



STRATEGIC PLAN FOR TRANSFORMING DOD TRAINING

May 8, 2006

Office of the Under Secretary of Defense for Personnel and Readiness

Director, Readiness and Training Policy and Programs



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTORS OF DEFENSE AGENCIES

SUBJECT: Implementing the "Strategic Plan for Transforming DoD Training"

The findings of the Quadrennial Defense Review 2006 and the Strategic Planning Guidance for Fiscal Years 2008-2013 directed the Under Secretary of Defense (Personnel and Readiness), in collaboration with the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commanders of U.S. Joint Forces Command and Special Operations Command, and the Under Secretaries of Defense, to revise the Department's strategy to advance the transformation of training and education of the Total Force to:

- Accommodate new missions and warfighting concepts;
- Fill joint training gaps and seams;
- Build partner capacity; and
- Achieve greater joint effectiveness and efficiencies.

In that regard, addressees should implement the Training Transformation actions identified in the Strategic Plan for Transforming DoD Training. The Under Secretary of Defense (Personnel and Readiness), working with the DoD Training Transformation Executive Steering Group and Senior Advisory Group, will continue to oversee implementation of the Strategic Plan, with emphasis on achieving its missions to better enable global joint operations and the continuous capabilities-based transformation of the Department.

Since transforming training is critical to building a transformed Total Force, we must also ensure that these activities are linked to other actions directed in the Strategic Planning Guidance for Fiscal Years 2008-2013. The Under Secretary of Defense (Personnel and Readiness) will assess progress from this overall perspective, and report to me through the Deputy's Advisory Working Group at least every six months.



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Executive Summary

Continuing Challenge. We are a nation at war. It is a long, global war in an uncertain and unpredictable strategic environment. The Total Force of active forces, Reserve component, DoD civilians, and contractors must be prepared for the growing range of military operations anywhere in the world, and must be able to adapt to the new challenges. Individuals and the units and staffs they comprise must be trained and educated to conduct operations prior to arrival as well as during employment in the combatant command area of responsibility. Training and education must be responsive to the needs of the Combatant Commanders for all operations as well as for emerging capabilities for future operations.

The Department of Defense Training Transformation (T2) Program and this Strategic Plan for Transforming DoD Training are key enablers for preparing the Department to meet the continuing challenge of the 21st century. The T2 Program is an evolving process to transform training and education to improve integrated operations¹ as well as assist the Department’s continuous transformation to accommodate current and emerging challenges. This is a living plan that provides strategy and instructions for joint training and education applicable to all DoD components, and promulgates a set of actions for subsequent program and implementation planning.

Vision. Training Transformation’s vision is to provide dynamic, capabilities-based training for the Department of Defense in support of national security requirements across the full range of integrated operations. “Training,” in the context of this vision includes training, education, and job-performance aiding. Training must be dynamic to respond quickly and adapt effectively to the changing strategic environment and to opportunities, as well as potential challenges, posed by changes in technology. Training is “capabilities-based” when it focuses on the Joint Mission Essential Tasks (JMETs) derived from the DoD Joint Capability Areas of the Department’s capabilities-based strategy. Training must support integrated operations, which are all DoD operations, including joint and service operations.

Training Transformation focuses on the joint training and education needs of two customers: the DoD individual, to ensure the presence of the right knowledge, skills, and abilities to perform essential tasks; and the Combatant Commander, to ensure the availability of needed capabilities

¹ For this Strategic Plan, integrated operations are unified policy, planning, or execution actions of the U.S. interagency community, to advance U.S. Government goals and objectives. Integrated operations are inclusive of joint and service operations, and involve the Department of Defense and elements of the interagency community, which may include Federal agencies, State and local governments, foreign governments singularly or in alliances or coalitions, international and nongovernmental organizations, and private sector companies and individuals.

for integrated operations. The prevailing principle is that no one should experience a task in a real-world operation without having previously experienced that task in training or education.

Missions. The T2 Program has two primary, interrelated missions. The first mission is to better enable integrated operations. The intent is to improve current and near-term operations using the means of joint learning (individual joint training, education, experience, and self-development) and collective training. The second mission is to use joint training and education to enable the Department’s continuous, capabilities-based transformation.

A Global Training and Education Capability. The Total Force operates globally and it must train as it operates. Consequently, the T2 Program must have global presence with a sustained and persistent capability for providing training and education anytime, anywhere. Below are some of the key enablers within the T2 Program that will help establish the persistent global training and education presence.

Global Knowledge Network. This enabler is an overarching, open-architecture environment to provide plug-and-play interoperability in a full range of live, virtual, and constructive training, as well as offer other critical knowledge assets and enabling systems, such as on-line interactive instruction, comprehensive content repositories, and the emerging Global Information Grid.

Joint Knowledge Development and Distribution Capability. The JKDDC is a key enabler that focuses on joint individual training and is responsible for establishing the Global Knowledge Network. A mature JKDDC is envisioned as the premier conduit for relevant, timely, and globally accessible joint knowledge and information assets in support of Combatant Commanders, Services, and potentially, the interagency community partners. The JKDDC will help transform the Total Force through the power of knowledge and information by creating, storing, imparting, and applying knowledge to enhance an individual’s ability to think joint intuitively.

Global Live, Virtual, and Constructive Training. The future LVC training environment also enables T2’s global presence. It creates joint warfighting conditions through a networked collection of interoperable training sites and nodes that synthesize personnel, doctrine, and technology to achieve combatant commander and service training requirements. The LVC environment melds existing operational and strategic facets of exercises with live forces, creating a more robust and realistic experience.

Joint National Training Capability. The JNTC is responsible for building the global LVC training environment. The JNTC establishes and operates an affordable joint training capability that enables integration of combatant command, service, and government agency training components to “train like we operate” to support national security goals. This infrastructure consists of credible and adaptive opposing forces, common ground truth, and high-quality

feedback, and provides joint context for training realism. The JNTC accomplishes these ends through the T2 business model.

Performance Assessment. Every two years, Training Transformation conducts a block assessment to obtain feedback concerning how best to assure that forces are trained to provide the needed capabilities, now and in the future. These assessments consider management impacts and implications, the impact of the T2 program on joint training and education, and the subsequent effects of joint training and education on the T2 objectives and missions. Each block assessment is part of a spiral-feedback mechanism to ensure lessons learned and relevant recommendations are provided to the responsible organizations in the Training Transformation community.

Joint Assessment and Enabling Capability. The JAEC has primary responsibility for establishing the comprehensive architecture for assessing how well T2 accomplishes its missions and objectives, in addition to meeting the needs of its customers. The JAEC assists leaders in assessing the value of transformational initiatives on individuals, units, staffs, organizations, and processes by measuring how well transformed joint training and education meets validated readiness requirements. Additionally, the JAEC enables readiness through the full implementation of the Joint Training System by linking training to mission requirements and ensuring training standards are met.

Key T2 Tasks. Ongoing and new tasks in this Plan will be incorporated within in the FY2008-2013 T2 Program Plan and the FY2008-2013 Implementation Plan. Key tasks for the Training Transformation Program include:

- Expand the transparent, incentive-based T2 business model to other areas of joint training to find new efficiencies and optimize joint training resources, and address existing joint training and education gaps and seams.
- Focus on developing leaders, staffs, units, and organizations that intuitively think joint, can successfully lead operations with a diverse mix of U.S. and foreign interagency partners, and are able to adapt.
- Study the future training and education needs for specific functional areas including irregular warfare; stability, security, transition, and reconstruction operations; urban operations; combating weapons of mass destruction; strategic communications; and information operations. Ensure policy or guidance is provided as needed for joint training and education programs, systems, and sites to accommodate their unique requirements.
- Promulgate joint training and education via accredited programs using certified sites and systems.
- Continue building on the significant progress made in coordinating and collaborating with the interagency community. Develop and implement DoD strategy and guidance for

training, educating, exercising, experimenting, and building partner capacity with interagency community partners.

