



STRATEGIC PLAN FOR TRANSFORMING DOD TRAINING

February 5, 2009

Office of the Under Secretary of Defense (Personnel & Readiness)

Director, Readiness and Training Policy and Programs



UNDER SECRETARY OF DEFENSE
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PERSONNEL AND
READINESS

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

SUBJECT: Update to the "Strategic Plan for Transforming DoD Training"

The intent of the 2008 – 2009 Training Transformation (T2) Strategic Plan is to provide a transition document that updates the content of the 2006 "Strategic Plan for Transforming DoD Training" and addresses initiatives and new strategic emphasis areas since 2006.

Updated areas include Joint Capabilities Area framework, Irregular Warfare, agile and adaptive force training, building partnership, integrated operations training, the stand up and merging of the Combatant Commander Exercise and Engagement account with the T2 program, and new strategic planning concepts codified in the "Guidance for Development of the Force (GDF)" and "Guidance for Employment of the Force (GEF)."

Addressees shall implement the Training Transformation actions identified in the 2008 – 2009 Strategic Plan for Transforming DoD Training. The Under Secretary of Defense (Personnel and Readiness) will oversee implementation of the Strategic Plan.

Since transforming training is critical to building a Total Force, we must ensure that these activities are linked to actions identified in other strategic documents to include both the GDF and the GEF. The Under Secretary of Defense (Personnel and Readiness) will assess progress from this perspective, and report to the Deputy Secretary of Defense through the Deputy's Advisory Working Group at least every six months.

We commend you for the progress each of you have made toward transforming training to better enable integrated operations and challenge you to sustain the initiative.


Stanley A. McChrystal
Lieutenant General, USA
Director, Joint Staff

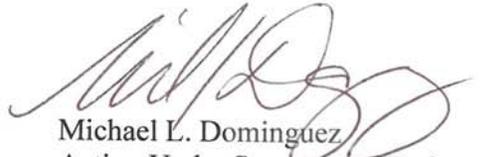

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1.0. TRAINING TRANSFORMATION – NEED AND CONTEXT

Training Transformation (T2) is a Department of Defense (DoD) program whose purpose is to improve the Department's integrated training¹ capabilities to support a comprehensive approach to integrated operations² across the full range of national security operations as well as assist the Department's continuous transformation to accommodate current and emerging challenges. This, the *2008-2009 Strategic Plan for Transforming DoD Training* (Strategic Plan), provides strategy and objectives applicable to all DoD components to enable the Active and Reserve Components, DoD Civilians, and contractors and other U.S. Government Agencies to train together before executing integrated operations. The Strategic Plan incorporates changes from DoD strategic guidance, merges Combatant Command Exercise and Engagement (CE2) resources into the T2 Program, and provides and updates investment guidance previously found in the T2 Investment Framework.

1.1. Continuing Challenge

“For years to come, America will be grappling with a range of challenges to the international system and to our own security – from global terrorism to ethnic conflicts, to rogue nations and rising powers. These challenges are by their nature long-term, requiring patience and persistence across multiple administrations.”

Robert M. Gates, Secretary of Defense

The strategic challenges that led to the creation of the DoD T2 Program in 2002 and confirmed in the Defense Planning Guidance and 2006 Quadrennial Defense Review (QDR) continue. These challenges reflect the realities and requirements for national defense in this century. We face them within territories and environments in which we are not at war in a conventional sense and where traditional forms of military power may not provide the sole solution. The Twenty-First Century DoD must train to improve adaptability, agility and relevance and do so in integrated ways with our partners.

The 2006 QDR force planning construct defined steady-state and surge requirements in the following objective areas: defend the homeland; prevail in the war on terror and conduct irregular warfare; and conduct and win conventional campaigns. Future warfighters must be as proficient in irregular warfare as they are in traditional warfare. This will require a comprehensive approach to training across the full range of military operations.

¹ Integrated training is training supporting integrated operations. It includes joint training and training conducted by or with partner organizations, but focuses on the processes and requirements enabling a comprehensive approach for successful joint operations in conjunction with other organizations outside the DoD.

² integrated operations. [For the purposes of this strategy] The synchronization, coordination, and/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.

The 2006 QDR confirmed the value and outcomes of three fundamental T2 capabilities: Joint Knowledge Development and Distribution Capability (JKDDC), Joint National Training Capability (JNTC), and Joint Assessment and Enabling Capability (JAEC). With the addition of CE2, T2 represents a comprehensive joint training enterprise; structured to provide collaborative, transparent and enterprise-based objectives. The T2 program enhances integrated training, prioritizes emerging mission sets, and exploits distributed live training with virtual and constructive technologies.

1.2. Strategic Frameworks

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

2006 Quadrennial Defense Review Report

In 2007-2008, the Department began a new approach to planning that profoundly affects training practices, processes and resourcing for the next several years. The *Guidance for Development of the Force* (GDF) and *Guidance for the Employment of the Force* (GEF) combine with the *Joint Strategic Capabilities Plan* (JSCP) to provide Combatant Commanders (CCDRs) a longer-term, comprehensive approach to planning within a resource-constrained environment. Each of the documents is authoritative for all DoD planning decisions and affects training resource decisions. For example:

1. The GDF highlights that DoD cannot meet the challenges outlined in the 2006 QDR and *National Defense Strategy* without the efforts of other U.S. Government agencies, state and local governments, our allies, and other non-DoD partners.
2. The GEF requires each CCDR to design his own vision and strategy with a Theater Campaign Plan (TCP) that responds to end states outlined in the GEF. As the strategic environment changes, the CCDRs can adapt the strategy within the GEF and JSCP framework.

Another new management construct is the Joint Capabilities Areas (JCA) framework. The JCA framework serves as the Department’s capability management framework.³ The T2 initiative programmatically falls within the Tier I Force Support Capability Portfolio and more specifically with the Tier II sub portfolio of Force Preparation. T2 stakeholders should use the JCA framework as an organizing construct. The Universal Joint Task List (UJTL) when used in conjunction with the JCA framework and augmented with the Service task lists, provides a comprehensive menu of functional tasks, conditions, measures and criteria. The T2 enterprise shall use the JCA/UJTL framework to develop capabilities and capacities to match future integrated training demands and then assess those training capabilities and capacities for efficiency, effectiveness, and relevancy.

