDR will be better able to make recommendations for change across the DOTMLPF-P construct IAW JCIDS processes (reference v).

ASSESSMENT

- Compilation and analysis of evaluations to determine TPAs
- MTA determines overall Command/CSA capability to perform mission
- Basis for future training requirements for subsequent cycles

3. Categories of Training. There are two categories of training: Service and Joint. Interorganizational and multinational training may take place in both categories. There exists commonality across Service training that is leveraged

through Interservice Training Review Organization agreements. This training occurs in functional areas common across the Services or joint tasks across several CCMDs.

a. Service Training. Service Active Component and RC training (including U.S. Special Operations Command (USSOCOM)) is based on joint and Service policy and doctrine. Service training includes basic, technical, operational, and interoperability training to both individuals and units in response to operational requirements identified by the CCDRs to execute their assigned missions.

b. Joint Training. Training, including mission rehearsals of individuals, staffs, and units, using joint doctrine or tactics, techniques, and procedures, to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the CCDRs to execute their assigned or anticipated missions.

4. Joint Training Tiers. Joint training events are the most visible tools of the JTS and are categorized based on their intended training audience within four tiers. These tiers range from U.S. Service core competency training to interorganizational joint training. The categorization of "tiers of training" for exercise programs is not intended to imply an isolated approach to the conduct of joint training. Rather, identifying tiers with associated training efforts provides a means of providing clarification to the various events executed within joint training programs.

a. Tier 1: National- and CCMD-Level Training. Joint training designed o prepare national level organizations and CCDR and staffs at the strategic and operational levels of war to integrate interorganizational partners in highly complex environments. The desired end state in integrating a diverse audience in a joint training environment is to identify core competencies, procedural disconnects, and common ground to achieve U.S. unity of effort.

b. Tier 2: Joint Task Force Training. Joint training designed to assist the Joint Task Force (JTF) Commander in preparing for the conduct of complex military operations at the operational level of conflict. The JTF is normally a part of a larger national or international effort assigned a specified mission or limited objective working in an environment that requires close coordination among a host of diverse agencies and organizations.

c. Tier 3: Functional and Service Component HQ Training. Training for Service Component and other Service Headquarters is designed to ensure the ability of systems, units, or forces to function within an interorganizational

environment. This training is designed to prepare individuals, staffs, and Service units in response to the operational requirements and assigned missions of the CCMDs.

d. Tier 4: Individual Organizational Training. Organizational training is based on unit policy and joint and Service doctrine linked to unit METs. This training focuses on basic, technical, and unit operational training to support JFCs. Service tactical training programs are focused on improving full spectrum proficiency of conventional, space, Cyberspace Operations Forces (COF), and Special Operations Forces (SOF). Joint unit training ensures the readiness of Service and specialized joint units. Joint unit training includes basic combat skills training, as well as individual and collective training and specialized courses.

5. Types of Joint Training. Joint training must be accomplished by effectively matching the training requirements and training audiences with appropriate training methods and modes within available resources. Types of joint training audiences are briefly described below and in detail in reference n.

a. Individual Joint Training. Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems. Individual joint training ensures that individuals know, are proficient in, and have the joint competencies and skills to apply joint doctrine and procedures necessary to function as joint staff members.

b. Collective Joint Training. Training, instruction, and applied exercises that prepare joint staffs or joint staff elements and joint organizational teams to integrate and synchronize capabilities to respond to taskings deemed necessary by CCDRs and subordinate JFCs to execute assigned missions, which may include multinational partners.

6. Individual Joint Training

a. Individual joint training is one of four pillars for joint officer development across the Joint Learning Continuum. Individual joint training can be delivered through a variety of methods, depending on the requirements of the learning organization. These include Web-based portals such as Joint Knowledge Online (JKO) (reference w); military school-houses through institutional learning (IL), DL, or blended learning (BL), which is a combination of IL and DL; commercial training programs; and locally produced and delivered training.

b. Individual joint training, in coordination with joint education, will adopt and institutionalize the six CJCS-approved DLAs in support of joint force leader development. This requires a continuous effort to determine the knowledge, skills, abilities, and behaviors associated with the DLAs. CCDRs may develop additional attributes that are aligned with the CJCS's DLAs and consistent with future operations as envisioned in the Capstone Concept for Joint Operations: Joint Force 2030 (reference x). The CJCS's DLAs shall be incorporated into training and education curricula/programs.

c. Joint Course Certification. The Joint Qualification System (JQS) ensures a systematic, progressive, career-long development of officers in joint matters (reference y). The JQS process is based on the accrual of joint qualification points from joint experience, joint education, and joint discretionary points. JQS discretionary points may be earned from joint exercises, joint training, and other education that contribute to an officer's expertise in joint matters. Discretionary points may be accrued by completing joint certified individual training courses. Individual courses that are not accredited as JPME by the Process for Accreditation of Joint Education program per reference z may be eligible for joint certification and joint qualified officer points. The joint course certification criteria are listed in reference j.

d. Joint Functional Training. Functional area training requirements and training support are managed by the Joint Staff OPR or designated lead organization. The Joint Staff J-7 joint course certification process will be the primary method to certify joint functional training products. Functional OPRs are authorized to certify their own joint functional training products if they adhere to the certification criterion specified in this policy (paragraph 6.c. above). Functional OPRs who desire to manage joint functional training product certification will coordinate with Joint Staff J-7 Deputy Director Joint Training to establish a functional certification process.

7. Collective Joint Training

a. Collective joint training builds on the foundation of individual joint training. It centers on strategic and operational joint tasks defined by strategic and operational timeframes, planning, decision making, and command and control. Joint tasks requiring collective joint training to generate and sustain required capabilities are derived from CCMD missions and joint doctrine and critically focused by identification of JMETLs, command-linked, subordinate unit, and staff tasks. Collective joint training in these critical tasks is often accomplished in preparation for a larger event having multiple objectives.

b. Exercises. The CCMDs, Services, RCs, NGB, and the Joint Staff conduct exercises to train a variety of audiences—the CJCS and staff, the CCDR and staff, a Joint Force Headquarters, or tactical units. Ancillary benefits of exercises can include mission and plan rehearsal, theater engagement activities, capability development, concept experimentation and analysis, lessons learned evaluation, doctrine validation, interagency integration, and effects on the operational environment. Significant military exercises receive added attention for their scale, resource commitment, operational effects, and potential political impact.

(1) National Exercise Program. The NEP is a top-down driven exercise framework under the leadership of the White House that is the basis for coordination of federal exercises across all departments and agencies of the federal government. Under the NEP, specific functional areas must be exercised with regularity as agreed by all departments and agencies. The NEP consists of continuity operations, National Planning Scenarios, and interagency coordination. DoD participation in the NEP is explained at reference aa.