- Strengthen the interface between training systems and systems training and emphasize the consideration of training within the acquisition process.
- Collaborate with those communities and initiatives within the Department that have implications for joint training and education such as the Joint Officer Management program, intelligence training, the DoD Human Capital Strategy, and Net-centric systems and advances.

Management and Oversight. Overall responsibility for the Training Transformation program resides with the Under Secretary of Defense for Personnel and Readiness. The Deputy Under Secretary of Defense for Readiness serves as executive agent for Training Transformation. The Director of Readiness and Training Policy and Programs oversees the Joint Assessment and Enabling Capability and Training Transformation progress, and provides daily management. The Director ensures collaboration across the Department and integrates the efforts of the agencies that implement Training Transformation actions.

The Training Transformation Executive Steering Group and Senior Advisory Group guide the development and execution of Training Transformation. These two governing bodies oversee the resolution of issues and manage the Training Transformation process for the Department. In this regard, they are responsible to the Secretary and Deputy Secretary of Defense for the development of Training Transformation plans and for overseeing the performance of Training Transformation.

1.0. TRAINING TRANSFORMATION – NEED AND CONTEXT

Training Transformation (T2) is a Department of Defense program and an evolving process to transform training and education to improve integrated operations¹ as well as assist the Department's continuous transformation to accommodate current and emerging challenges. The Strategic Plan for Transforming DoD Training provides strategy and instructions for joint training and education applicable to all DoD components. The Strategic Plan also promulgates a set of actions for subsequent program and implementation planning. The T2 Program and this Strategic Plan are key enablers for preparing the Department of Defense to meet the continuing challenge of the 21st century.

1.1. Continuing Challenge

“We live in a time of unconventional challenges and strategic uncertainty.”

Donald Rumsfeld, Secretary of Defense

“The United States is a nation engaged in what will be a long war.”

2006 Quadrennial Defense Review Report

As confirmed by the National Defense Strategy and the 2006 Quadrennial Defense Review Report, the strategic challenges that led to the creation of the DoD Training Transformation Program in 2002 continue. We are a nation at war. It is a long war - a global war. The enemies are not traditional conventional forces, but rather global terrorist networks that aim to acquire and use weapons of mass destruction to murder vast numbers of Americans and others around the world.

We have entered an era where the strategic environment is uncertain and unpredictable. The spectrum of threats range from traditional state adversaries to nonstate actors employing decentralized networks and unconventional means. Potential traditional adversaries are shifting away from challenging through traditional military action and adopting asymmetric capabilities and methods.

¹ For this Strategic Plan, integrated operations are unified policy, planning, or execution actions of the U.S. interagency community, to advance U.S. Government goals and objectives. Integrated operations are inclusive of joint and service operations, and involve the Department of Defense and elements of the interagency community, which may include Federal agencies, State and local governments, foreign governments singularly or in alliances or coalitions, international and nongovernmental organizations, and private sector companies and individuals.

1.2. Implications for the Total Force

“...everything done in this Department must contribute to joint warfighting capability.”

2006 Quadrennial Defense Review Report

The 2006 DoD Quadrennial Defense Review Report summarizes the implications for the Department of Defense through two fundamental imperatives:

1. Continue to reorient the Department’s capabilities and forces to become more agile in this time of war, to prepare for wider asymmetric challenges, and to hedge against uncertainty over the next 20 years.
2. Implement enterprise-wide changes to ensure organizational structures, processes, and procedures effectively support its strategic direction.

The United States, with its allies and partners, must be prepared to wage war in many locations simultaneously to successfully defend our nation and its interests around the globe. Our nation’s experience in the long war demonstrates the need for a transformed military establishment that is postured for extended conflict and continuous transformation. The nation needs a Department of Defense that can contend with uncertainty by adapting to circumstances, and can influence events by creating and seizing opportunities. We also need a Department with organizational structures, processes, and procedures that effectively support the National Defense Strategy.

Contending with uncertainty and influencing events calls for a Total Force wherein active military, Reserve component, civilians, and contractors are melded into tailored deterrence for rogue powers, terrorist networks, and near-term competitors. To execute the National Defense Strategy, we need a Total Force that is more accessible to the joint commander and better configured, managed, and prepared to operate with other agencies and international partners in complex integrated operations.

The Total Force requires greater endurance and adaptability to prevail in the long, irregular war while deterring a broad array of challenges. It must be fully equipped, fully manned, fully trained and ready to operate, and fully capable of making decisions in traditionally nonmilitary areas, such as disaster response and stabilization. The Total Force now relies more on the National Guard and Reserves as integral members of an operational reserve than as a strategic reserve. It also relies on a balance of military, civilian, and contractor skills coupled with greater accessibility to people so that the right forces are always available at the right time.

Addressing uncertainty also requires continuous transformation, which means perpetually adapting to how the Department approaches and confronts challenges, conducts business, and works with partners. Responding to an uncertain strategic environment necessitates the shift toward capabilities-based planning, which modifies the way warfighting needs are defined and prioritized. Capabilities-based planning is the top-down, competitive approach to link decisions

with the National Defense Strategy to develop portfolios of joint capabilities that will hedge against future uncertainty, invest in our enduring strengths, and impose disproportionate costs on our adversaries. The capabilities-based approach leverages critical building blocks of the Services while emphasizing needs of the Combatant Commanders as the basis for programs and budgetary priorities for creating the joint capabilities for conducting conventional and unconventional operations.

This approach demands the adoption of efficient and effective systems and processes that reward performance and adjust policies and authorities while introducing training and education initiatives so our warfighters overmatch any future opponent. Systems and processes needed for the capabilities-based approach to succeed include rapid adaptive planning for compressing force-level contingency planning over a period of months instead of years, and accurate and comprehensive readiness evaluation and reporting.

1.3. Implications for Training and Education

“The combination of joint, combined, and interagency capabilities in modern warfare represents the next step in the evolution of joint warfighting and places new demands on the Department’s training and education processes.”

2006 Quadrennial Defense Review Report

The Total Force must be prepared for the growing range of integrated operations anywhere in the world and must be able to adapt to the new challenges. Individuals and the units and staffs they comprise must be trained and educated to conduct integrated operations prior to arrival as well as during employment in a combatant command area of responsibility. Individuals must be trained and educated to think intuitively joint. The interrelated components of training and education must respond to the needs of the Combatant Commanders for all operations as well as for emerging joint capabilities for future operations. As key enablers to the success of the capabilities-based approach, training and education must help provide the capabilities needed to execute the Mission Essential Tasks (METs) derived from the Department’s capability portfolios.

For these reasons, the Department of Defense established the policy² that all personnel and components shall train on their Mission Essential Tasks to established standards to provide the capabilities that support the Combatant Commanders and the Capstone Concept for Joint

² DoD Directive 1322.18, *Military Training*, September 2004

Operations (CCJO)³ across all campaign phases and throughout the range of integrated operations.

The Total Force must train as it operates. Because the Total Force operates globally, training and education must have global presence with a sustained and persistent capability for providing training and education anytime, anywhere. Conducting global operations is resource intensive and requires increased partner capacity to limit excessive increases in operations tempo, end-strength levels, and costs. Therefore, training and education must include the Department's interagency community partners more effectively.

Providing the right training and education to the right audience at the right time is vital to the success and safety of individuals, units, and staffs engaged in operations. Practice and rehearsal ensure the best outcomes. Consequently, DoD policy gives training priority to deploying individuals, units, staffs, and organizations to ensure they are rehearsed and ready to execute their missions. As much as possible, schedules must be synchronized to integrate rehearsal between service deployers.

Policy also requires the DoD Components to establish training and education programs that support force readiness. These programs must emphasize timely exercises and instruction, provide the conditions of actual operations cost-effectively, and use operational information networks. Commanders and directors at all levels are responsible for the training and education programs of their assigned forces and directorates and for defining and stipulating training and education priorities and standards. To the maximum extent possible, joint training programs will be accredited and facilities and systems certified to help ensure that standards can be met.