³ DepSecDef memo, “Joint Capabilities Areas (JCAs),” February 14, 2008

1.3. Implications for Training and Education

“I have noticed too much of a tendency towards what might be called ‘Next-War-itis’ – the propensity of much of the defense establishment to be in favor of what might be needed in a future conflict.”

Robert M. Gates, Secretary of Defense

In today’s complex operations, T2 must be broadened beyond the traditional military audience of all the Services (composed of their Active and Reserve components) to also include DoD civilians, other U.S. Government agencies, multi-national partners, international organizations, academia, and the DoD contractor work force capabilities. Responding to the strategic environment has created a need for building partnership capabilities that can leverage a global training environment. In like manner we must develop a capability to compile and share lessons learned across all of our integrated partners and take steps to proactively train to lessons “anticipated” rather than lessons learned.

Effective training requires carefully managing the balance between sustaining and enhancing the current force’s ability to respond to today’s environment while investing in capabilities to more effectively train the future force to meet the complex, unpredictable challenges of tomorrow. The DoD must be prepared for the growing range of integrated operations anywhere in the world and must be able to rapidly adapt to an ever-changing and evolving adversary. DoD components must train to intuitively operate in an integrated way.

Live training is an essential part of overall force preparation and will remain so into the future. Live training events at all levels will continue to rely heavily on Service installations, ranges and operating areas, and training systems in the U.S. and worldwide. Accordingly, the DoD must actively sustain the land, air, sea, cyber space and frequency spectrum essential to the accomplishment of live training. The integrated LVC training environment, and in particular the concept of stimulating operational sensors and systems with synthetic entities, shall be pursued to improve the relevance and realism of the live training domain. The use of virtual and constructive training capabilities integrated with the live training environment provides a powerful tool against the effects of encroachment.

T2 must enable “building partnership” training for civilian and military personnel. This includes training in strategic communication, information operations, public affairs and defense support to diplomacy. T2 must provide the training context to exercise foreign language skills, cultural, self awareness and social skill knowledge to prepare our forces for current operations. It should also provide a fertile training ground to “train the trainer” to help build our capacity to train foreign partners contributing to our ability to confront worldwide challenges from irregular warfare, terrorism and disruptive adversaries.

Since our forces will operate together as a cohesive unit anywhere on the globe, our training capabilities must have same characteristics, to include the capability to

accomplish training anywhere, anytime. Additionally, training accomplished in an integrated way which mirrors actual operations is critical. Therefore, as much as possible, training schedules must be synchronized to facilitate integrated rehearsals between all integrated operations components.

The 2008 National Defense Strategy identifies winning the Long War⁴ as the central objective of the United States and defending the homeland as the core responsibility of the Department. To win the Long War and meet the traditional and nontraditional, asymmetric challenges of the uncertain strategic environment will require continuous transformation of training for the Force. Training programs and systems must be able to anticipate and adapt rapidly to synchronize with current and emerging challenges and operational capabilities, and incorporate new lessons, tactics, techniques, and procedures. Training also must adapt venues to meet the expectations and skills of the emerging technologically-proficient generation that is entering the military.

The current generation of recruits and mid-level military members were born in the information technology era. Studies indicate that this may lead to conflicts in working with current organizational structures and training methodologies as the new generation is more inclined to collaborate and share information.⁵ A generation comfortable in an interconnected world will be more adept at gathering information, communicating through multiple methodologies, and decision-making in a decentralized command and control structure. T2 must continuously find the right balance between traditional training methods and advanced distributed learning (ADL) technologies that are designed to leverage emerging capabilities, communicate seamlessly with speed and agility, better enable multitasking, and use visually-driven learning techniques.

To leverage the characteristics of future learners, the CJCS instituted a continuum for lifelong learning that addresses joint training, education, experience, and self-development throughout a career from entry to senior levels. The intent is to ensure that individuals have received joint knowledge in time for joint duties.⁶ T2 shall assist the Department in enabling self-learning capabilities needed to prepare for uncertain and dynamic global environments. Lifelong learning and its continuum must expand to address all personnel throughout the Force.

Each member of the Force has unique training and education challenges. For the National Guard and Reserves these challenges include limited time and resources, limited access and connectivity to training, and geographic dispersion of individuals, units, and staffs. T2 must accommodate these challenges and facilitate Reserve component participation in joint exercises and integrating exercises from their state centers. Individual joint training also must include the unique and complementary skills that the

⁴ National Defense Strategy, June 2008, "For the foreseeable future, winning the Long War against violent extremist movements will be the central objective of the U.S."

⁵ Prensky, M.. (2001) "Digital Natives, Digital Immigrants," from *On The Horizon* (MCB University Press, Vol 9 No. 5, Oct 2001); Puchta, H (2007), "Students Attention Span – Where Has It Gone?" ETAS Conference; Oblinger, D.G., (2005), "Educating The Net Generation," EDUCAUSE.

⁶ *CJCS Vision for Joint Officer Development*, Nov 2005

Reserve component brings to the Force. Systems and processes must be designed with the capability to distribute joint training and education directly to the individual.

Additionally, T2 must grow to support training for DoD civilians and partners to include other governmental agencies, nongovernmental organizations, private voluntary organizations, industry, academia, allies and coalition members, etc., especially considering the roles DoD civilians and non-DoD partners now play in accomplishing the National strategic objectives.

Training is a key element of the readiness equation, and the ability to proficiently perform Joint and Agency Mission Essential Tasks (J/AMETs) is the primary indicator for determining the readiness for the Force. The requirements for joint training and the results of joint training assessments within the Joint Training System (JTS) must continue to link to the Defense Readiness Reporting System (DRRS).

Partnerships and cooperation in training between civilian agencies/departments, coalition partners, CCDRs, the Services and other potential government and non-governmental partners must be strengthened in order to provide the Joint Force Commander with the right capacity, tools, training and education, and coherent policies to effectively operate in the current and emerging environment. An integrated approach requires training that will provide confidence that individuals, staffs, and organizations across the entire spectrum of integrated operations partners can work together to achieve a common purpose.

1.4. Implications for the Training Transformation Program

“When I talk about change, it is how we are fighting, where we are fighting. We live in a time where everything we are doing seems to be changing, how we are educating, how we are training, what our tactics are, and it is always on the move because we are pressed so hard as far as rotations are concerned and because of the significant push by the enemy.”