(2) Chairman's Exercise Program. The CEP is designed to improve capability and the readiness of U.S. Forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The CEP is intended to improve overall U.S. Government readiness by maximizing the benefit of multi-agency participation in NEP, joint, and Service exercises. The CEP is a means for the CJCS, through the JS, to coordinate interagency and CCMD participation in strategic, national-level joint exercises. CEP events are listed in JTIMS. Another part of the CEP is the Globally Integrated Exercise (GIE). GIE rehearses multiple CCMDs, OSD, the JS, and appropriate CSAs in globally integrated operations against strategic challenges. The GIE prepares the Joint Force as a whole to address global risk and arrange cohesive actions in time, space, and purpose as an integrated force, against transregional, all-domain, multifunctional challenges, to provide a full range of flexible and responsive options to senior decision-makers. The GIE supports examination of global strategic problems and validation of plans. The GIE leverages existing exercises and training events, including joint training activities associated with the CEP and the CCMD's JEP.

(3) Joint Exercise Program. The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their CCMD campaign plan engagement activities. CCDR designated JEP events train to both the command JMETL, as well as support theater and/or global security cooperation requirements as directed in CCMD or Global Campaign Plans. CCDR-designated JEP events include CCMD, Service,

Component, joint, and multinational training events. Joint National Training Capability (JNTC)-accredited Service and USSOCOM training program events are included within the JEP. All JEP designated events must be listed in JTIMS and may be nominated for CE2T2 funding. CCDR's and Services must annually update in JTIMS the events within the JEP that are CE2T2 funded.

8. Joint Training Information Management System. JTIMS is the CJCS's single authoritative Web-based system of record designed to support execution of the JTS and all DoD Components shall use JTIMS to support joint training. JTIMS is designed to assist CCDRs, their subordinate unified commands, the Service Components, CSAs, and other joint organizations in managing their joint training programs. The system provides a set of integrated information management capabilities to identify, collect, analyze, store, and disseminate the data required to execute the four phases of the JTS. The JTIMS application supports coordination and efficient use of resources to determine requirements, plan, execute, and assess capability-based training. JTIMS will be used to request, assign, and track participants that support joint training events. JTIMS resides on the classified Secure Internet Protocol Router Network (SIPRNET) and the unclassified Non-secure Internet Protocol Router Network (NIPRNET) (reference ab).

9. Joint Electronic Library Plus. JEL+ is the joint doctrine, education, and training community Web portal. It is divided into several portals featuring a variety of primary materials. JEL+ is a searchable joint doctrine database encompassing all unlimited distribution joint publications, the DoD dictionary, and links from doctrine to related UJTL tasks. Joint education, joint training, and joint lessons learned sections provide access to current policy and guidance, research materials, and additional resources that joint training stakeholders may find useful. The JEL+ resides on the classified SIPRNET and the unclassified NIPRNET. Links are at reference f.

10. Joint Lessons Learned Program and Joint Lessons Learned Information System. The JLLP enhances joint force preparedness, performance, and capabilities by contributing to improvements in DOTMLPF-P and readiness. The JLLP is managed IAW references ac and u.

a. JLLIS is the DoD lessons learned system of record and enables the collection, management, resolution, and dissemination of lessons learned data. JLLIS resides on the unclassified NIPRNET, classified SIPRNET, SIPRNET FVEYs, and JWICS (reference ad).

b. The JLLP, enabled by JLLIS, supports joint training program decision making throughout the application of the JTS cycle of processes. Command

JLLPs and joint training programs are companion pieces in joint capability development and sustainment. Following a deliberate after-action review process, validated observations generated in JTIMS during joint training events (from training observations in JTS Phase III) will be imported into JLLIS. Once identified and resolved, relevant lessons should subsequently influence/inform decisions during the application of JTS Phase I, II, and III processes concerning the analysis, planning, development, resource allocation, generation, and execution of required training.

11. Joint Knowledge Online. JKO is the Joint Staff J-7 Program of Record for individual and staff training and education delivery. JKO is the DoD DL platform providing persistent, global access to web-based training and education capability, tools and content. The JKO architecture is a government-owned system that reduces training delivery costs and enhances sharing of digital content through a standards-based, non-proprietary toolkit that includes access on military classified (SIPRNET) and unclassified (NIPRNET) networks to the JKO Learning Content Management System, JKO Course Builder, JKO Report Builder, the Small Group Scenario Trainer, and the JKO Mobile Application on both Android and Apple platforms (reference w).

12. Defense Readiness Reporting System-Strategic. DRRS-S is the authoritative, web-based system that provides a mission-focused, capabilities-based, common framework to report readiness to the SecDef, Joint Chiefs of Staff, CCDRs, Services, NGB, CSAs, and other key DoD users. This data-driven collaborative environment allows DoD users to evaluate, in near real-time, the readiness and capability of U.S. Armed Forces to carry out assigned and potential tasks and missions. DRRS-S uses the METL construct with appropriate conditions and standards to evaluate readiness. The DRRS-S and JTIMS exchange data which allows METLs developed in DRRS-S to populate JTIMS, and TPAs approved in JTIMS to be available for readiness evaluation in DRRS-S. The DRRS-S resides on the classified SIPRNET (reference ae).

ENCLOSURE C

CHAIRMAN'S JOINT TRAINING POLICY

1. Chairman's Joint Training Policy. The joint training policy for the U.S. Armed Forces provides direction and guidance for joint forces to prepare for military operations using joint training processes and programs that:

a. Are based on individual and collective joint training requirements driven in large part by JMETs.

b. Provide adequate realism and fidelity.

c. Employ the JTS.

d. Incorporate joint training as a pillar of the joint learning continuum.

2. Chairman's Tenets of Joint Training. JFCs must integrate and synchronize the actions of their assigned forces to conduct globally integrated operations against priority challenges, and achieve strategic and operational objectives that require interface with multinational partners. Success depends on well-integrated command headquarters, supporting organizations, and forces that operate as a team. The following tenets of joint training are intended to guide commanders and agency directors in developing their JTPs:

a. Joint Doctrine. Effective joint training must be based on approved joint doctrine. Joint doctrine establishes the fundamentals of joint operations and provides guidance on how best to employ national military power to achieve strategic ends. Joint doctrinal publications describe standard procedures and establish uniform operational methods based on a common terminology (reference af). This baseline assists commanders in developing standards for joint training, exercises, and operations. When necessary to introduce new or experimental concepts into joint training events, CCMDs will use care to ensure that exercise participants understand that doctrinal deviations are for concept development purposes and may not change future doctrine and procedures.

b. Primary Trainers. Commanders and directors at all echelons are the primary trainers and are responsible for preparing their command to accomplish assigned missions. Commanders validate mission capability requirements and determine joint training requirements. Commanders implement the processes of the JTS, supported by JTIMS, to plan, develop,

execute effective joint training events, and evaluate joint training audience performance.