To win the long war and meet the traditional and nontraditional, asymmetric challenges of the uncertain strategic environment will require continuous transformation of the Total Force. Continuous transformation requires a Total Force capable of adapting quickly and effectively to uncertainties. Training and education are key enablers for continuous transformation because they help the Total Force learn adaptability-related knowledge, skills, and abilities so they can accommodate new missions and warfighting concepts, emerging challenges, and changes in planning and concepts. Additionally, training and education programs and systems must be able to adapt rapidly to synchronize with current and emerging challenges and operational capabilities, and incorporate new lessons, tactics, techniques, and procedures. Training and

³ The Capstone Concept for Joint Operations heads the family of joint operations concepts (JOpsC) that describe how joint forces are expected to operate across the range of military operations in 2012-2025. Its purpose is to lead force development and employment primarily by providing a broad description of how the future joint force will operate. Service concepts and subordinate joint concepts will expand on the CCJO solution. Experimentation will test the concepts and offer recommendations for improvements across doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) and policy.

education also must adapt their venues to meet the expectations and skills of the emerging technologically proficient generation that is entering the military.

As the Department continues to transform training and education, it needs to preserve the existing high standards of excellence in service core skills training and education, and use them as the foundation for improving joint training and education within the Total Force and training with our interagency community partners. The Department's new *Human Capital Strategy* focuses on developing and distributing the right mix of people and skills across the Total Force. The strategy is "competency-focused" and "performance-based." It is founded on an in-depth study of the competencies U.S. forces require and the performance standards to which they must be developed. The Department will map the array of competencies and performance criteria that constitute its forces and evaluate and improve personnel development processes to achieve those standards.

To address the impact of the capabilities-based approach on individuals, the Chairman of the Joint Chiefs of Staff has instituted a continuum for lifelong learning that addresses training, education, experience, and self-development throughout a career from entry to senior levels to ensure that individuals have received joint knowledge in time for joint duties.⁴ At present, the continuum applies to the development of joint officers. Lifelong learning and its continuum must expand to address all personnel throughout the Total Force, including enlisted personnel, members of the Reserve component, DoD civilians, and contractors.

Each member of the Total Force of active military, Reserve component, DoD civilians, and contractors has key roles and unique training and education needs. Challenges for the National Guard and Reserves include limited time and resources, limited access and connectivity to training, and geographic dispersion of individuals, units, and staffs. Solutions must be found to accommodate these challenges and permit the Reserve component to participate in joint exercises from their local centers. Individual joint training also must include the unique skills and complementary skill sets that the Reserve component brings to the Total Force. Systems and processes must be designed with the capability to distribute joint training and education directly to the individual.

Much of this plan focuses on military training, yet many of the principles in this plan also apply to training and education for DoD civilians, especially considering the roles DoD civilians play in 21st century military missions. Joint training and education must provide DoD civilians with the knowledge, skills, and abilities needed for joint theater operations and other operations with our interagency community partners.

⁴ *CJCS Vision for Joint Officer Development*, Nov 2005

Contractors have long been a part of the Total Force. The Department acquires contract personnel for their specific experience and capabilities, to include their education and training backgrounds and skills. Required educational backgrounds and training requirements must be emphasized in the contract statements of work to ensure contractors are fully capable of performing in increasingly demanding integrated environments.

The transformed military establishment often has the need for contractors' enhanced skills in deployed locations. When deployed, contractors have many of the same mission-specific training and education needs as military and civilian personnel. Policy is needed to address mission-specific training and education aspects of contract personnel, especially as it pertains to participation in exercises, preparation for deployment, and during deployment in combatant command areas of responsibility.

Fluency in a foreign language together with understanding culture and regional issues is a strategic asset critical for success in achieving political and military objectives. A greater language capacity is needed to build the internal relationships required for the coalition and multinational aspects of integrated operations.

Readiness assessment and reporting are important for ensuring the abilities of the Total Force to execute its diverse set of missions. The knowledge of readiness strengths and deficiencies and their associated risks is crucial to the Department's capabilities-based strategy and adaptive-planning process. Training and education are two key elements of the readiness equation, and the ability to perform Mission Essential Tasks is the primary indicator for determining the training-related readiness for the Total Force. The requirements for joint training and education and the results of joint training assessments within the Joint Training System (JTS) must link to the Defense Readiness Reporting System (DRRS). Joint training and education readiness deficiencies will be addressed within the two DoD readiness management processes – the Senior Readiness Oversight Council (SROC) and the Joint Quarterly Readiness Review (JQRR).

The realities of engagement in a long war, with limited fiscal, material, and personnel assets, translate to a demand for more efficient training and education systems and processes. The Department is applying enterprise-wide changes to ensure that organizational structures, processes, and procedures effectively support the National Defense Strategy. Likewise, training and education must undergo enterprise-wide scrutiny to find new efficiencies within their processes, systems, and practices and fill the gaps and seams. The intended outcome is achieving a unity of effort across Services, Combatant Commands, agencies, and organizations that is efficient and effective and avoids conflicting or incompatible training and education enterprises.

1.4. Implications for the Training Transformation Program

“We must transform not only the capabilities at our disposal, but also the way we think, the way we train, the way we exercise, and the way we fight.”

Donald Rumsfeld, Secretary of Defense

The T2 Program provides a global training and education capability dedicated to improving joint training and education for the Total Force of active forces, Reserve component, DoD civilians, and contractors. Training Transformation’s missions and objectives focus on the joint training and education needs of two customers: Combatant Commanders and individual DoD personnel. The intent is to be more outcome-focused in terms of the training needed to support requirements, missions, and capabilities, while preserving the ability of the Services and Combat Support Agencies to train on their core competencies and Individual Mission Essential Tasks. These Individual Mission Essential Tasks provide the foundation for individual joint training programs.

The T2 Program’s purview spans the entire set of joint training and education for individuals, units, staffs, and organizations to find and employ the ways and means to help prepare the Department for operations in an uncertain environment. This purview includes engaging and influencing any factor that affects joint training and education. The Program identifies and evaluates critical joint training and education weaknesses and deficiencies and determines if their solutions require the collective effort of the DoD Components. After the T2 leadership decides to add a solution to the T2 Program, the solution becomes an action for inclusion in the T2 Program Plan and the T2 Implementation Plan.

The T2 Program concentrates on two major challenges. The first challenge is to better enable integrated operations, which includes joint and service operations, in the uncertain and unpredictable strategic environment. The second challenge is to use joint training and education to enable the Department’s continuous, capabilities-based transformation.

To help prepare the Total Force for integrated operations and continuous transformation, the T2 Program must be capable of focusing the collective power of the joint training and education community and adjusting to changes in strategies. Training Transformation builds this capability through its management process and business model that together are continuous, open and collaborative, adaptive, and incentive-based. The T2 Program also accommodates change by applying a modified version of the DoD spiral-development technique to assess the Program’s intended strategic outcomes and the implications of changes in the strategic environment on training and education. Training Transformation then synthesizes the results of the assessments with new directions from DoD strategic guidance documents to produce a revised T2 strategy.