Admiral Mike Mullen, Chairman, Joint Chiefs of Staff

The T2 Program must move forward with a common objective which emphasizes outcomes focused on the enterprise as a whole. Therefore, the following set of joint training enterprise principles guides our strategy development and implementation planning:

1. Enable relevant innovation that takes advantage of other developmental efforts,
2. Implement a learning organization, with the right people doing the right jobs, that senses change and adapts rapidly to new environments,
3. Sustain open and transparent processes with checks and balances that align resources to required outcomes (not organizations), and
4. Create a culture that is interdependent, enterprise-centric, and outcome-focused.

The T2 Program's purview spans the entire spectrum of integrated training. The Program shall identify and evaluate critical DoD training weaknesses and deficiencies and determine if solutions require the collective effort of the DoD Components leveraging T2 enterprise resources and capabilities.

The T2 Program concentrates on two major challenges. The first challenge is to better enable integrated operations in the uncertain and dynamic strategic environment. The second challenge is to use transformed training to enable the Department's continuous, capabilities-based transformation.

To help prepare the Force for integrated operations and continuous transformation, the T2 Program must focus the collective power of the DoD training and education community to adjust to changes in the environment. T2 shall accomplish this through a business model that is enterprise-centric, open and collaborative, adaptive, and incentive-based.

Finally, the T2 Program, through the Under Secretary of Defense for Personnel and Readiness, shall encourage the Defense Acquisition Board to include training concepts throughout planning and programming for weapons platforms and systems.

1.5. Collaboration, Consensus, and Contributors

The T2 Strategic Plan—its vision, missions, objectives, and guidance for programming, investment, and implementation—is the product of department-wide collaboration that includes principals and representatives from the Services, Reserve component, CCDRs, Combat Support Agencies, Joint Staff, and the 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 Under Secretary/Four-Star level Executive Steering Group (ESG) and a Deputy Secretary/Three and Two-star level Senior Advisory Group (SAG) that are supported by a T2 Joint Integrated Process Team (senior analysts, planners, and action officers). SAG representatives serve as the first level of decision making for their organization's T2 activities. The ESG provides executive level guidance.

1.6. T2 Enterprise Component Relationships and Functional Structure

With the merge of CE2 resources into T2, the CCDR's exercise and engagement activities are now powerful contributors to the T2 Enterprise. CE2 is constituted as a third operative training component on the same organizational level as the previously existing components, JNTC and JKDDC. These training components are supported by an assessment component, the JAEC, and an Oversight and Management component within the Office of the Director, Readiness and Training Policy and Programs (RTPP). This functional structure and the inherent relationships are outlined in Figure 1.

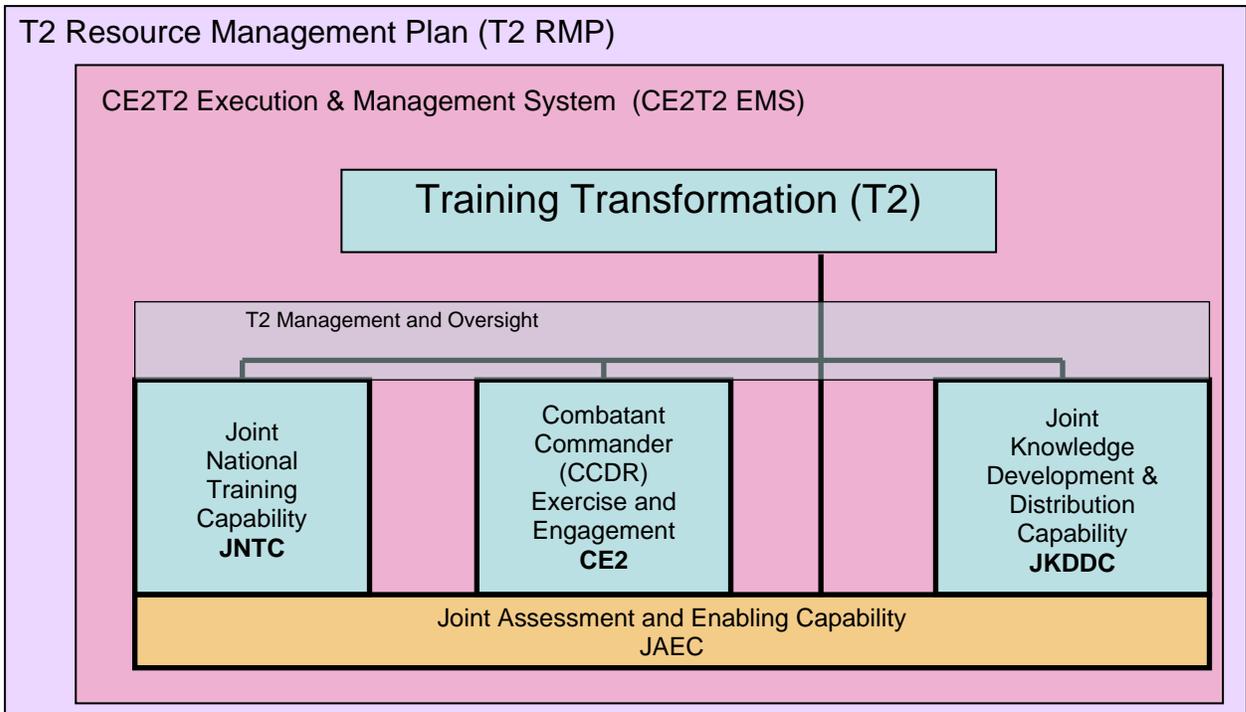


Figure 1. T2 Enterprise Component Relationships and Functional Structure

1.7. T2 Resources

The 2006 QDR directed a Joint Training Program Review (FY07-13), the outcome of which was approved by Deputies Advisory Working Group (DAWG) chaired by the Deputy Secretary in September 2006. The approval by the DAWG led to Program Budget Decision 709, Dec 06 to realign joint training resources into a Department of Defense-wide account entitled the CCDR Exercise and Engagement and Training Transformation (CE2T2)⁷. Joint training funding was further consolidated into CE2T2 at the direction of Congress in the FY2008 Defense Appropriations Bill. All T2 resources are managed and executed in accordance with the T2 Resource Management Plan (RMP) with execution tracked and reported utilizing the CE2T2 Execution & Management System (EMS).