c. Mission Focus. Commanders and directors will ensure their joint training programs are focused on supported CCMD missions and their training requirements are derived from their assessment of current capability against the mission capability requirements established in each organization's JMETL. The UJTL provides the library of mission tasks for CCMDs, Services, RCs, NGB, CSAs, and the Joint Staff to select METs and communicate capability requirements. A successful training program is achieved when commanders and directors at every level consciously focus their training on mission requirements and evaluated against their selected METs. All personnel and components shall train to their METs with established conditions and standards that provide the CCDR visibility of the readiness and capability to effectively execute their mission responsibilities.

d. Realistic Training. Train the way we fight. Joint training must be based on relevant conditions and realistic standards. Conditions are those variables in an operational environment or situation in which a unit, system, or individual is expected to operate which may affect task performance. Conditions are organized into three broad categories—physical, military, and civil—and are derived from the JFC's assessment of mission-related political, military, economic, social, informational, and infrastructure factors. Standards are established as the minimum acceptable level of performance required in the execution of a particular task under a specified set of conditions. For joint forces' METs, each standard is defined by the JFC and consists of a measure and criterion.

e. Centralize Planning and 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 and modes must mirror operational techniques. The intent is to apply available resources with enough flexibility to optimize training efficiency. This process requires an analysis of who needs training and the current level of training proficiency, the task(s) to be performed and the relevant conditions under which the task(s) are expected to be performed, then selecting the most effective method to accomplish the objective(s). Decentralization promotes bottom-up communications, especially concerning mission-related strengths and weaknesses.

f. Assessments. Link training assessments to the readiness assessment. Ultimately, the purpose of joint training is to improve capability and joint

readiness to perform operational missions. Commanders and their staffs use joint training assessment data in the form of TPAs and MTAs to support readiness assessments in DRRS. Once TPAs are approved in JTIMS, TPAs migrate to DRRS and are made available in the DRRS mission assessment function, so TPAs are synchronized and linked to readiness assessments.

3. Chairman's Guidance. The Chairman's Guidance will address issues considered by the CJCS to be significant to the joint training enterprise and requiring action by the CCMDs, Services, NGB, and CSAs. The Joint Staff J-7 is responsible for producing the Guidance (reference af).

4. Combatant Commander Training Guidance. CCDR annual training guidance is intended to provide goals, priorities, and responsibilities for the development, execution, and assessment of joint training programs. CCDRs should consider their assessment of mission requirements, mission capability shortfalls, campaign plan objectives, and the Chairman's Guidance in the development of their guidance. Commanders will provide their training guidance to staff, assigned forces, and force providers annually as TAB A in their JTP, which is published in JTIMS IAW the annual joint training milestones in paragraph 8 of this enclosure. Alternatively, organizations may develop their JTP during their annual campaign plan development. In this case, their milestones will follow their campaign plan schedule, and the training guidance will be an integral portion of the campaign plan and will be included as an attachment in JTIMS, normally as the TAB A, Commander's Training Guidance.

5. Use of Joint Training Information Management System. JTIMS is the designated (required) means to:

a. Document and manage joint training programs.

b. Schedule and manage training events.

c. Designate all CEP and JEP events.

d. Designate the events within the JEP that will be CE2T2 funded.

e. Designate all Joint Staff J-7 supported events.

f. Request and monitor force request fulfillment (personnel and equipment) in support of joint training and exercise events per reference ag.

g. Estimate and approve Joint Exercise Transportation Program funding using the Stratlift module.

h. Publish JTPs.

i. Develop and manage TOs.

j. Collect TPOs for each training objective during event execution.

k. Review, update (as required), and approve TPAs, TPEs, and MTAs.

6. Joint Training Programmatic and Capability Requirements. Joint Staff J-7 has management responsibility for several funded programs that support joint training and exercise programs.

a. Through CE2T2 processes, the Joint Staff J-7 collects, coordinates, and integrates joint training capability requirements across the joint training community to facilitate the identification, refinement, validation, prioritization, and resourcing of these training requirements. Funds from the CE2T2 defense-wide account may be allocated to mitigate existing training capability gaps and shortfalls or satisfy new mission area joint training requirements. The joint training community stakeholders participate in collaborative forums to develop and validate CE2T2 program priorities.

b. Other non-CE2T2 training and exercise funding includes Exercise-Related Construction (ERC) for unspecified minor construction outside the United States in support of in-progress or planned exercises. ERC is centrally managed by the Joint Staff Directorate for Logistics (J-4) and details are found in reference ah. A detailed explanation of training and exercise programmatics and resources is found in reference n.

7. Out-of-Cycle Training Support Requests. The Joint Staff J-7 Director is the approval authority for out-of-cycle support requests for J-7 provided exercise support resources. Requests should be for emergent requirements within the year of execution vice scheduled events outside of programmed Joint Staff J-7 support. Service requests, CCMD requests, and endorsements of Service Component requests should be submitted as a memorandum from a CCMD General Officer/Flag Officer (GO/FO) or Senior Executive Service Training Director to the Joint Staff J-7 Director. The memorandum will provide a detailed justification of the need focused on how the requested support affects CCMD joint readiness. The memorandum will also provide detailed cost estimates and support requirements. Supportability of the out-of-cycle request will be assessed based on resource availability compared with the established

enterprise program of work. As appropriate, trade-offs with programmed requirements may be considered in determining supportability. Detailed guidance and memorandum format can be found in reference n.

8. Joint Training Milestones (See Table 1)

a. An annual Joint Training Synchronization Conference (JTSC) normally occurs in the fourth quarter and addresses CCMD, Service, and CSA joint training issues.

b. An annual Integration and Exercise Workshop normally occurs in the second quarter and addresses:

(1) Civilian partner needs and interests and DoD-wide training and exercise opportunities.

(2) Collaboration with the intent to identify and agree upon participation in each other's major preparedness activities.

(3) Exercise scheduling and deconfliction.

c. No later than 15 March, or annually in consonance with their CCMD campaign plan development schedule, geographic CCDRs will publish JTPs via JTIMS for functional CCDR, Service Component Command, CSA, and other joint organization review.

d. No later than 31 March, NGB will publish its JTP in JTIMS.

e. No later than 15 May, or annually in consonance with their CCMD campaign plan development schedule, USCYBERCOM, USSOCOM, U.S. Strategic Command, and U.S. Transportation Command will publish JTPs via JTIMS for geographic CCDR, Service Component Command, CSA, and other joint organization review.

f. No later than 15 July, or annually in consonance with their CSA campaign support plan development schedule, CSAs will coordinate and publish JTPs, including METs, via JTIMS for geographic and functional CCDR, Service Component Command, and other joint organization review.

g. Monthly Joint Training Assessments. All joint organizations with a JMETL will review, update (as required), and approve (as required) TPAs and MTAs in JTIMS on a monthly basis.