The following are the implications for the Training Transformation Program derived from the 2006 DoD Quadrennial Defense Review Report imperatives, the DoD Strategic Planning Guidance, the aforementioned implications for training and education, and the results of the 2005 T2 assessments:

- Continue to establish and operate an affordable, on-demand, global Web-based individual training capability that enables integration of combatant command, service, and defense agency knowledge assets and tools to “train as we operate.” Expand the network to accommodate the global knowledge needs of the Total Force and emphasize assistance to Combatant Commands with joint training and education for staffs. Explore opportunities for net-centric learning at local centers for Reserve component, civilian, contractor, and interagency community partner participants. Seek ways for providing globally distributed training and education opportunities at all security levels in order to reach individuals within intelligence, information operations, and other special-access functional communities.
- Continue building the live, virtual, and constructive (LVC) integrated and distributed joint training environment for export on a global scale and replicate the operational environment to the greatest extent possible. Integrate joint and service virtual and constructive simulation, opposing force capabilities, and range instrumentation.
- Seek and advocate opportunities to accommodate the unique collective joint training challenges of Functional Combatant Commands, the Combat Support Agencies, the Reserve component, DoD civilians, contractors, and interagency community partners. Seek and advocate opportunities for Reserve component participation in Training Transformation-enabled exercises from local centers.
- Strengthen the interface between training systems and systems training and emphasize the consideration of training within the acquisition process from the beginning. Monitor the system-training assessment process and focus on the explicit consideration of training early in and throughout the acquisition cycle.
- Expand the transparent, incentive-based T2 business model to other areas of joint training to find new efficiencies and optimize joint training resources. Consolidate joint training, prioritize new and emerging missions, address existing joint training and education gaps and seams, and exploit virtual and constructive technologies.
- Provide the Total Force with the training and education needed to be adaptable, agile, operationally effective, and fully integrated with real-time, globally distributed mission rehearsal using operational information networks. The T2 Program will expand its primarily CONUS-based focus to global delivery of joint training and education and emphasize mission rehearsal and education for deployed and deploying personnel and components.
- Focus on developing leaders, units, and staffs that think joint intuitively, can successfully lead operations with a diverse mix of U.S. and foreign interagency partners, and are able to adapt all the elements of doctrine, organization, training, materiel, leadership and education,

personnel, and facilities quickly and effectively to the challenges. Training Transformation efforts in joint individual and collective training will expand to include the development and support of adaptability-related learning opportunities.

- Continue building on the significant progress made in coordinating and collaborating with the interagency community. Broaden DoD access to and cooperation with interagency community partners, assist in building partner capacity, and use training and education to improve the capability for integrated operations. In a “transformed” Department of Defense, joint training and education must be able to support the roles and responsibilities of the Department and its interagency community counterparts in integrated operations contexts. Investigate and propose solutions to obstacles including connectivity differences and policy hindrances to information sharing. Expand initiatives to broaden direct participation by interagency community partners in training, education, exercises, and experimentation. Coordinate with the interagency community partners for policy and guidance that will support training and education for improving the Department’s capability in integrated operations and building partner capacity. Develop and implement DoD strategy and guidance for training, educating, exercising, experimenting, and building partner capacity with interagency community partners.
- Monitor and enforce the execution of solutions to the gaps and seams of the 2004 Training Capabilities Analysis of Alternatives and subsequent training capabilities analyses.
- Apply certification and accreditation to all joint training programs and education. The goal is to promulgate joint training and education via accredited programs using certified sites systems nominated by Services, Combatant Commands, and Combat Support Agencies. Identify, track, and mitigate joint context shortfalls for all joint training. Establish a process for Services to nominate Reserve component training programs for accreditation and associated sites and systems for certification.
- Study the future training and education needs for specific functional areas including irregular warfare; stability, security, transition, and reconstruction operations; urban operations; combating weapons of mass destruction; strategic communications; and information operations. Ensure policy or guidance is provided as needed for joint training and education programs, systems, and sites to accommodate their unique requirements.
- Coordinate the linkage between the Joint Training System and the Defense Readiness Reporting System and ensure training readiness assessments are based upon Mission Essential Tasks. Establish a performance-based management process to evaluate joint training readiness, identify joint training readiness deficiencies, and decide solutions. Link this management process with the DoD readiness review process and the balanced scorecard.
- Develop a capability to train on the network of joint and national command and control systems, communication systems, and intelligence, surveillance, and reconnaissance (ISR) systems accessible by commanders at strategic through tactical levels by leveraging ongoing efforts in the operational community. Focus on command and control systems,

- communication systems, and ISR systems that support homeland defense, post-conflict, stability, and security operations.
- Develop a capability to train in a multi-level security environment by leveraging ongoing efforts in the operational community.
 - Develop an individual and collective training capability that supports special operations forces and conventional force integration.
 - Develop and promulgate a set of standardized interfaces to integrate emerging service advanced instrumentation and simulation systems across the live, virtual, and constructive domains in air, ground, and maritime operating environments.
 - Build a capability for individual and collective training on the employment of Logistics Common Operational Picture, and employment of a robust communications infrastructure, that provides a distributed, adaptive logistics system for sustainment of the full range of integrated operations across all phases of a joint campaign plan.
 - Establish a process to address, in T2-enabled exercises, the joint training requirements for new combatant command and combat support agency mission areas. Seek and advocate opportunities for adding joint logistics context to training and exercises to support USTRANSCOM's joint training requirements.
 - Review training and education policies and recommend changes. Support efforts to develop an overarching and integrated training and education Directive for the Department.

Training Transformation will continue to collaborate with those communities and initiatives within the Department that have implications for joint training and education including:

- Intelligence training. The Under Secretary of Defense for Intelligence is executing a priority initiative for remodeling defense intelligence with the goal of establishing Department-wide professionalization and sustainment of the defense intelligence workforce. Training Transformation is a key pillar for the professional development of the workforce as it relates to Joint Intelligence Operations Centers training within the Combatant Commands. The T2 Program will seek opportunities to engage the DoD intelligence community in the synchronization of intelligence training and education programs and combatant command training programs and include them in T2-enabled exercises.
- The DoD Human Capital Strategy and the integration of a consolidated personnel tracking and management system to enable linking of all department workforce attributes and competencies to manpower, training, and education.
- Department efforts to create a greater language capacity and cultural understanding.
- Training and education for DoD civilians beyond that required for involvement in joint theater operations and other operations with our interagency community partners.
- Training and education for DoD contractors.

- Joint medical training and exercises integrated into established and future joint training exercises.
- The joint testing and experimentation community, especially in its role in the evolution of joint capabilities to meet new operational requirements.
- Chairman of the Joint Chiefs of Staff Vision for Joint Officer Development, Joint Professional Military Education, and the lifelong learning continuum for the Total Force.
- The joint lessons learned program fully integrated into the Joint Training System.
- Net-centric systems and advances including DoD Advanced Distributed Learning (ADL), Joint Command and Control system, modeling and simulation development, and the Department’s effort to integrate these and other systems and processes into an interoperable and integrated net-centric capability.
- The Defense Readiness Reporting System.
- The Joint Requirements Oversight Council process and supporting processes including Joint Capabilities Development Process, Joint Capabilities Integration and Development System process, and the DOTMLPF Change Recommendation Process.
- The Range Readiness Preservation Initiative.

1.5. Collaboration, Consensus, and Contributors

The Training Transformation Strategic Plan—its vision, missions, objectives, and actions for programming and implementation—is the product of department-wide collaboration that includes principals and representatives from the Services, Reserve component, Combatant Commands, Combat Support Agencies, Joint Staff, and Office of the Secretary of Defense, as well as the U.S. Coast Guard (Department of Homeland Security). This team of military and civilian leadership includes an Executive Steering Group (four-star level) and a Senior Advisory Group (three- and two-star level) that are supported by a Training Transformation Joint Integrated Process Team (senior analysts, planners, and action officers). Senior Advisory Group representatives serve as the first level of decision making for their organization’s Training Transformation activities. The Executive Steering Group provides top-level guidance.

2.0. VISION FOR TRAINING TRANSFORMATION

“Provide dynamic, capabilities-based training for the Department of Defense in support of national security requirements across the full range of integrated operations.”

The basic elements of the above vision for Training Transformation are discussed briefly below. They provide a framework for the T2 missions and objectives addressed in Section 3.0. “Training,” in the context of this vision includes training, education, and job-performance aiding.

2.1. DoD Training must be “Dynamic”

Joint training must be able to respond quickly and adapt effectively to the changing strategic environment and to opportunities, as well as potential challenges, posed by changes in technology.

2.2. DoD Training must be “Capabilities-Based”

The Department of Defense’s adoption of the capabilities-based approach to defense assessment has significant influence on future joint training. The approach begins with capabilities-based planning, a top-down, competitive approach to link decisions with the National Defense Strategy to develop portfolios of joint capabilities that will hedge against future uncertainty, invest in our enduring strengths, and impose disproportionate costs on our adversaries. This fundamental shift in defense strategy demands a parallel shift in training focus—one that provides exceptional speed and agility in preparing individuals and joint forces to respond adaptively and decisively anywhere and anytime to any type of challenge. Capabilities-based training is achieved when all joint training focuses on the Joint Mission Essential Tasks (JMETs) derived from the DoD Joint Capability Areas.