CE2 is managed by the Joint Staff with CCDR support and Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) oversight. CE2 follows the T2 business model and established processes to provide accountability, transparency, and flexibility in managing resources. CE2 funds are executed by the combatant commands, Services, and Joint Staff in accordance with strategic guidance and an approved CE2 Program Execution Plan (PEP) approved by the Director Joint Staff J7 and the Deputy Under Secretary of Defense (Readiness). CE2 directly addresses and resources collective, staff, and individual joint training, exercise, and engagement requirements identified in CCDR's joint training plans and theater campaign plans. CE2 provides

⁷ Although the new consolidated account is titled CE2T2, the program is still collectively referred to as the "Training Transformation" Program).

resources in support of the Joint Exercise Program, to include strategic transportation and Service incremental funds; U.S. Joint Forces Command (USJFCOM) Joint Warfighting Center (JWFC) support for CCDR exercises; training to improve readiness of Joint Task Force Headquarters; distributed support resources such as JTS Specialists and JNTC Support Elements; automated support tools; training enablers such as lightweight tools and simulations; multinational distributed learning capabilities; and deployment training support.

Two capabilities of the original T2 program (JNTC and JKDDC) are managed by USJFCOM, with oversight from OUSD(P&R). The third capability, JAEC, is managed by the Director, Readiness and Training Policy and Programs. They too continue to operate under the T2 business model and established processes to provide accountability, transparency, and flexibility in managing resources. Their T2 resources are executed in accordance with strategic guidance and their respective, approved JNTC and JKDDC PEPs.

Resource decisions for both the CE2 and the legacy T2 capabilities shall be tied directly to strategic goals and objectives with identified measures of effectiveness.

2.0. VISION FOR TRAINING TRANSFORMATION

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

The basic elements of the above T2 vision 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 and job-performance aiding.

2.1. Training must be “Dynamic”

DoD 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. Training must be “Capabilities-Based”

The Department’s adoption of the capabilities-based 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 joint training must focus on J/AMETs aligned against the DoD Joint Capabilities Areas.

2.3. Training must support “Integrated Operations”

The Long War 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 military operations. The most effective DoD force is one that is integrated intellectually, operationally, organizationally, doctrinally, and technically, and that is ready to employ its capabilities 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 T2 is derived from the capstone policy requirement to provide capabilities to support the CCDRs and the Capstone Concept for Joint Operations (CCJO) across all campaign phases and throughout the full range of military operations.⁸ The T2 Program supports this capstone policy requirement through two primary, interrelated missions tasked by DoD planning guidance documents from 2001 to the present. The two missions are: 1) Better enable integrated operations and 2) Enable the continuous, capabilities-based transformation of the Department of Defense. Five T2 objectives support these missions and form a supporting tier of ways for achieving the T2 outcome.

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 include joint and Service operations, through joint learning (individual joint training, education, experience, and self-development), staff training, and collective training. The prime directive for the T2 program is that no one should experience a task in a real-world operation without previously being exposed to that task during training or education.

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 CCDR operational needs

If the force performs its J/AMETs to standard in training, the force can then provide effective joint capabilities, which translates into effective operations. The J/AMETs are used as the basis for identifying the training necessary to provide essential joint capabilities.

⁸ DoD Directive 1322.18, *Military Training*

As a global training and education capability, T2 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 CCDRs. The Department is expanding the capability of JTS to link with the DRRS to measure and assess the degree to which T2 enabled training satisfies readiness requirements and to report the results.

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

Training unity of effort in the context of T2 has two elements. First is ensuring METs within Service components, agencies and other DoD organizations support generation and sustainment of capabilities required by CCDRs. Many J/AMETs cannot be accomplished without supporting Service 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 establishment of appropriate linkages between Service METs and J/AMETs.

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

Performing J/AMETs to standard requires knowledge of joint doctrine combined with the skills and abilities to perform 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 readiness reporting and will conduct additional assessments as necessary.

3.3. Mission: Enable the Continuous, Capabilities-based Transformation of the Department of Defense

As codified in the National Defense Strategy, the 2006 QDR Report, and the Strategic Planning Guidance principles (as incorporated in the Guidance for the Development of the Force (GDF) and the Guidance for the Employment of the Force (GEF)), 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 capabilities requirements as they emerge. 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 with the Joint Operating Environment (JOE) and the CCJO. 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 JTS. 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. As new capabilities and supporting tasks, missions, and standards are defined and incorporated into training, JAEC will assess efforts in support of this objective and assist with other assessments.

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 had to adapt. This T2 objective postulates indeterminate or asymmetric situations where individuals and organizations must improvise and adapt. In this case, knowledge, skills, and abilities to perform mission essential tasks 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. In order to determine T2's progress toward achieving these objectives JAEC will focus on J/AMET and doctrine training, and work to develop new methods to assess the effectiveness and efficacy of adaptability training.

4.0. TRAINING TRANSFORMATION PROGRAM

Training Transformation will achieve its objectives by enhancing DoD joint training using capabilities, processes, networks, systems, policies, plans, and other enablers.

Overall responsibility for the T2 Program resides with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)). The DUSD(R) serves as T2 executive agent. The RTPP performs T2 oversight functions for the DUSD(R). RTPP ensures collaboration across the Department and integrates the efforts of the agencies responsible for implementing T2 actions.

The T2 ESG Chaired by the USD(P&R) and T2 SAG chaired by the DUSD(R) oversee

the development and execution of the program. These two governing bodies also oversee the resolution of issues and manage the T2 process for the Department. In this regard, they are responsible to the Secretary and Deputy Secretary of Defense for the development of T2 plans and for overseeing T2 performance. Additionally, the SAG ensures the timely allocation, transfer, and execution of CE2T2 resources.

4.1. T2 Operative Training Components

The T2 Program's most significant enablers for enhancing DoD training are the JKDDC, which focuses on joint individual knowledge and education; the JNTC, which focuses on joint collective training; and CE2, which focuses on CCDR Exercise and Engagement, and Staff joint training.

4.1.1. Joint Knowledge Development and Distribution Capability

The JKDDC provides a knowledge management training capability that has real-time reach back between individual warfighters, operational staffs, and key information sources. These sources include: Joint Professional Military Education, data warehouses, Global Information Grid (GIG) enabled knowledge management capabilities; and the Services, CCDRs, Reserve Component and national knowledge centers and assets.

4.1.2. Joint National Training Capability

The JNTC provides a capability primarily focused on live and collective training across all phases of a joint campaign and enables the entire spectrum of the integrated joint training environment, i.e., live, virtual, and constructive capabilities. The JNTC adds joint enablers to Service, CCDR, and Combat Support Agency (CSA) training with the objective of accurately replicating the operating environment necessary to successfully conduct integrated training. JNTC is responsible for integrating components of the Joint Live, Virtual, and Constructive Training Environment (JLVC-TE) leveraging Service capabilities and developments, establishing the connecting communications infrastructure, and sustaining the infrastructure and JLVCTE to benefit not only joint training, but Service Title X training when capacity permits.