Date	Office	Subject
January - February	Joint Staff, CCMDs, Services	Integration and Exercise Workshop
15 March	Geographic CCMDs	Publish JTPs in JTIMS
31 March	National Guard Bureau	Publish JTP in JTIMS
March - April	CCMDs	Update event summaries in JTIMS
15 May	Functional CCMDs	Publish JTPs in JTIMS
15 July	CSAs	Publish JTPs in JTIMS
August - September	Joint Staff	Conduct JTSC

Table 1. Key Joint Training Milestones

ENCLOSURE D

JOINT TRAINING RESPONSIBILITIES

1. Office of the Secretary of Defense. The Under Secretary of Defense for Personnel and Readiness develops and ensures oversight and sufficiency of DoD policies, programs, and resources (including the cost-effective application of training systems and technologies) to ensure the readiness of U.S. Forces for peacetime contingencies, crises, and warfighting (reference c).

2. Chairman of the Joint Chiefs of Staff. The CJCS:

a. Provides advice to the President and the SecDef regarding the joint training of the U.S. Armed Forces to accomplish strategic and contingency planning and preparedness to conform to policy guidance from the President and the SecDef (title 10, U.S. Code, section 153).

b. Advises the Secretary of Defense on the joint training priorities identified by the CCDRs (title 10, U.S. Code, section 153(a)(4)(A)).

c. Formulates policies and technical standards, and executes actions for joint training of the U.S. Armed Forces relating to joint force development matters (title 10, U.S. Code, section 153(a)(6)(B)).

d. Provides advice, plans, and policies for the participation of CSAs in joint training events and exercises, assessing their performance to established standards to determine readiness, and identifying resource shortfalls across the DOTMLPF-P construct (title 10, U.S. Code, section 193(b)).

e. Designates Joint Staff J-7 as the Joint Staff focal point to monitor and coordinate joint training policy, issues, and concerns of CCMDs, Services, NGB, CSAs, and OSD. Other joint staff directorates, in collaboration with Joint Staff J-7 and in coordination with the CCMDs and CSAs, retain responsibility for assessing and recommending improvements to joint training and readiness assessment activities conducted within their functional areas (reference p).

3. Joint Staff. Assisting the CJCS, the JS:

a. Formulates policies for the joint training of U.S. Armed Forces (J-7).

b. Formulates policies for coordinating the military education and training of members of the U.S. Armed Forces (J-7).

c. Supports CCMD, Service, NGB, and CSA implementation of the CJCS's joint training policy and guidance and the execution of their joint training programs (J-7).

d. Reviews, analyzes, and makes recommendations on DOTMLPF-P change recommendations related to joint training, leadership and education (J-7).

e. Manages JNTC accreditation process for Service and Service Component training organizations/programs and certification process for Service and Service Component training sites to support those organizations and/or programs (J-7).

f. Synchronizes and coordinates NEP participation through the CEP and JEP, and serves as the CJCS's representative in NEP planning forums (J-7).

g. Manages and coordinates the Significant Military Exercise Brief (SMEB) process (J-7).

h. Conducts and supports joint training of forces that may operate as part of joint or combined task forces in support of CJCS or CCDR requirements (J-7).

i. Serves as a joint training representative on the CSA Review Team to assess the construct of the JMETL as it reflects the CSA's assigned combat support mission, proper articulation of the conditions and standards of those missions, and proper integration with the JMETLs of the CCMDs (J-7).

j. Monitors DoD exercises for compliance with training and assessment activities required to implement approved joint concepts (J-7).

k. Develops specific procedures for the initiation, development, approval, and maintenance of UJTL tasks (J-7).

l. Manages UJTL task development and maintenance and coordinates the overall process IAW references ai and aj (J-7).

m. Provides guidance, standardization, and certification of joint courses that contribute to an officer's expertise in joint matters IAW references y and ak (J-7).

n. Maintains the inventory of joint certified courses hosted on JKO (J-7).

o. Publishes a list of joint exercises and joint certified courses that have direct relevance to the definition of joint matters for discretionary points under the JQS (J-7).

p. Ensures JKO supports delivery of distributed joint training capability. Synchronizes JKO development and delivery of relevant, tailored, and measurable distributed training products, including BL training support, with joint training stakeholders (J-7).

q. Establishes and publishes procedures and processes for inter-organizational coordination of training and exercises involving DoD and interorganizational partners (J-7).

r. Acts as the DoD Interagency Coordinator for training and exercises in support of interorganizational stakeholder requirements (J-7).

s. Chairs a quarterly DoD-wide Interagency Working Group coordinating multi-agency participation in training and exercises (J-7).

t. Coordinates development and delivery of the JTIMS, JEL+, Universal Joint Task List Task Development Tool (reference al), and JLLIS programs and software (J-7).

u. Develops and maintains a distributed, closed network to support training and testing of information related capabilities in and through cyberspace (J-7).

v. Develops and implements a Joint Training Technical Interoperability Framework to identify, document, and govern common standards and enterprise technical approaches for the organization, development, management, and integration of new joint training capabilities (J-7).

w. Provides advice, plans, and policies for the participation of the CCMDs and CSAs in joint training events and exercises; reviews their JTPs with CCDRs and agency directors; and makes recommendations to improve training (J-7) (reference m).

x. Establishes policy guidance for the JTS and mandates JTIMS for use by DoD Components supporting CCMD missions (J-7) (reference m).

y. Provides advice, plans, and policies for joint education and annual training, exercises, and concept development to assist the U.S. Armed Forces to plan, conduct, and sustain campaigns involving Irregular Warfare (IW)-related

activities and operations. Maintain universal joint tasks for METs that support IW-related activities and operations (J-7) (reference am).

z. Serves as the lead DoD point of contact to the NEP and coordinating NEP exercise participation (J-7) (reference aa).

aa. Addresses joint training program and support deficiencies and trends (J-7) (reference m).

bb. Serves as the DoD Training Coordinator for the design and conduct of the CEP and GIE to prepare the Joint Force for globally integrated operations. (J-7) (reference m).

cc. Executes authority for CE2T2 programming, planning, budgeting, and execution resource actions (J-7) (reference r).

dd. Monitors joint and combined exercise and planning processes for integration of DoD irregular threats and IW capabilities and activity requirements, and as requested, assists CCMDs in developing, managing, and planning IW scenarios (J-3, J-7).

ee. Monitors experimentation and evolving capability development and lessons learned to support timely integration into joint training events (J-6, J-7).

ff. Maintains systems to describe and validate joint training capability requirements (J-7, J-8) (reference m).

gg. Advocates joint training programs, identifying issues and trends, and addressing joint training support capabilities and deficiencies. The Joint Staff will coordinate, validate, and track the joint training support requirements of the CCDRs IAW references m and v (J-7, J-8).