2.3. DoD Training must support “Integrated Operations”

The Global War on Terrorism underscores the need for the U.S. Armed Forces to function as one of many integrated elements of national power. The Department must be able to plan, coordinate, and synchronize its actions across the full range of integrated operations, which includes joint and service operations. The most effective joint force is one that is joined intellectually, operationally, organizationally, doctrinally, and technically, and that is ready to employ the capabilities of the Total Force—active, Reserve component, civilian, and contractor members—seamlessly in concert with other instruments of national power and partner agencies and nations.

3.0. T2 MISSIONS AND OBJECTIVES

3.1. Policy Requirement and Training Transformation Outcome

The overall outcome for Training Transformation is derived from the capstone policy requirement to provide capabilities to support the Combatant Commanders and the Capstone Concepts for Joint Operations across all campaign phases and throughout the full range of integrated operations.⁵ The T2 Program supports this capstone policy requirement through two primary, interrelated missions tasked by DoD planning guidance documents from 2001 to the present (refer to Figure 1). Five T2 objectives support these missions and form a supporting tier of ways for achieving the Training Transformation Outcome.

POLICY REQUIREMENT	Provide capabilities to support the Combatant Commanders and the Capstone Concepts for Joint Operations across all campaign phases and throughout the full range of integrated operations		OUTCOME
T2 MISSIONS	ACT TODAY Better enable integrated operations	PREPARE FOR TOMORROW Enable the continuous, capabilities-based transformation of the Department of Defense	WAYS
T2 OBJECTIVES	<ul style="list-style-type: none"> • Continuously improve joint force readiness by aligning joint training and education capabilities and resources with combatant command operational needs • Achieve a training unity of effort across Services, agencies, and organizations • Develop individuals and organizations that think joint intuitively 	<ul style="list-style-type: none"> • Prepare forces for new warfighting concepts and capabilities (Known) • Develop individuals and organizations that improvise and adapt to emerging challenges (Unknown) 	
JOINT LEARNING AND COLLECTIVE TRAINING	<ul style="list-style-type: none"> • Individual joint training, education, experience, and self-development • Staff-collective joint training • Unit/organization-collective joint training 		MEANS

Figure 1. Training Transformation Outcome, Ways, and Means

3.2. Mission: Better enable integrated operations

The mission to better enable integrated operations is the primary purpose for the T2 Program. The intent is to improve current and near-term integrated operations, which includes joint and

⁵ DoD Directive 1322.18, *Military Training*, September 2004

service operations, using the means of joint learning (individual joint training, education, experience, and self-development) and collective training. The prevailing principle for the T2 program is that no one should experience a task in a real-world operation without having previously experienced that task in training or education. For this reason, individuals, units, and staffs must be trained to conduct integrated operations upon arrival, as well as during employment in the combatant command area of responsibility. It is also the reason why Training Transformation serves two customers: the DoD individual, to ensure the presence of the right knowledge, skills, and abilities to perform essential tasks; and the Combatant Commander, to ensure the availability of needed capabilities for integrated operations.

Three key objectives primarily support the mission to better enable integrated operations:

3.2.1. Objective: Continuously improve joint force readiness by aligning joint training and education capabilities and resources with combatant command operational needs

Joint training and education directly affect the performance of Joint Mission Essential Tasks. The JMETS form the building blocks for the Joint Capability Areas and have a direct correlation to the quality of operations. If the force performs its JMETS to standard, the force can then provide effective joint capabilities, which translates into effective operations. The better the JMETS are performed, the better the operations will become. Aligning joint training and education to improve JMETS performance results in improved operations. The JMETS provide key metrics for measuring joint force readiness to provide capabilities to the Combatant Commanders and are used as the basis for identifying the training necessary to provide essential joint capabilities.

As a global training and education capability, Training Transformation provides globally distributed tools and environments for comprehensive and systematic joint learning and collective training that are focused on the operational needs and validated readiness requirements of the Combatant Commanders. The Department is expanding the capability of the Joint Training System to link with the Defense Readiness Reporting System to measure and assess the degree to which we satisfy readiness requirements, and to report the results. To improve individual Mission Essential Task performance, joint leader development focuses on joint warfighting tasks and providing requisite training, education, and skills prior to arrival at joint duty, as well as enhancing skills throughout the duration of the joint assignment. The majority of the T2 Program's actions support this objective.

3.2.2. Objective: Achieve a training unity of effort across Services, agencies, and organizations

Training unity of effort in the context of Training Transformation has two elements. First is ensuring Mission Essential Tasks within service components, agencies, and other DoD organizations support JMETS. Many JMETS cannot be accomplished without supporting METs. Second is achieving an efficient and effective balance between joint training and service, agency, and organizational training that will provide the joint capabilities needed for integrated operations. To accomplish this objective, the T2 Program oversees the establishment of appropriate linkages between METs and JMETS, and development of the automated Universal Joint Task List support tool for current and future uses. Training readiness reporting will inform the progress for achieving training unity of effort.

3.2.3. Objective: Develop individuals and organizations that think joint intuitively

Performing JMETS to standard requires knowledge of joint doctrine combined with the skills and abilities inherent to performing joint tactics, techniques, and procedures. Consequently, the success of joint operations is dependent upon individuals, units, staffs, and organizations that are equally proficient and intuitive in joint tasks as they are with the corresponding tasks of their Service or agency. The T2 Program will monitor progress toward this objective through joint training readiness reporting and will conduct additional assessments as necessary.

3.3. Mission: Enable the continuous, capabilities-based transformation of the Department of Defense

Secretary Rumsfeld states, “Today’s war on terror is unlike any our nation has fought before. Instead of opposing armies, we face terrorists who move information at the speed of an e-mail, money at the speed of a wire transfer, and people at the speed of a commercial jetliner. To deal with these new challenges, our forces need to be light, flexible, and agile. The same is true of the men and women who support them in the Department of Defense.”

As codified in the National Defense Strategy, the 2006 Quadrennial Defense Review Report, and the Strategic Planning Guidance, the need for flexibility, agility, and adaptability prompted the Department’s shift to the capabilities-based approach and a state of continuous transformation. These documents acknowledge that further advances in joint training and education are urgently needed to prepare for future complex integrated operations and to enable the continuous transformation these operations demand. Training Transformation employs two key objectives in support of the mission to enable the continuous, capabilities-based transformation of the Department of Defense.

3.3.1. Objective: Prepare forces for new warfighting concepts and capabilities

This objective focuses on known concepts and capabilities that are new or changing. Achieving this objective requires training and education systems that are agile and adaptable to adjust rapidly to new JMETs as they emerge from new doctrine. The T2 Program stresses the need for joint learning and collective training to adapt quickly to new warfighting, organizational, and operational concepts and capabilities as they materialize within the Capstone Concepts for Joint Operations. Efforts are ongoing for the expeditious incorporation of intelligence forecasts and lessons observed, gathered, and validated from operational missions, training events, operational tests, and experiments into joint training programs through the Joint Training System. The T2 Program emphasizes giving priority for joint training and education to deploying personnel and organizations, and tailoring joint training for mission rehearsal prior to mission execution. Metrics for measuring progress of this objective are under development and will be incorporated in the T2 assessment process.

3.3.2. Objective: Develop individuals and organizations that improvise and adapt to emerging challenges

In the previous objective, the new concepts and capabilities were known, the doctrine was emerging, and training and education systems must adapt. This objective postulates indeterminate or asymmetric situations where individuals and organizations must improvise and adapt. In this case, knowledge, skills, and abilities to perform JMETs and understand doctrinal principles remain paramount, because they form the foundation for the capability to adapt to unpredictable situations. This objective requires training and education to provide a joint doctrinal foundation to the Total Force and ensure it has the opportunities, tools, and environment needed for learning to adapt to unpredictable challenges. The T2 Program will continue to emphasize the importance of adapting to unpredictable challenges and will explore ways to provide adaptability-learning tools for the Total Force. Metrics for measuring progress of this objective are under development and will be incorporated in the T2 assessment process.