4.1.3. Combatant Commander Exercise and Engagement

CE2 focuses on CCDR joint training programs. It provides support for all four phases of the Joint Training System, including (but not limited to) strategic transportation and Service incremental funding for the Joint Exercise Program, robust exercise support, an integrated suite of automated support tools, lightweight simulation capability, task-based specialist and support element resources, CCDR headquarters support, Joint Task Force and Component Headquarters certification, deployment training, the Regional Security Cooperation Network Program and limited support for critical Interagency participation. Investments include GOTS and COTS products to support modeling and large scale constructive simulations across all phases of a joint campaign, joint-enabling capabilities to better replicate the operational environment, network and communications, audio

visual and peripheral equipment necessary to sustain certification in a distributed fashion consistent with the JTEN architecture.

4.2. T2 Support Components

Two components of T2 provide management and assessment tools and products for enhancing DoD joint training. They are the JAEC, which focuses on assessment; and Management, Planning, and Policy, which focuses on active management, integration, and oversight of the T2 Program.

4.2.1. Joint Assessment and Enabling Capability

Managed by RTPP, the JAEC is responsible for developing an enterprise-level assessment of T2 in coordination with the operative training components. This assessment will be accomplished on a continual basis vice a two-year “block assessment” construct. JAEC will examine the instantiation of T2 integration and the T2 management process and obtains critical assessment data from the Joint Training Information Management System (JTIMS), DRRS, and other sources. Objectives for JAEC include measuring the efficacy of T2 investments in the context of the COE. JAEC also serves as a knowledge hub in coordinating best-practice sharing and maintaining T2 momentum. The JAEC office has an internal analysis capability that can be leveraged to provide T2 decision support.

4.2.2. Management, Planning, and Policy

Achieving T2’s missions and objectives requires active management of the overall direction while simultaneously adjusting for new developments. POM development/integration and T2 organizational coordination is conducted by Readiness and Training Policy and Programs (RTPP). The EMS, JTIMS, and DRRS provide data on the status of readiness across the Department. A performance-based management process evaluates the data, identifies readiness deficiencies, and develops proposed training solutions that leverage T2 Enterprise capabilities. This management process includes linkage to the DoD readiness review process and the balanced scorecard.

4.3. T2 Oversight

In addition to the roles previously discussed in paragraph 4.0, the following activities support T2 Oversight.

The T2 Joint Integrated Process Team (JIPT) is subordinate to the SAG. It serves as the primary, collaborative working forum that provides input to the SAG and responds to its guidance. The JIPT consists of senior analysts, planners, and action officers from the Services, CCDRs, Combat Support Agencies, Joint Staff, and other DoD staffs and agencies contributing to T2, and is chaired by the Director, RTPP.

The Sustainable Ranges Integrated Product Team (SRIPT) will continue to coordinate and address DoD range sustainment efforts. The SRIPT serves as the principal forum for collaboration between the Office of the Secretary of Defense (OSD) and the Services on encroachment and live training capability assessment and sustainment efforts. This forum includes OSD and Service trainers, testers and environmental representatives. The SRIPT consists of an Overarching IPT co-chaired by the DUSD(R), Deputy Under Secretary of Defense (Installations and Environment), and the Director for Operational Test and Evaluation. The overarching IPT is supported by a working IPT co-chaired by the Office of DUSD(R), Installations and Environment, and Operational Test and Evaluation counterparts.

In accordance with DoDI 1322.27, DoD Urban Training Facilities, the Urban Training Facilities Review Group (UTFRG) will continue to review and evaluate Service and CCDR projects to upgrade existing or construct new urban training facilities, optimizing cooperative and joint investment and utilization. The UTFRG will also synchronize component urban investment strategies ensuring that the DoD Urban Training Facility Investment Strategy (UTFIS) is current and comprehensive.

5.0. TRAINING TRANSFORMATION INVESTMENT GUIDANCE

This T2 Strategic Plan recognizes evolutionary changes in DoD transformation through Secretary of Defense statements, policy and guidance refinements, and resource constraints. To maintain an adaptive and capable joint force, we cannot depend on a reactive training enterprise. A strictly reactive training strategy would lead to adversaries preempting our Department's capabilities and defeating our forces. In contrast, a proactive training enterprise relies on rapidly implementing lessons learned, anticipating operational training needs and continuously adapting our training practices and technologies in order to quickly deploy and employ prepared forces. This proactive training strategy is a force multiplier, dissuading adversaries and denying them the benefits of their own capabilities to adapt, and preparing our forces for environments where responses may be engendered by other-than force-on-force requirements.

Our training strategy must continue to adapt in ways that prepare our forces so an adversary cannot predict, circumvent or overcome. Training must be available anytime, anywhere that can prepare our forces to respond to an unpredictable web of potential threats to the U.S. and our allies. The following investment guidance shall be utilized to construct T2 investment planning and resource allocation. This guidance is intended to capture and consolidate guidance from key sources to convey a clear image of investment targets. Defining concurrent investments and the balance of resources allocated will remain within the collaborative T2 process, but will follow, in general, the guidance herein.

It is not expected that complete resolution of the guidance will occur within the future year defense plan.

The guidance is in priority order, but it is not required that all investment decisions sequentially address the Top Ten list in numerical sequence.

The T2 components are, however, required to analyze the operational, technical and fiscal feasibility of addressing the areas outlined in the guidance. Based on this analysis, T2 components and their respective constituents will develop an informed, collaboratively developed Joint Training Roadmap and Investment Strategy (JTRIS), within fiscal constraints which maximizes accomplishment of the guidance. Each investment shall be cross-referenced to the guidance it addresses or facilitates.

5.1. Top Level Guidance

Place a priority on training, education and experimentation capabilities that are forward looking and address integrated operations and irregular warfare. Focus on key learning capabilities which improve skills in adaptability, agility, anticipation of the adversary, foreign language, cultural insights, empathy, social skills and negotiation. Integrate the Total Force to include delivering T2-sponsored training to the reserve component before mobilization.