hh. Coordinates resolution of intelligence-related joint training issues. Ensures intelligence plans inform the design of and intelligence operations are fully integrated into the NEP and CEP training events. Coordinates DoD intelligence community support to select JEP events (J-2, J-7).

ii. Coordinates resolution of joint training issues related to readiness (J-3, J-7).

jj. Coordinates resolution of joint training issues related to OIE (J-3, J-5, J-7).

kk. Coordinates resolution of joint training issues related to cyberspace operations including compliance with USCYBERCOM joint cyberspace training and certification standards, the integration of Cyberspace Command and Control (C2) Framework into joint exercises and prioritizes DoD Cyber Red Team support for joint exercises in coordination with CCDRs, Director National Security Agency, the Services, and Director, Operational Test and Evaluation as appropriate (J-3, J-7).

ll. Coordinates resolution of joint training issues related to operations in and through space including compliance with USSPACECOM joint space operations forces space training and certification standards, the integration of space C2 framework into joint exercises in coordination with CCDRs, the Services, USSPACECOM, and CSAs as appropriate (J-3, J7).

mm. Coordinates and oversees communications system education, to include mission partner environment and federated mission networking, and training and related advanced DL initiatives at joint schools (J-6, J-7).

nn. Coordinates exercise support requests in JTIMS for the participation of forces in joint training events in support of CCDR requirements (J-3).

oo. Coordinates joint training issues related to antiterrorism/force protection, and C2 (J-3).

pp. Coordinates the development of joint and multinational logistic-related training requirements within joint training activities (J-4).

qq. Monitors compliance with functional training and assessment requirements in CEP events (J-staff as appropriate).

4. Combatant Commands. Unless otherwise directed by the President or SecDef, CCDRs conduct the joint training of assigned forces and:

a. Give necessary authoritative direction for all aspects of joint training to subordinate commands and forces to carry out missions assigned to the command (reference c).

b. Validate through commanders and managers that their personnel and organizations have received adequate training and are otherwise qualified to perform their METs to established DoD or Service-specific proficiency standards. If a commander responsible for such certification is reassigned before a unit's deployment, the new commander must re-certify the previous

commander's pre-deployment certification. The basis for such a re-certification is a determination that the previous certification was accurate, and the pre-deployment training was accomplished in a satisfactory manner (reference m).

c. Approve plans for U.S. forces to train with friendly foreign nation militaries and in specific circumstances pay incremental expenses for the foreign nations, IAW title 10, U.S. Code, section 321 (references c and an).

d. Provide TRO of assigned RC forces (reference o).

e. Execute, as appropriate, NG and SPP activities (exercises, engagements, and exchanges) in support of campaign plan objectives.

f. Review, validate, and approve NG SPP supporting METs to remain consistent with security cooperation objectives.

g. Approve all training and exercise-related SPP activities.

h. Coordinate and approve, as appropriate and available, assigned forces for training in support of other CCDRs' requirements.

i. Ensure the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff (reference o).

j. Ensure that all exercises are reviewed to determine SMEB reporting requirements. Ensure that reportable event SMEB data is completed in JTIMS and submitted to Joint Staff J-7 no later than 50 days prior to the established critical cancellation date (references ao and ap).

k. Ensure that, whenever undertaking exercises or other activities with the military forces of nations of another CCDR's area of responsibility (AOR), those exercises and activities and their attendant command relationships and funding will be mutually agreed on between the CCDRs. When this situation occurs in or bordering a politically sensitive area (PSA) and/or with a politically sensitive participant, this agreement must be documented in the SMEB, with points of contact for each CCMD. In non-PSA exercises or other activities, official correspondence will be used to confirm coordination.

l. Coordinate military training off federal real property IAW the requirements specified in reference aq.

m. Integrate lessons learned into the planning and update of all plans and future exercises.

n. Incorporate IW-related concepts into military training, exercises, and planning, and maintain METs that support IW-related activities and operations (reference am).

o. Establish and conduct integrated operations training (reference m).

p. Incorporate functional training requirements (information operations, cyber, space, operational contract support, etc.) into individual and collective training as necessary to meet mission readiness requirements and as directed in DoD and CJCS guidance.

q. Incorporate available JKO and BL (or equivalent) resources into ongoing individual and staff training and exercise events. As feasible, use these materials to prepare training audiences for participation in collective training exercises. Ensure sponsored content on JKO is current.

r. Annually develop, update, publish, and execute command JTPs and joint training programs for their staffs and the forces assigned to their command.

(1) Geographic CCMDs publish JTPs (Tabs A-H) in JTIMS by 15 March or in consonance with their CCMD campaign plan development schedule.

(2) Functional CCMDs publish JTPs (Tabs A-H) in JTIMS by 15 May or in consonance with their CCMD campaign plan development schedule.

s. Submit out-of-cycle support requests for Joint Staff J-7-provided training and exercise support that is necessary to meet emerging readiness requirements IAW the process described in reference n.

t. Request the exercise participation of forces or SMEs (individuals) when unable to source from internally assigned forces or individuals (references ag and ar).

(1) Standard exercise force requests will be submitted via JTIMS Forces/Participants tab(s) one-to-three years in advance of event execution to allow Joint Force Coordinator/joint force provider opportunity to reconcile requests for support with other training and fiscal requirements.

(2) Emergent joint exercise force requests (i.e. those developed within one year of event execution) must be submitted in JTIMS in conjunction with a Feasibility of Support message to the appropriate force provider. Messages sent for emergent exercise requests will address the situation, specific

description of force required, priority (if multiple requirements), and risks of not sourcing. Emergent joint exercise force requests submitted within six months of execution must also include a GO/FO Letter of Lateness.

u. In coordination with Joint Staff J-7, synchronize via JTIMS the integration of joint Force Development products and concepts into training events to maximize joint force development and design initiatives.

v. Manage respective CCMD participation in applicable NEP, CEP, and JEP events and fully support the design and execution of the CJCS's GIE program.

w. Participate in NEP events as designated by Assistant Secretary of Defense for Homeland Defense and Global Security (ASD(HD&GS)) or the CJCS.

x. Establish and conduct a deliberate observation validation process to capture key overarching and cross-cutting observations and lessons no later than event ENDEX plus 45 days; export validated observations captured in JTIMS into JLLIS and other observations collected during hot-washes and FAARs.

y. Review and assess Commander's Summary Reports and other similar after-action reports to determine and capture issues, gaps, deficiencies, lessons, and best practices to support improvement in the planning and execution of joint training events.

z. Review, update (as required), and approve TPAs and MTAs in JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.

aa. Take advantage of training, exercises, and real-world operations to assess approved joint publications and report gaps or inadequacies in joint doctrine to Joint Staff J-7.

ab. Develop a coordinated approach that prioritizes the insertion of concepts, experimentation, and new capabilities into CCMD exercises.

ac. Designate three personnel ("primary + 2") to represent the CCDR on the CE2 Stakeholder Leadership Team.

ad. Nominate applicable training courses for inclusion in JKO and assist Joint Staff J-7 in joint course development for courses in which the CCMD has subject matter expertise.

ae. Ensure assigned COF units and personnel meet the USCYBERCOM cyberspace training and certification standards.