4.0. TRAINING TRANSFORMATION PROGRAM

Training Transformation will achieve its objectives and missions by enhancing joint training and education using capabilities, processes, networks, systems, policies, plans, and other enablers. The T2 Program's most significant enablers for enhancing joint training and education are the Joint Knowledge Development and Distribution Capability (JKDDC), which focuses on joint individual training and education; the Joint National Training Capability (JNTC), which focuses on joint collective training; and the Joint Assessment and Enabling Capability (JAEC), which focuses on T2 Program performance assessment and supporting tools and processes. Expanded discussion of these capabilities occurs later in this section. Other major T2 enablers for enhancing joint training and education include:

The Global Knowledge Network. This is an overarching, open-architecture environment to provide plug-and-play interoperability in a full range of live, virtual, and constructive training, as well as offer other critical knowledge assets and enabling systems, such as on-line interactive instruction, comprehensive content repositories, and the emerging Global Information Grid - a seamless, secure, and interconnected/interactive information environment meeting real-time and near-real-time needs of both the warfighter and the business user. This entails the creation and storage of new joint knowledge for future operations, imparting joint knowledge through joint learning, and then evaluating joint individual and collective (unit and staff) knowledge. A related challenge is the integration of joint learning into joint knowledge management architectures, force management architectures, readiness-reporting processes, and other integrated net-centric processes. The JKDDC has primary responsibility for establishing the Global Knowledge Network.

The global live, virtual, and constructive training environment. This is an enhanced way to train that offers joint forces and the Services a potential spectrum of training environments where "live" has real people in real locations using real equipment, "virtual" simulation has real people in simulators, and "constructive" simulation has simulated entities in a simulated environment. This enabler creates joint warfighting conditions through a networked collection of interoperable training sites and nodes that synthesize personnel, doctrine, and technology to achieve combatant commander and service training requirements. The LVC environment melds existing operational and strategic facets of exercises with live forces, creating a more robust and realistic experience. It provides key pillars of joint context including realistic combat training, adaptive and credible opposing forces, establishment of common ground truth, and high quality feedback. It is an environment where every level of training is orchestrated within a joint context to provide the highest level of training for seamless future military operations. Events in this environment target service-to-service training to improve interoperability and joint operation issues (horizontal training), strategic-to-tactical components joint training to improve vertical command integration (vertical training), enhanced existing joint exercises to address joint interoperability training in a joint context (integrated training), and dedicated joint training environment to train to specific warfighting capabilities and complex joint tasks (functional

training). This environment provides the opportunity for enhancing training, experimentation, and testing and for extending joint training globally and into local training venues of the Total Force. The JNTC has primary responsibility for building the global LVC training environment.

Performance assessment. Training Transformation is a performance- and outcome-based program. To achieve a successful outcome, the T2 Program as well as joint training and joint education must be living processes that can adapt and respond quickly to the dynamic challenges of the national security environment. Every two years, Training Transformation conducts a block assessment to obtain feedback concerning how best to assure that forces are trained to provide the needed capabilities, now and in the future. These assessments consider management impacts and implications, the impact of the T2 program on joint training and education, and the subsequent effects of joint training and education on the T2 objectives and missions. Each block assessment is part of a spiral-feedback mechanism to ensure lessons learned and relevant recommendations are provided to the responsible organizations in the Training Transformation community. The JAEC has primary responsibility for T2 performance assessment.

4.1. Joint Knowledge Development and Distribution Capability Strategy

The JKDDC will transform the way the Department of Defense prepares and assists future decision-makers and leaders to employ joint operational art, understand the common operational picture, and respond innovatively and adapt quickly to our adversaries. It will develop, facilitate access to, and distribute joint knowledge and information assets via existing and emerging networks that historically provide joint training and education resources to DoD users. A mature JKDDC is envisioned as the premier conduit for relevant, timely, and globally accessible joint knowledge and information assets in support of Combatant Commanders, Services, and potentially, the interagency community partners. As a “system of systems,” JKDDC will impart joint knowledge assets anytime, anywhere to the Total Force as a force multiplier to increase combat power or other capabilities required for integrated operations. The JKDDC will exploit existing joint knowledge and information assets resident throughout the Department and leverage other joint efforts such as the JNTC, the Regional Security Cooperation Network, and others. The principal user interface with JKDDC will be an enterprise knowledge portal that is interoperable with all other combatant command, service, and combat support agency portals. The JKDDC will help transform the Total Force through the power of knowledge and information by creating, storing, imparting, and applying knowledge to enhance an individual’s ability to think joint intuitively.

The JKDDC establishes and operates the Global Knowledge Network as an affordable, on-demand, global Web-based individual training capability that enables integration of combatant command, service, and government agency knowledge assets and tools to “train like we operate” in support of national security goals. The JKDDC will:

- Prepare individuals for duty before they deploy, exercise, or attend collective training.
- Support individuals during deployment, exercise, or while attending collective training.
- Facilitate access for Joint Professional Military Education - anytime, anywhere.
- Provide individuals with subject matter expertise as required to accomplish the daily mission.
- Deliver knowledge assets to enhance knowledge, skills, and abilities and improve performance.
- Support the career-long Joint Learning Continuum.

The JKDDC will achieve its end state using the T2 business model to provide incentives for participation of Services, Combatant Commands, and government agencies in JKDDC development and for the evolutionary improvement of capabilities, while fostering innovation through promising industry and government ideas. The JKDDC uses established processes that foster accountability, transparency, and consensus, such as validation, accreditation, and certification, to obtain investment requirements supporting evolutionary product improvement. The JKDDC will ensure collaboratively planned and requirement-based distribution of funds among stakeholders to support strong value-added actions and program participation. The JKDDC will use the processes embedded in operational commands to ensure essential planning and coordination occur prior to funding execution.

JKDDC Objectives:

- Support the Joint Learning Continuum and facilitate Joint Leader Development.
- Support a joint knowledge management training capability that has real-time reach-back between individual warfighters, operations staffs, subject matter experts, and key information sources, including senior service colleges, data warehouses, Global Information Grid, enabled knowledge management capabilities, national knowledge centers and assets, and service, combatant command, and Reserve component knowledge centers.
- Assess the effectiveness of joint individual training, and in coordination with Advanced Distributed Learning, obtain performance metrics during and after JKDDC training for analysis, evaluation, and feedback.
- Incorporate all aspects of Advanced Distributed Learning. In particular, JKDDC will incorporate a learning management system that conforms to the Sharable Content Object Reference Model, register content repositories and the metadata describing learning content with the ADL-Registry, and coordinate emerging requirements with the Joint ADL Co-Lab as candidates for the ADL prototype program.
- Create individual training capabilities that increase the ability to adapt to a changing threat.
- Continue with evolving networked human capital in the form of support elements to improve individual joint capabilities and training methods.

- Maintain incentives to Services and industry that foster technology advances to support individual joint training requirements.
- Align individual and collective training capabilities.
- Achieve multi-level security.
- Promote and enable the use of advanced concepts.
- Develop cutting-edge technologies for JKDDC applications including performance aiding, digital training, gaming technologies, and remote, real-time knowledge-on-the-battlefield.
- Enable rapid transfer of emerging capabilities to operations and improved efficiency through cooperation with the test and experimentation programs.
- Expand involvement of Combatant Commands, National Guard, interagency community partners, and other relevant organizations as primary stakeholders in all program-planning processes.
- Integrate and support individual joint training of special operations and conventional forces, intelligence agencies, and for Homeland Defense.

4.2. Joint National Training Capability Strategy

The JNTC establishes and operates an affordable joint training capability that enables integration of combatant command, service, and government agency training components to “train like we operate” to support national security goals. This infrastructure consists of credible and adaptive opposing forces, common ground truth, and high-quality feedback, and provides joint context for training realism. These ends are accomplished through the T2 business model, which will expand to optimize mission rehearsal and all other joint training resources.