Training activities will strike a balance between engagement against a global, irregular adversary and a traditional adversary. It is DoD policy that specified functional areas (listed below) should benefit from directed investment and resultant capabilities with intent to lower the general risk to the United States of threats directly or indirectly associated with them:

- HUMINT, Language, and Culture training
- Training forces to conduct indigenous force training
- Integrated Operations training
- Joint C2 Homeland Defense/Civil Support Exercises
- Stability, Security, Transition, and Reconstruction Ops training
- Irregular Warfare training
- Combating WMD training
- Security Cooperation/Engagement
- Information Operations training
- Catastrophic Consequence Mgt (CBRNE, US natural disasters)
- Adaptive Planning training
- Resourcing CCDRs (JTF Cert, Staff, Component, Battlestaff training)
- Non-lethal, Non-kinetic warfare training
- Intel Integration training
- Urban Operations training
- SOF Conventional Integration training

Leverage interdependencies among the Services, CCDRs, Agencies, industry, test & evaluation community and academia in development of training and education capabilities that are composable, agile, net-capable, adaptive, interoperable, persistent and robust.

5.2. Training Transformation “Top Ten”

5.2.1. T2 shall develop capabilities for supporting Combatant Commander, Joint Task Force Commander, Functional Component Commander and staff individual and collective joint training requirements:

-- Build a training capability that supports Combatant Command, Standing Joint Force Headquarters (SJFHQ)-Core Element and Service concepts for establishing and employing component Headquarters (HQ) as Joint Task Force (JTF) HQs and/or Functional component Command HQ, including interfaces with multi-national forces, interagency, intergovernmental, and non-governmental organizations.

-- Assist with the training of JTF HQ to common joint standards in support of their readiness certification.

5.2.2. 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, irregular warfare and stability operations:

-- Fuse individual and collective training and employment of these systems in operations, intelligence, and planning functional areas across tactical, operational and strategic levels of war.

5.2.3. Prioritize and invest in key outcomes from the following Functional Training studies; Information Operations, Joint Urban Operations, Asymmetric Warfare, Integrated Operations, Mountain and Cold Weather Warfare, and Irregular Warfare. Implementation strategies should include:

-- Support to DoD, interagency, intergovernmental and multinational collaborative capability to conduct mission rehearsal and operational planning.

-- Develop new or modified joint tasks and associated Joint training requirements that capture or better articulate the joint training tasks associated with these functional areas. Include in this development effort security force assistance.

-- The JWFC will establish a capability to identify and address critical joint gaps and seams associated with operations in these functional areas.

-- Increase Information Operations training; facilitate integration of whole of government participation in DoD training, exercises and experimentation activities; integrate ISR training capabilities at the tactical level.

-- Ensure the training capability supports robust, realistic training in these functional areas through all phases of a Joint Campaign.

5.2.4. Support development of an individual and collective training capability that exercises homeland defense and civil support mission areas to include, the protection and defense of critical DOD physical and cyber infrastructure, defense support to civil authorities and countering and recovering from Weapons of Mass Destruction (WMD) attacks.

5.2.5. Develop a capability to train in a multi-level security environment by leveraging ongoing efforts in the operational community. This includes anti-tamper, intrusion detection and network segmentation or fire walling capabilities. It must permit an exchange of training scenario and control information and intelligence across all friendly echelons including multi-national, interagency, intergovernmental, non-governmental organizations partners. It must also include support to operational rehearsals, as well as the core-training environment:

-- Identify which issues require policy, technical and training resolution and action each accordingly.

-- Resolve security related training infrastructure shortfalls to enable effective, secure training in a Special Technical Operations (STO) environment

-- Develop joint implementation plans that coordinate disparate, individual Service activities that ensure an integrated / coherent Departmental security solution to training security requirements.

5.2.6. Develop an individual and collective training capability which supports Special Operations Forces (SOF) and Conventional force integration:

Focus areas include:

- Psychological Operations (PSYOP)
- Civil Affairs
- Irregular Warfare
- Strategic communication
- Special reconnaissance
- SOF Operations with indigenous forces operations
- Governance skills
- Pre-deployment cultural and language familiarization
- Counter terrorism/force protection
- Time Sensitive Targeting
- Joint Terminal Attack Controllers
- Joint Personnel Recovery

Increase SOF-GPF⁹ exercise integration and improve training capabilities that support GPFs' ability to conduct irregular warfare, civil affairs and psychological operations by leveraging existing training capabilities.

5.2.7. Develop capabilities for individual and collective training that support evolving fratricide prevention measures and combat identification tactics, techniques and procedures.

5.2.8. In order to maximize training realism, with policy and oversight from USD (P&R), USJFCOM in coordination with the Combatant Commanders, exploit Live Virtual and Constructive (LVC) technologies within the Joint Live, Virtual Constructive Training Environment with Focus areas including:

-- Develop and promulgate a set of standardized interfaces to integrate emerging Service advanced instrumentation and simulation systems across the Live-Virtual-Constructive domains in the operating environments of air, ground and maritime.

-- Increased augmentation of the live environment with synthetic entities and synthetically generated data, inherently increasing the interaction and realistic interoperability between participants in different domains (L.V, or C).

-- Reduction of Live, Virtual and Constructive (LVC) integration artificialities, particularly procedures that call for "segregation" to deconflict simultaneous LVC exercise operations.

-- Improvement of automated weapon scoring simulations and processes to provide real time casualty assessment and kill removal. Particular focus is needed for Air-Ground interactions and maritime operations.

-- Automation of ground truth (data) collection and timely generation / distribution of after action review and debrief products to the joint training audience to support near real time feedback and to support Doctrine, Organization, Training, Material, Leadership, Personnel and Facilities (DOTMLPF) analysis and change.

-- Eliminate unnecessary virtual and constructive training and education capabilities that support traditional force-on-force operations.

-- Improve capabilities to rapidly generate scenarios and other exercise planning functions.

5.2.9. Expand JNTC activity and communication infrastructure to overseas locations, supporting deployable and fixed / expeditionary site capabilities.

⁹ Requires coordination with and approval of the Commander, United States Special Operations Command (US SOCOM).

5.2.10. 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 military operations across all phases of a joint campaign plan.