5. U.S. Cyber Command. In addition to the CCMD responsibilities listed above in paragraph 4, USCYBERCOM:

a. Conducts and supports joint training exercises.

b. Assists other CCMDs and Services to constitute, employ, and routinely integrate forces with cyber expertise into the planning and execution of joint training events.

c. Assists the CCMDs, Services, and CSAs to incorporate realistic cyberspace conditions and training objectives, to include robust red team operations, into exercises in order to develop and refine capabilities and TTPs to sustain combat and other essential operations in a denied, degraded, or manipulated cyberspace environment, and to execute continuity of operations plans.

d. In coordination with Joint Staff J-7, and IAW established procedures and processes for interorganizational coordination of training and exercises involving interorganizational partners, coordinate with and integrate civilian partners into training events and exercises as appropriate to enhance Defensive Cyberspace Operations capabilities.

e. Establishes and maintains training and certification standards for all joint COF.

f. Monitors the preparedness of COF assigned to CCMDs other than USCYBERCOM to conduct their assigned mission.

g. Conducts specialized courses of instruction for officers and enlisted personnel.

6. U.S. Space Command. In addition to the CCMD responsibilities listed above in paragraph 4, USSPACECOM:

a. Conducts and supports space related joint training and exercises.

b. Assists the CCMDs and Services to constitute, employ, and routinely integrate Space Mission Forces and into the planning and execution of joint training events.

c. Assists the CCMDs, Services, and CSAs to incorporate realistic space conditions and training objectives into exercises in order to develop capabilities and TTPs to sustain combat and other essential operations in a contested, degraded, or operationally limited space environment.

d. In coordination with Joint Staff J-7, and IAW established procedures and processes for interorganizational coordination of training and exercises involving DoD and civilian partners, coordinate with and integrate interorganizational partners into training events and exercises as appropriate.

e. Establishes and maintains training and certification standards for all subordinate space operations forces.

f. Monitors the preparedness to carry out assigned missions of space forces assigned to unified combatant commands other than USSPACECOM.

g. Conducts specialized courses of instruction for officers and enlisted personnel

7. U.S. Special Operations Command. In addition to the CCMD responsibilities listed above in paragraph 4, USSOCOM:

a. Conducts specialized courses of instruction for officers and enlisted personnel.

b. Monitors the preparedness of SOF assigned to other CCMDs to conduct their assigned mission.

c. Develops common special operations joint tasks, conditions, and standards.

d. Trains commanders, staffs, and individuals to those common tasks, under common conditions, and to specific coordinated standards.

e. In coordination with assigned Service Components, develops joint training programs that prepare joint capable SOF and staffs to meet CCMD identified key capability requirements.

f. Nominates, in coordination with Service Component Commands and CCMD joint training priorities, training programs and supporting sites with associated joint tasks to Joint Staff J-7 for JNTC accreditation and certification.

g. Nominates applicable training courses for inclusion in JKO and assists Joint Staff J-7 in joint course development for courses in which USSOCOM has subject matter expertise.

8. Joint Force Providers. CCDRs serving as joint force providers and the Services are responsible to extract exercise/training force (to include subject matter expert (individual)) requirements/requests from JTIMS, determine sourcing viability, and provide a response back to requesting organizations, using JTIMS, when the event is scheduled to take place one to three years in advance of the date the request is submitted. The force request requirements in JTIMS are captured by the Joint Capabilities Requirements Manager tool to account for exercise force or capability requirements as part of the total force request demand on the available force pool (references ag and ar).

9. Services. Subject to the authority, direction, and control of the SecDef and to the provisions of title 10, U.S. Code, the Secretaries of the Military Departments:

a. Before deploying forces for an exercise, ensure they are trained and ready to meet exercise objectives and prepared to train in the specified exercise design using joint doctrine. Services will prepare deploying forces to meet the theater entry requirements of the supported JFC.

b. Validate through commanders and managers that their personnel and organizations have received adequate training and are otherwise qualified to perform their METs to established DoD or Service-specific proficiency standards. If a commander responsible for such certification is reassigned before a unit's deployment, the new commander must re-certify the previous commander's pre-deployment certification. The basis for such a re-certification is a determination that the previous certification was accurate, and the pre-deployment training was accomplished in a satisfactory manner (reference m).

c. Coordinate and approve, as appropriate and available, active and reserve forces for training in support of CCDRs' requirements.

d. Designate an OPR for joint training.

e. Coordinate military training off federal real property IAW the requirements specified in reference aq.

f. Nominate, in coordination with Service Component Commands and CCMD joint training priorities, training programs and supporting sites to Joint Staff

J-7 for JNTC accreditation and certification.

g. Integrate Guard and Reserve force capability requirements into CCDR, Service, and CSA JTPs.

h. Participate in NEP exercises as assigned by ASD(HD&GS) or the CJCS.

i. Support joint and integrated operations training to the maximum extent possible (reference m).

j. Designate primary members of the CE2 Stakeholder Leadership Team and JNTC Corporate Board.

k. Nominate applicable training courses for inclusion in JKO. Assist Joint Staff
J-7 in joint course development for courses in which the Service has subject matter expertise.

l. Ensure assigned COF units and personnel meet the USCYBERCOM cyberspace training and certification standards.

m. Take advantage of training, exercises and real-world operations to assess future concepts.

n. Develop a coordinated approach that prioritizes the insertion of concepts, experimentation, and new capabilities into Service exercises.

10. Combat Support Agencies. The CSAs:

a. Collaborate with the supported CCMDs to inform their CSA JMETL development and reviews.

b. Conduct mission analysis of JSCP-tasked plans and identify mission tasks and METs. Link development of JMETs and supporting tasks to supported command operational and supporting mission plans, and Presidential and/or SecDef directives.

c. Integrate CSA training events and programs with respective CCMD joint training programs to the maximum extent possible, to focus agency preparation and support for CCMD missions.

d. Develop JTPs that prepare agency personnel to support CCMD missions and readiness.

e. Assess CSA joint training events that support CCMD missions.

f. Designate an OPR for joint training.

g. Fully implement the four phases of the JTS.

h. Annually review and publish JMETL by 30 December.

i. Annually publish JTPs in JTIMS by 15 July or in consonance with their CSA campaign support plan development schedule.

j. Review supported CCMD JTP Tab B for identified CSA tasks deemed necessary by the CCDRs to complete assigned missions.

k. Participate in NEP exercises when directed by ASD(HD&GS) or the CJCS.

l. Participate in joint and integrated training events to the maximum extent possible.

m. Coordinate military training off federal real property IAW the requirements specified in reference aq.

n. Nominate applicable training courses for inclusion in JKO and assist Joint Staff J-7 in joint course development for courses in which the CSA has subject matter expertise.

o. Ensure assigned COF units and personnel meet the USCYBERCOM cyberspace training and certification standards.