JNTC Operational Objectives:

- Enable warfighters to train with real world capabilities including autonomous systems, information operations, and other new warfighter capabilities.
- Accredite all nominated combatant command and service programs, using a program-centric view and certify all participating sites. In conjunction with the Services and Combatant Commands, lead the mitigation process to provide solutions to shortfalls in joint context requirements within JNTC-accredited/certified programs.
- Support an increased training focus on irregular warfare; stability, security, transition, and reconstruction operations; combating weapons of mass destruction; Homeland Defense; Global Strike; shaping operations; Ballistic Missile Defense; integrated operations; urban operations; information operations, and logistics.

- Expand involvement of Combatant Commands, National Guard, interagency community partners, and other relevant organizations as primary stakeholders in all program-planning processes.
- Integrate joint training of special operations and conventional forces and intelligence agencies.

The JNTC business model within T2 provides incentives for the evolutionary improvement of existing trainer capabilities to meet joint requirements, while fostering innovation through promising industry and government ideas and technologies. Investment requirements supporting evolutionary product improvement are gained through the accreditation and certification mitigation processes. Longer-term development requirements are attained through the Joint Capabilities Integration and Development System process. The JNTC will ensure collaboratively planned and requirement-based distribution of funds among stakeholders to support strong value-added actions and program participation. The JNTC acquisition professionals and processes embedded in operational commands ensure essential planning and coordination occur prior to funding execution. The Commander USJFCOM provides the joint standards/architectures and general joint training support for these processes. The Services perform most acquisitions.

JNTC Supporting Objectives:

- Continue developing networked human capital in the form of JNTC Support Elements to improve joint capabilities and training methods.
- Integrate individual and collective training capabilities.
- Facilitate lasting relationships between Services, Combatant Commands, contractors, government agencies and other members of the interagency community to conduct training to satisfy complementary joint training objectives.
- Certify developing training systems for inclusion in the JNTC training toolkit.
- Maintain incentives to Services and industry that foster technology advances to support joint training requirements.
- Develop training capabilities that increase our ability to adapt to new threats.
- Enable rapid transfer of emerging capabilities to the field and improved efficiency through cooperation with the test and experimentation communities.
- Build the LVC training environment, including integration of joint and service virtual and constructive simulations, opposing force capabilities, and range instrumentation.

4.3. Joint Assessment and Enabling Capability Strategy

The JAEC assists leaders in assessing the value of transformational initiatives on individuals, units, staffs, organizations, and processes by measuring how well transformed training and education meet validated readiness requirements. Additionally, the JAEC enables readiness through the full implementation of the Joint Training System by linking training to mission requirements and ensuring training standards are met. It will establish a comprehensive architecture for assessing how well T2 accomplishes its missions and objectives, in addition to meeting the needs of its customers.

The JAEC will continue to achieve these goals through the development of essential support tools, processes, metrics, and methods to enable and enhance joint training for individuals, staffs, and units responsive to joint commands. The JAEC will also assist with the development and analysis of metrics for the other T2 capabilities and the JTS.

The linkage of training to readiness is central to the T2 Program accomplishing its two missions. Several ongoing JAEC initiatives are vital to forging this linkage: full utilization and implementation of the JTS, a broader use of Joint and Agency Mission Essential Tasks, continued development of automated lessons learned and readiness reporting tools, monitoring the execution of the Training Capabilities Analysis of Alternatives, and support of the Training Transformation Interagency, Intergovernmental, and Multinational Mission Essential Tasks initiative. Also key to accomplishing the T2 missions are JAEC's efforts to leverage and coordinate the outcomes of expanding and tracking the joint training, education, and experience of the Total Force to include new adaptability learning requirements.

The JAEC will provide input to the DoD Balanced Scorecard, conduct T2 Assessments, conduct studies, and coordinate with other stakeholders to achieve the outcomes that support the combatant commands' requirement for individuals, units, and staffs that are ready for integrated operations.

4.4. Management, Planning, and Policy

Achieving Training Transformation's missions and objectives requires active management of the overall direction while simultaneously adjusting for new developments. Training Transformation uses a system of evolving processes to facilitate management and program development. Program implementation progress is managed through a series of quarterly reports that track action, task, and resource execution. Training Transformation also employs a process of biennial spiral-development cycles or "blocks" to assess, adjust, and redirect the actions that will collectively transform DoD training and education. Each two-year block begins with an assessment of the outcomes of Training Transformation on training and education, the five objectives, and the two missions. A revised Strategic Plan is then developed collaboratively based on directions from the DoD Strategic Planning Guidance and decisions arising from the

outcomes of the biennial block assessments. Strategic Plan approval is immediately followed by published updates to the Program and Implementation Plans.

The interaction between the Defense Readiness Reporting System and the Joint Training System will provide data on the status of joint training readiness across the Department. A new performance-based management process will be developed to evaluate the data, identify joint training readiness deficiencies, and decide solutions. This management process will include linkage to the DoD readiness review process and the balanced scorecard.

Training Transformation initiatives must be codified in DoD policy. Related policies will be reviewed and revised to ensure they incorporate the outcomes of spiral-development cycles. Policies also will be evaluated to ensure they are having the desired effect on the Department. Policy and guidance areas with Training Transformation interest include: training, education, personnel assignments, experimentation, embedding training into defense acquisitions, range modernization and sustainment, education and training readiness evaluations and reports, program assessments, training and knowledge architectures, adaptability enhancements, and integration with other governmental and nongovernmental agencies and other nations. New policies and guidance will address for the Total Force:

- Training and education integration within the Department.
- Live, virtual, and constructive training system interoperability throughout the Department.
- Integration of individual joint training, joint education, and joint experience into personnel management and readiness systems.
- The use of technologically mature U.S. and international standards for learning and system training to improve life cycle costs.
- Expand the transparent, incentive-based T2 business model to other areas of joint training to find new efficiencies and optimize joint training resources.

Overall responsibility for the Training Transformation program resides with the Under Secretary of Defense for Personnel and Readiness. The Deputy Under Secretary of Defense for Readiness serves as executive agent for Training Transformation. The Director of Readiness and Training Policy and Programs oversees the Joint Assessment and Enabling Capability and Training Transformation progress, and provides daily management. The Director ensures collaboration across the Department and integrates the efforts of the agencies that implement Training Transformation actions. The Director is also responsible for the execution and enforcement of the outcomes from the Training Capability Analysis of Alternatives and functional training studies.

4.5. Oversight

The Training Transformation Executive Steering Group and Senior Advisory Group oversee the development and execution of Training Transformation (refer to Figure 2).

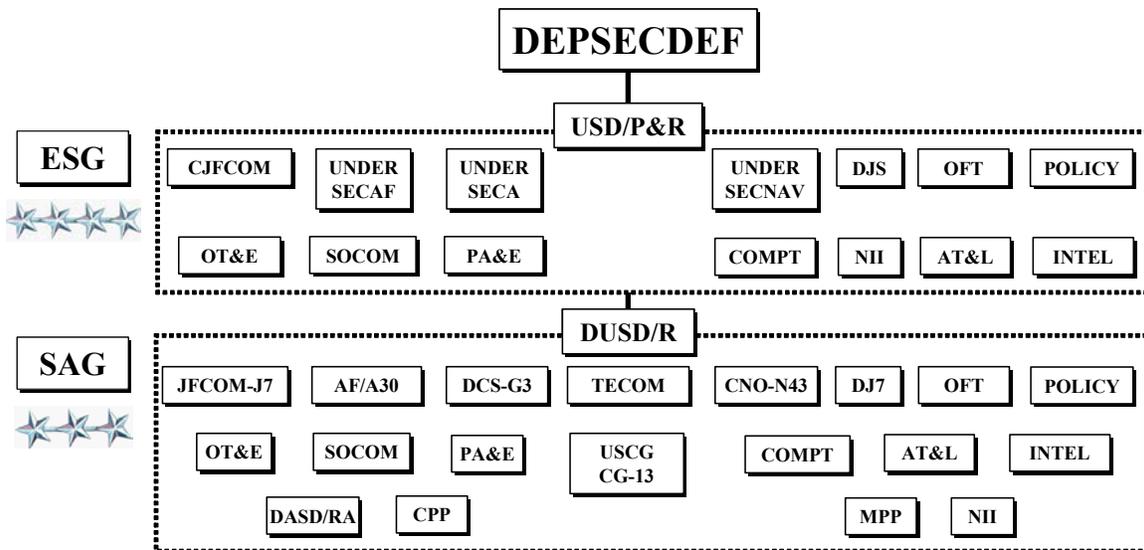


Figure 2. Training Transformation Oversight

These two governing bodies also oversee the resolution of issues and manage the Training Transformation process for the Department. In this regard, they are responsible to the Secretary and Deputy Secretary of Defense for the development of Training Transformation plans and for overseeing the performance of Training Transformation. Additionally, the Senior Advisory Group ensures the timely allocation, transfer, and execution of Training Transformation Program resources.