5.3. Guidance to the T2 Components

5.3.1. Joint Knowledge Development and Distribution Capability (JKDDC)

To enable the T2 strategy, JKDDC shall:

- Explore concepts such as on-line gaming (individual and multi-player), virtual worlds, remote, real-time knowledge on the battlefield and other cutting-edge knowledge technologies for JKDDC application.
- Collaborate with other components of T2 to ensure complete integration and unity of effort. Develop a capability to support the Chairman's and CCDRs exercise programs and JNTC with individual academic training prior to conduct of the exercise or training.
- Develop a quick reaction capability to support individual augmentation training; building the capability to rapidly incorporate changes to doctrine, tactics, techniques and procedures derived from lessons learned; and proactively leveraging USJFCOM's Joint Center for Operational Analysis, the intelligence community for lessons "anticipated" and applicable Service and joint lessons learned resources.
- Increase training and education foreign language, cultural knowledge and regional awareness capabilities.
- Continue to develop and distribute searchable content object reference module (SCORM) conformant courseware developed IAW combatant commander requirements.
- Support, integrate, and incorporate DoD requirements into JKDDC joint task training for the Intelligence Community, the interagency, intergovernmental and multinational communities.
- Participate with JNTC in the development of a JTRIS, which will support the Department's Program Objective Memoranda (POMs) as reflected in the T2 Program Plan¹⁰

5.3.2. Joint National Training Capability (JNTC)

To enable the T2 strategy, the JNTC shall:

¹⁰ With the advent of the integrated CE2T2 resource account, the T2 Program Plan will reflect only top level resource lines as included in the T2 POM, rather than the work breakdown detail reflected in previous Program Plans.

- Collaborate with other components of T2 to ensure complete integration and unity of effort.

- Further develop force preparation training capabilities in the areas of information operations, whole-of-government operations, ISR integration, Homeland Defense/ Defense Support of Civil Authorities, Special Operations Forces-General Purpose Forces (SOF-GPF) integration, irregular warfare, integrated operations, and foreign language and cultural knowledge.

- Develop a security plan and cross domain solution (CDS) set that leverages operational investments while providing a timely, coherent DoD training-wide solution including multiple independent levels of security and CDS rule sets that are consistent with the rest of the DoD.

- Develop and enforce Live, Virtual, and Constructive open net-centric interoperability standards and architectures for training and exercise activities that directly support the distributed joint training requirements of combatant commanders, JTFs, Services and defense agencies.

- JNTC accredited / conditionally accredited programs and organizations will maximize execution of accredited joint tasks consistent with mission training objectives within rotations they conduct to optimize training audience exposure to joint operations.

- Increase integrated operations training opportunities

- Increase the percentage of Service pre-deployment exercises and mission rehearsals that incorporate direct participation from other Service units they will be operating jointly within theater to include deploying Reserve and Guard units. At a minimum, attempt to incorporate participation from other Service units that have similar capabilities to those that they will be serving with in theater.

- Improve JNTC's capability to rapidly incorporate changes in doctrine, tactics, techniques and procedures derived from lessons learned. Move from a reactive, request for information lessons learned construct, to one that is proactive and actively pushes information to those who need it. Proactively leverage Service lessons learned capabilities to capture tactical level joint lessons.

- Continue to improve capabilities to rapidly generate scenarios.

- JNTC shall utilize the Global Information Grid (GIG) and other government networks to the maximum extent possible.

- Continue to evolve toward the right mix of live, virtual and constructive capabilities in support of realistic and relevant training anywhere anytime.

- Support accredited training programs sponsoring Mission Readiness Exercises,

Service Major Training Events, and CCDR exercises, conducted to maximize training audience exposure to joint operations. The priorities for JNTC-supported training are:

- (1) Mission rehearsal and joint training that prepares deploying forces for operations at the tactical, operational and strategic levels of war.
- (2) Joint training that supports CCDR's operations plans in accordance with the Guidance for Employment of the Force (GEF) priorities.
- (3) Proficiency training that supports the accomplishment of joint task operations to the point that they become habitual.

-- Support the routine accomplishment of integrated training by Service, CCDR and CSA training organizations (program centric¹¹ construct) and complete fielding of the JNTC Support Elements to Service and CCDR training organizations.

-- For CCDR Joint Task Force training, implement the principles associated with training in a "Contemporary Operational Environment (COE)."¹² This includes linkage to the tactical and national level COE which will help drive scenario realism, and engender adaptability and optimization of capabilities to achieve mission objectives.

-- Integrate Special Operations Forces capabilities into appropriate JNTC-supported training.

-- Evolve and sustain the Joint Training and Experimentation Network (JTEN) to establish and maintain persistent, global communications leveraging existing networks while migrating to the GIG when capabilities are provided.

-- Work collaboratively with the Joint Mission Environment Test Capability (JMETC) and Information Operations Range to develop solutions to common requirements and to leverage activities associated with the Testing in a Joint Environment Roadmap to further

¹¹ Program centric is the JNTC concept of distributing joint training capability to the Services and combatant commands through their established training programs and training pipelines, providing the necessary resources (personnel, funding, and in-kind capabilities) to properly integrate joint training into their program, and providing for initial and periodic confirmation that the program is compliant with joint training objectives.

¹² The contemporary operational environment is the overall environment that exists today and in the future (out to the year 2020). The range of threats during this period extends from smaller, lower-technology opponents using more adaptive, asymmetric methods to larger, modernized forces able to engage deployed U.S. forces in more conventional, symmetrical ways. In some possible conflicts (or in multiple, concurrent conflicts) a combination of these types of threats could be especially problematic. The goal of COE implementation in Joint training is to produce an objective force of leaders, soldiers, and units capable of rapidly adapting and optimizing capabilities to achieve mission objectives – to fight and win – in a complex and evolving environment across the spectrum of conflict. COE implementation is less about equipping and organizing our training venues to reflect the COE and more about seeing warfare through a different lens. Joint training is to produce an objective force of leaders, soldiers, and units capable of rapidly adapting and optimizing capabilities to achieve mission objectives – to fight and win – in a complex and evolving environment across the spectrum of conflict. COE implementation is less about equipping and organizing our training venues to reflect the COE and more about seeing warfare through a different lens.

develop realistic joint mission environments and a persistent connectivity and interoperability between training and test ranges, instrumentation, and models.

- Support and integrate the interagency, intergovernmental and multinational communities training requirements into JNTC integrated training.
- Develop in coordination with the other T2 components, a JTRIS, which will support the T2 Program Plan and the Department's POMs.