11. National Guard Bureau. As a joint activity of the DoD, the NGB:

a. Ensures the Army and Air National Guard units and personnel are trained by the states IAW this instruction to provide forces, units, and personnel trained to support joint operations.

b. Establishes policies for the joint training of the NG consistent with the CJCS's joint training policies.

c. Serves as the channel of communications on all joint training matters pertaining to the NG, the Army National Guard of the United States, and the Air National Guard of the United States between (1) the Departments of the

Army and the Air Force; and (2) the 50 States, Puerto Rico, the U.S. Virgin Islands, Guam, and the District of Columbia.

d. Facilitates the preparation of training plans for NG personnel and units to support both individual State and CCMD capability requirements as outlined in JSCP and campaign support plans.

e. Develops and directs the funding and resources committed to support joint training and recommends changes to these levels when necessary to support CCDRs' requirements.

f. Annually publishes the NGB Joint Staff JTP in JTIMS by 31 March.

g. Nominates, through the Military Departments, training programs and supporting sites to Joint Staff J-7 for JNTC accreditation and certification.

h. Nominates applicable training courses for inclusion in JKO and assists Joint Staff J-7 in joint course development for courses in which the NGB has subject matter expertise.

i. Reviews TPAs and MTAs of units with joint Unit Identification Codes in JTIMS on a monthly basis to align with the DRRS monthly assessment review/update.

j. Participates in NEP exercises when directed by ASD(HD&GS) or the CJCS.

k. Participates in joint and integrated training events to the maximum extent possible.

l. Provides policy guidance, training, and support for the use of the JTS and JTIMS to NG users (including NG staff and NG Joint Force Headquarters (JFHQ)-States) to support joint training and exercises, security cooperation, and support of civil authorities operations.

m. Promulgates NG procedures for interagency coordination during support of civil authorities training and exercises involving DoD and non-DoD agencies and departments.

n. Reviews, analyzes, and makes recommendations on DOTMLPF-P change recommendations related to joint training of NG individuals or forces.

o. Coordinates and tracks the joint training capability requirements of the NG JFHQ-States and subordinate joint force entities with Joint Identification Codes (references s and as).

p. Supports whole-of-government preparations for domestic integrated operations by acting as the NGB Interagency Training Coordinator to include the coordination of integrated operations training in support of domestic requirements and the requirements of local, nongovernmental, and non-DoD stakeholders.

q. Provides recommendations to the CJCS and advocates for NG unique homeland defense and DSCA training to ensure that NG forces can support capabilities required by the DoD Strategy for Homeland Defense and Civil Support, the Homeland Defense and Civil Support Joint Operational Capability, and the U.S. Government's Security Sector Assistance Implementation Strategy, and U.S. Northern Command Homeland Defense and DSCA missions.

r. Coordinates military training off federal real property IAW the requirements specified in reference aq.

s. Ensure assigned COF units and personnel meet the USCYBERCOM cyberspace training and certification standards.

12. Joint Systems Acquisition Program Managers. Program managers for joint system acquisition programs are responsible, as part of an integrated human system planning approach, for developing a training plan for the system that addresses manpower, personnel, and training (MPT) concepts. This may take the form of a joint training system plan or Service- or CSA-specific training plans, although consideration should be given to the development of common training materials and delivery for joint systems. The training system plan shall include, at a minimum, the MPT requirements for system operators, maintainers, users, and administrators, including the required number of officer and enlisted from what communities and how, when, and where individuals and teams will be trained. Where appropriate, training systems should be designed to be interoperable and compliant with joint training architectures and standards as directed and described in OSD and Joint Staff policy and guidance (reference at).

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ENCLOSURE E

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PART II – RELATED

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GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

Items marked with an asterisk (*) have definitions in PART II

AOR	area of responsibility
ASD(HD&GS)	Assistant Secretary of Defense for Homeland Defense and Global Security
BL*	Blended Learning
CE2	Combatant Commanders Exercise Engagement
CE2T2	Combatant Commanders Exercise Engagement and Training Transformation
CJTG	Chairman's Joint Training Guidance
DL*	Distributed Learning
DLA*	Desired Leader Attributes
DRRS-E	Defense Readiness Reporting System - Enterprise
ENDEX	End of Exercise
ERC	Exercise-Related Construction
FAAR	Facilitated After-Action Review
FVEY	Five Eyes
GIE*	Globally Integrated Exercise
IL*	Institutional Learning
JCIDS	Joint Capabilities, Integration and Development System
JEP	Joint Exercise Program
JKO	Joint Knowledge Online
JNTC	Joint National Training Capability
JQS	Joint Qualification System
JSCP	Joint Strategic Campaign Plan
JTIMS	Joint Training Information Management System
JTP*	Joint Training Plan
JTSC	Joint Training Synchronization Conference
KSAA	Knowledge, Skills, Abilities, and Attitudes
MET	Mission-Essential Task

MPT	Manpower, Personnel, and Training
MTA*	Mission Training Assessment
NG JFHQ	National Guard Joint Force Headquarters
PBR	Program Budget Request
PSA	Politically Sensitive Area
RCs	Reserve Components
SMEB	Significant Military Exercise Brief
SPP	State Partnership Program
TPA*	Training Proficiency Assessment
TPE*	Training Proficiency Evaluation
TO	Training Objective
TPO	Task Performance Observation
TTP	Tactics, Techniques, and Procedures
UJT*	Universal Joint Task
U.S.C.	United States Code

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PART II – DEFINITIONS

Unless otherwise stated, the terms and definitions contained in this glossary are for the purposes of this instruction only.

blended learning – Programs in which a student learns in part through online delivery of content and instruction while still attending a "brick-and-mortar" school structure.

capability – The ability to achieve a desired effect under specified standards and conditions through a combination of means and ways across doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy to perform a set of tasks to execute a specified course of action (reference bk).

collective joint training – Training, instruction and applied exercises that prepare joint staffs or joint staff elements and joint organizational teams to integrate and synchronize capabilities to respond to taskings deemed necessary by CCDRs and subordinate JFCs to execute assigned missions.

command-linked tasks – Discrete activities or actions designated by a JFC or identified by the lead federal agency that must be performed by commands and combat support agencies outside the command or directive authority of the joint force.

common training – Training that is not unique to a particular DoD Component; training that has no special distinction or quality to an individual DoD Component and is widely required.

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.