The Training Transformation Joint Integrated Process Team is subordinate to the two oversight groups. It serves as the primary, collaborative working forum that provides input to the oversight groups and responds to their guidance. The Joint Integrated Process Team consists of senior analysts, planners, and action officers from the Services, Combatant Commands, Combat Support Agencies, Joint Staff, and other DoD staffs and agencies contributing to DoD Training Transformation, and is chaired by the Director, Readiness and Training Policy and Programs.

5.0. TRAINING TRANSFORMATION ACTIONS

Modifications to ongoing T2 Actions and the new T2 Actions are derived from Paragraph 1.4. and Section 4.0. of this Plan. Intent, timelines, milestones, measures of success, block outcomes, collaboration agencies, and other details of ongoing actions were compiled in the DoD Training Transformation Implementation Plan FY2006-FY2011. The following ongoing and new actions will be incorporated in the FY2008-2013 T2 Program Plan and the FY2008-2013 Implementation Plan in accordance with timelines in Appendix 3, Attachment 5 of the FY2006-FY2011 T2 Implementation Plan:

The Commander, USJFCOM, will modify ongoing actions IAW this Strategic Plan to:

1. Provide Leadership in Joint Knowledge Management.
2. Align the JKDDC requirements generation process for individual training and education with the Joint Learning Continuum and DoD T2 guidance, and assist the development and execution of joint individual training and education assessments for the T2 Block Assessments.
3. Transform development and management of knowledge.
4. Develop a global knowledge distribution capability.
5. Provide leadership in the exploration of concepts and research and development technologies in support of knowledge development and distribution.
6. Conduct a requirements analysis, and develop the functional and technical requirements for the integrated live, virtual, and constructive environment.
7. Establish infrastructure for, and interoperability between integrated live, virtual, and constructive training systems in support of defined joint force training requirements.
8. Create a highly adaptable mission rehearsal and joint training capability that is integrated with the DoD Architectural Framework.
9. Ensure that Command and Control; Intelligence, Surveillance, and Reconnaissance; and other requisite net-centric information resources are available to this mission rehearsal and joint training capability.
10. Ensure that results of joint experimentation and lessons learned are routinely integrated into the development of new training processes and systems.
11. Establish a robust research, development, and demonstration program to ensure that the latest science and technologies are incorporated quickly into Defense knowledge and superiority capabilities, as well as into globally distributed mission rehearsal and joint training systems.

The CJCS will modify ongoing actions IAW this Strategic Plan to:

12. Fully implement the Joint Training System, link training to mission requirements, and ensure training standards are met for Combatant Commanders' areas of responsibilities.
13. Fully implement the Combatant Command, Interagency, and Combat Support Agency Staff Joint Training System Specialist programs.
14. Link the Joint Training System to the Defense Readiness Reporting System.
15. Establish appropriate linkages between unit mission essential tasks and joint mission essential tasks, and develop an automated support tool for current and future Universal Joint Task List uses.

The CJCS will:

16. Establish a process for incorporating emerging challenges and concepts into joint training.
17. Develop joint training and education policy, guidance, and implementation framework for integrated operations with interagency community partners and for other new mission areas.

The USD P&R will modify ongoing actions IAW this Strategic Plan to:

18. Study the future requirements for a Joint National Training Capability for specific functional areas.
19. Develop strategy and policy to develop an operational architecture with the directed outcome of achieving LVC training system interoperability throughout the Department of Defense.
20. Sustain and protect maneuver areas, airspace, training ranges, and systems from encroachment.
21. Oversee the modernization of training ranges and systems by the Services.
22. Ensure embedded training and human performance-aiding capabilities are designed into targeted acquisition programs during the initial phase of the acquisition process, and make this capability similar to a "key performance parameter" throughout the acquisition process. Review and update acquisition and maintenance policies, plans, programs, and procedures related to embedded training and human performance-aiding capabilities and monitor compliance.
23. Oversee and ensure systematic assessment of Training Transformation plans, programs, and investments throughout the Department of Defense.

24. Further develop processes, metrics, and tools for assessing the outcomes of the T2 missions and objectives on policy requirements, and the effects of the T2 Program on joint training and education.
25. Develop and conduct block assessment and balanced scorecard processes to assist leaders in assessing the effect of Training Transformation initiatives on joint force readiness and recommend strategic and programmatic changes to stakeholders. Develop and report performance measures in conjunction with the DoD Balanced Scorecard.
26. In coordination with the CJCS, increase the emphasis on the joint aspects of Total Force development. Form a working group to analyze and provide recommendations to better integrate joint training, education, and experience within and between personnel management and readiness systems.
27. Establish, revise, and oversee training and education policies and guidance to ensure that individuals, units, and staffs are prepared to conduct integrated operations upon arrival in and during employment in the combatant command area of responsibility, and to find new efficiencies and optimize joint training resources.
28. Revise Training Transformation Strategic and Implementation Plans.
29. Oversee Training Transformation implementation progress and outcomes.

The USD P&R will:

30. In coordination with the DoD Components, establish a performance-based management process to evaluate joint training readiness data, identify joint training readiness deficiencies, and decide solutions. Link this management process with the DoD readiness review process (DRRS, SROC, and JQRR) and the balanced scorecard.
31. In coordination with the CJCS and Commander, USJFCOM, track and enforce the Training Capabilities Analysis of Alternatives actions.
32. Publish an overarching DoD Directive to integrate training and education across the Department.

The USD Policy will modify ongoing actions IAW this Strategic Plan to:

33. Develop a common set of “Joint” Mission Essential Tasks for integrated operations with interagency, intergovernmental, and multinational partners.

The USD Policy will:

34. Develop DoD strategy and guidance for training, educating, exercising, experimenting, and building partner capacity with interagency community partners.

APPENDIX 1. ABBREVIATIONS

ADL	Advanced Distributed Learning
CCJO	Capstone Concept for Joint Operations
CJCS	Chairman of the Joint Chiefs of Staff
CONUS	Continental United States
DoD	Department of Defense
DOTMLPF	Doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DRRS	Defense Readiness Reporting System
ESG	Executive Steering Group
IAW	In accordance with
ISR	Intelligence, surveillance, and reconnaissance
JAEC	Joint Assessment and Enabling Capability
JKDDC	Joint Knowledge Development and Distribution Capability
JMET	Joint Mission Essential Task
JNTC	Joint National Training Capability
JOpsC	Joint operations concepts
JQRR	Joint Quarterly Readiness Review
JTS	Joint Training System
LVC	Live, virtual, and constructive
MET	Mission Essential Task
SAG	Senior Advisory Group
SROC	Senior Requirements Oversight Council
T2	Training Transformation
TC AoA	Training Capabilities Analysis of Alternatives
USD P&R	Under Secretary of Defense for Personnel and Readiness
USD Policy	Under Secretary of Defense for Policy
USJFCOM	United States Joint Forces Command
USTRANSCOM	United States Transportation Command