5.3.3. Combatant Commander Exercise and Engagement (CE2)

- Collaborate with other components of T2 to ensure complete integration and unity of effort.
- Support CCDR training, exercise and engagement programs
- Support the fielding of the JTS Specialists (among others to include Joint Interagency Training Specialists, Joint Lessons Learned (Program) Specialist, and JNTC Support Element and LNOs/Joint Training Program Managers to CCDR training organizations.
- Implement the principles associated with training in a tactical, operational and strategic theater, strategic national level COE which will help drive scenario realism, and engender adaptability and optimization of capabilities to achieve mission objectives.
- Improve CCDR's capability to rapidly incorporate changes in joint doctrine and tactical, operational, strategic theater, and strategic national joint lessons learned into joint training.
- Integrate Special Operations Forces capabilities into appropriate CCDR joint training.
- Support and integrate the interagency, intergovernmental, and multinational communities training requirements into CCDR joint training and exercises.
- Use the JTEN to establish and maintain persistent, global communications for purposes of CCDR training programs.
- Participate with JNTC in the development of a JTRIS, which will support the T2 Program Plan and the Department's POMs).
- Address key exercise and engagement capability gaps for USAFRICOM, USEUCOM and USSOUTHCOM to include promotion of security and stability, building of military-to-military partnerships and supporting development in these regions.
- Support USPACOM's Joint Combined Training Capability and engagement for U.S. Forces Korea.
- Close capability gaps for USNORTHCOM to better anticipate and conduct Homeland Defense and Civil Support operations.

5.3.4. Joint Assessment and Enabling Capability (JAEC)

JAEC is intrinsically linked to the Operative Training Components, as well as the entire Joint training community. Through assessments integrated with program performance and investment, JAEC will examine training capabilities, the instantiation of T2 integration, the Joint training management process, and the effects of Joint training and education. Objectives for JAEC include measuring the efficacy of T2 investments, the synchronization of T2 with the transformation of the force and war fighting capabilities, and the application of training “enablers” driven by the Joint Operational Environment. Assessments will focus on portfolio management; specifically how resources are allocated against training, experimentation and education capabilities deemed redundant, non-interoperable, and not supporting high priority competencies in the areas described above. JAEC will also enable best-practice sharing, rapid spiral development, and joint ventures between organizations. The JAEC office will use its inherent analysis capability to provide T2 decision support. JAEC shall collaborate with other training elements to ensure complete integration and unity of effort.

To enable the T2 strategy, the JAEC shall:

- Collaborate with the joint training and education community and other T2 components to enhance integration and unity of effort.
- Collaboratively develop metrics to address the T2 Program goals.
- Fully develop and integrate current and emerging training assessment activities with the DRRS and Service personnel systems and leverage information in the JTIMS. Training-related assessment serves as the basis for determining performance-based readiness and must be fully integrated with DRRS development.
- Enhance efforts to track joint training, education and experience and to assess them in relation to requirements.
- Participate with JNTC in the development of a JTRIS, which will support the T2 Program Plan and the Department’s POMs.

Conduct assessments focusing on:

- (1) Synchronization of Pre-Deployment Training to improve readiness of deploying forces
- (2) Incorporation of other Service assets or capabilities in training events and exercises.
- (3) Interagency participation in DoD training events where a government agency's presence is required by the operational environment.
- (4) Relevancy of CE2T2 investments and capabilities by requiring all investments to have quantitative measures linked to operational commander requirements.

Assess the effect of those measures against the specified outcome post investment.

- (5) How well T2 is enabling the readiness of our joint forces to meet operational requirements?
 - (6) How well is T2 effectively enabling the continuous, capabilities-based transformation of the Department of Defense?
- Support OUSD (P&R) in collecting, compiling and analyzing data for the quarterly Balanced Scorecard and other systemic analysis efforts within OSD.
- Fully develop and integrate current and emerging training assessment activities with the Defense Readiness Reporting System (DRRS), the Joint Training Information Management System (JTIMS), Defense Integrated Military Human Resources System and appropriate Service systems.

APPENDIX 1. ABBREVIATIONS

ADL	Advanced Distributed Learning
C2	Command and Control
CBP	Capabilities Based Planning
CCDR	Combatant Commander
CCJO	Capstone Concept for Joint Operations
CDS	Cross Domain Solution
CE2	Combatant Commander Exercise and Engagement (T2 Component)
CE2T2	Combatant Commander Exercise and Engagement Training Transformation (Defense-wide Account)
CJCS	Chairman of the Joint Chiefs of Staff
COE	Contemporary Operational Environment
CSA	Combat Support Agency
DAWG	Deputies Advisory Working Group
DoD	Department of Defense
DOTMLPF	Doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DRRS	Defense Readiness Reporting System
DUSD(R)	Deputy Under Secretary of Defense (Readiness)
EMS	(CE2T2) Execution & Management System
ESG	Executive Steering Group
GDF	Guidance for the Development of the Force
GEF	Guidance for the Employment of the Force
GIG	Global Information Grid
GPF	General Purpose Forces
JAEC	Joint Assessment and Enabling Capability
JCA	Joint Capabilities Area
JFRR	Joint Force Readiness Report
JIPT	Joint Integrated Process Team
JKDDC	Joint Knowledge Development and Distribution Capability
J/AMET	Joint and Agency Mission Essential Task
JNTC	Joint National Training Capability
JOE	Joint Operating Environment
JSCP	Joint Strategic Capabilities Plan
JTEN	Joint Training and Experimentation Network
JTIMS	Joint Training Information Management System
JTRIS	Joint Training Roadmap and Investment Strategy
JTS	Joint Training System
JWFC	Joint Warfighting Center (USJFCOM)
LNO	Liaison Officer
LVC	Live Virtual Constructive
MET	Mission Essential Task
OSD	Office of the Secretary of Defense
OUSDP&R)	Office of the Under Secretary of Defense (Personnel and Readiness)

APPENDIX 1. ABBREVIATIONS

POM	Program Objective Memoranda
QDR	Quadrennial Defense Review
RMP	(T2) Resource Management Plan
RTPP	Readiness and Training Policy and Programs (OSD)
SAG	Senior Advisory Group
SCORM	Sharable Content Object Reference Model
SME	Subject Matter Expert
SOF	Special Operations Forces
SROC	Senior Readiness Oversight Council
SRIPT	Sustainable Range Integrated Product Team
TCP	Theater Campaign Plan
T2	Training Transformation
UJTL	Universal Joint Task List
USD(P&R)	Under Secretary of Defense (Personnel and Readiness)
USAFRICOM	United States African Command
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USNORTCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOUTHCOM	United States Southern Command
UTFRG	Urban Training Facilities Review Group
UTFIS	Urban Training Facility Investment Strategy
WMD	Weapons of Mass Destruction