Desired Leader Attribute(s) – Guideposts for joint leader development for JF 2030. Desired Leader Attributes must be considered in current and future individual, staff, unit, and collective force development programs. Also called DLAs.

distance learning – A mode of delivering education and instruction, often on an individual basis, to students who are not physically present in a traditional classroom setting. This provides access to learning when the source of information and the learners are separated by time or distance, or both.

evaluation – An internal command responsibility tied to a specific training event and intended to determine whether specific training objectives were met.

force provider – Force providers include Secretaries of the Military Departments, CCDRs with assigned forces, the U.S. Coast Guard, DoD Agencies, and OSD organizations that provide force sourcing solutions to CCDR force requirements. Also called FPs (reference ag).

globally integrated exercise – Globally integrated exercise rehearses multiple CCMDs, OSD, the JS, and appropriate CSAs in globally integrated operations against strategic challenges. The GIE prepares the Joint Force as a whole to address global risk and arrange cohesive actions in time, space, and purpose as an integrated force, against transregional, all-domain, multifunctional challenges, to provide a full range of flexible and responsive options to senior decision-makers. The GIE supports examination of global strategic problems and validation of plans. The GIE leverages existing exercises and training events, including joint training activities associated with the CEP and the CCMD's JEP.

global integration – Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address transregional, all-domain, and multifunctional challenges. The intent of global integration is to enable senior leader decision-making in a complex environment, strategically integrate operations and resources globally, and develop a force capable of competing and winning against any adversary. Global integration rests on several foundations: plans, force management, decision-making, force development, and force design. Joint training and exercises will provide venues to reinforce these foundations by improving shared understanding and mutual trust.

individual joint training – Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems. Individual staff training ensures that individuals know, are proficient in, and have the joint competencies and skills to apply joint doctrine and procedures necessary to function as staff members.

institutional learning – Instruction provided in a tradition "brick-and-mortar" school structure setting.

integrated operations – The synchronization, coordination, or integration of DoD and other U.S. Government agencies' activities, in coordination with partner nations, and non-governmental entities across the full range of military

operations, which achieves a comprehensive approach that advances U.S. Government goals and objectives (reference m).

interagency training – Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of interagency operations.

issue – An observed, analyzed, interpreted, and evaluated shortcoming, deficiency, or problem that precludes performance to standard and requires resolution. Issues are also deficiencies or shortfalls identified during joint activity that preclude training or operating to JMETs standards and require focused problem solving (reference u).

Joint Event Life Cycle – Describes the design, planning, preparation, execution, and evaluation and reporting stages required to successfully execute a discrete training event. Also called JELC.

joint exercise – A joint military maneuver, simulated wartime operation, or other CJCS - or CCDR-designated event involving joint planning, preparation, execution, and evaluation.

joint force provider – The organization responsible for recommending to the Joint Chiefs trained and ready capabilities and forces for allocation by the Secretary of Defense to support CCMD requirements. The joint force provider will be assigned by the Joint Staff to develop and submit a sourcing recommendation in response to a validated capability or force requirement. The joint force provider responsibilities should be considered overall management of conventional, SOF or mobility forces but may or may not include being the force provider for a particular requirement (reference ar).

joint learning continuum – A coordinated progression of integrated and disciplined processes and events that qualifies DoD personnel to defined performance standards through education, training, self-development, and experience to inculcate habits of mind, skills, abilities, and values.

JNTC Accreditation – A determination that a Service/USSOCOM training program has the capability to provide the training audience with a realistic joint environment that includes the appropriate elements of joint context for the joint tasks being trained (reference r).

JNTC Certification – A determination that a Service/USSOCOM training site and systems are supportable and compliant with specified DoD and JNTC

architectures, configurations, and standards required to create a realistic joint training environment (reference r).

joint professional military education – A CJCS-approved body of objectives, policies, procedures, and standards supporting educational requirements of joint officer management. Also called JPME (reference z).

joint qualified officer – An officer designated by the Secretary of Defense, with the advice and assistance of the CJCS, who is educated and trained in joint matters and has completed the Level III requirements for JQO designation. An officer must be in the grade of O-4 or above to be designated a JQO (reference z).

joint readiness – The CCMDs' and CSA's ability to integrate and synchronize joint forces to execute NMS missions (reference be).

joint training – Training, including mission rehearsals, of individuals, units, and staffs, using joint doctrine and tactics, techniques, and procedures, to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the CCDRs to execute their assigned or anticipated missions.

joint training audience – An individual, staff element, staff or joint command that performs a particular joint task or set of joint tasks.

joint training objective – A statement that describes the desired outcome of a joint training activity in terms of performance, training situation, and level of performance. Training objectives are derived from JMETs, conditions, and standards and based on joint doctrine, commander's guidance, and organizational standing operating procedures.

joint training plan – A plan developed and updated annually by each joint commander that documents the execution level implementation of the joint training strategy for training assigned forces (training audience) in joint doctrine to accomplish the mission requirements over the selected training period. Also called JTP.

joint training strategy – A command-specific, resource informed description and *intent* for a command's joint training program and joint training environment. It is a statement of *how* a command intends to generate and sustain required capabilities through training.

lesson learned – A resolved issue or best practice that improves operations or activities and results in an internalized change to capability, process, or procedure (reference u).

measure – A parameter that provides the basis for describing varying levels of task performance.

mission training assessment – A commander's subjective assessment of the command's ability to perform assigned missions. Also called MTA.

modeling and simulation – The use of models, including emulators, prototypes, simulators, and stimulators, either statically or over time, to develop data as a basis for making managerial or technical decisions. The terms "modeling" and "simulation" are often used interchangeably (reference bf).

multinational exercise – An exercise containing one or more non-U.S. participating force(s). See also exercise.

multinational operations – A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance (reference bg).

multinational training – Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of multinational operations, including Coalition operations.

professional military education – Conveys the broad body of knowledge and develops the habit of mind essential to the military professional's expertise in the art and science of war. Also called PME (reference z).

program of instruction – A series of related lessons designed to satisfy a specific joint training requirement (e.g., JTF Headquarters).

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

simulation – 1. A method for implementing a model over time. 2. A technique for testing, analysis, or training in which real-world systems are used or where real-world and conceptual systems are reproduced by a model.

standard – Quantitative or qualitative measures and criteria for specifying the levels of performance of a task.

subordinate unit task – Task performed by an organization in the mission essential task list owner's chain of command

supporting task – Specific activities that contribute to accomplishment of a JMET. See also staff tasks, subordinate unit tasks, command-linked tasks.

task performance observations – 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. Also called TPO.

training assessment – An analytical process used by commanders to determine an organization's current levels of training proficiency on METs that also supports 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, event training assessments, and other training inputs over time against JMETs, conditions, and standards. Also called TPA.

training proficiency evaluation – An objective evaluation of an organization's performance with respect to training objectives produced during the execution phase of the JTS. Also called TPE.

universal joint task – action or process accomplished by a joint organization under joint command and control using joint doctrine (reference ai).

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-world situation.

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