

3.0 JOINT NATIONAL TRAINING CAPABILITY

3.1. Concept:

This capability prepares forces by providing units and staffs with an integrated live, virtual, and constructive training environment that allows accurate, timely, relevant, and affordable training and mission rehearsal in support of specific operational needs. Additionally, this capability will interoperate with and leverage capabilities provided by JKDDC and JAEC.

Table of Contents

3.0	Joint National Training Capability.....	1
3.1.	Concept:	1
3.2.	Capability Component: Training Transformation Functional Training Strategy Studies.....	3
3.2.1.	Action: Study the future requirements for a Joint National Training Capability for specific functional areas.....	3
3.3.	Capability Component: Integrate Joint Simulations and Range Instrumentation.....	6
3.3.1.	Action: Conduct a requirements analysis, and develop the functional and technical requirements for the integrated live, virtual, and constructive (LVC) environment.	6
3.3.2.	Action: Establish infrastructure for, and interoperability between integrated live, virtual, and constructive training systems in support of defined joint force training requirements.....	13
3.3.3.	Action: Create a highly adaptable mission rehearsal and joint training capability that is integrated with the Joint Technical Architecture.	20
3.3.4.	Action: Ensure that Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) resources are available to this mission rehearsal and joint training capability.	24
3.4.	Capability Component: Linkage to Joint Capabilities Improvement and Integration. ..	29
3.4.1.	Action: Ensure that results of joint experimentation and lessons learned are routinely integrated into the development of new training processes and systems.	29
3.5.	Capability Component: Integrated Live, Virtual, and Constructive (LVC) Training Strategy and Policy.....	35
3.5.1.	Action: Develop strategy and policy to develop an operational architecture with the directed outcome of achieving LVC training system interoperability throughout the Department of Defense.	35
3.6.	Capability Component: Range Modernization.....	39
3.6.1.	Action: Sustain and protect from encroachment maneuver areas, airspace, training ranges, and systems.....	39
3.6.2.	Action: Oversee the modernization by the Services of training ranges and systems.....	44
3.7.	Capability Component: Embedded Training in Major Defense Acquisition Programs.....	46
3.7.1.	Action: Ensure embedded training and human performance-aiding capabilities are	

designed into targeted acquisition systems during the systems 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. 46

3.8. Capability Component: Robust Joint National Training Capability Research, Development, and Demonstration Program..... 49

3.8.1. Action: 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. 49

3.2. Capability Component: Training Transformation Functional Training Strategy Studies.

3.2.1. Action: Study the future requirements for a Joint National Training Capability for specific functional areas.

3.2.1.1. Capability: Joint National Training Capability (JNTC).

3.2.1.2. Capability Component: Training Transformation Functional Training Strategy Studies.

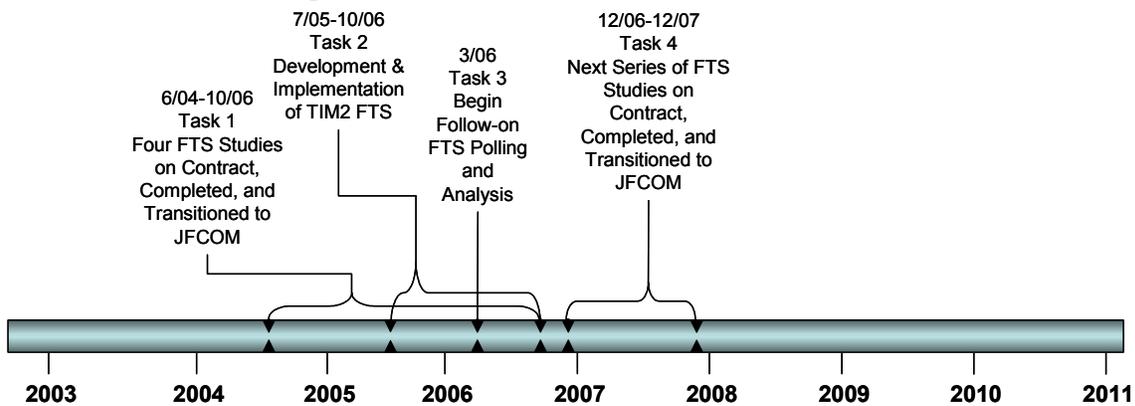
3.2.1.3. Lead agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).

3.2.1.4. Collaboration Agencies: Services (including Reserves and National Guard); Chairman, Joint Chiefs of Staff; Joint Forces Command; other combatant commands; combat support agencies; and federally funded research and development centers.

3.2.1.5. 2002 Strategic Plan Action Number: Not applicable

3.2.1.6. 2004 Implementation Plan Action Number: 3.2.1.

3.2.1.7. Road Map:



Action 3.2.1. Figure 1

3.2.1.8. Overall intent: The overall intent of these series of studies is to conduct analysis of current and emerging defense missions and operational requirements (combatant commanders, Joint and Service Lessons Learned, emerging defense technologies, new tactics, techniques and procedures, etc.); identify specific joint training functional areas where additional capabilities are needed; conduct Functional Training Strategy (FTS) studies with the objectives of developing a Roadmap and Investment Strategy to resolve the functional training shortfall, provide the results to the Deputy Secretary of Defense, and transition the strategies to a USJFCOM Capabilities Improvement Initiative Team (CIIT), as appropriate. This action is cyclical, consisting of sequences of Task 1 and Task 3 ad infinitum.

3.2.1.9. Task 1: Place the original four functional training strategies (Joint Urban Operations, Information Operations, Asymmetric Warfare, and Stability and Support Operations) on contract, complete and transition to a USJFCOM CIIT as appropriate.

3.2.1.9.1. Intent: Take the outcomes of the original FTS survey and analysis (see 2004 T2 Implementation Plan, Appendix 1, Paragraph 3.2.1), compete for OSD (P&R), study funding, put funded studies on contract, complete FTS and transition to USJFCOM CIITs as appropriate.

3.2.1.9.2. Key Milestone(s): Original FTS survey and analysis on contract by June 2004 and completed by October 2006.

3.2.1.9.3. Measure of Success: Study funding secured, on contract, FTS developed and transitioned to USJFCOM as appropriate.

3.2.1.10. Task 2: Begin development and implementation of the Training Transformation Interagency, Intergovernmental, Multinational Mission Essential Tasks (TIM2) functional training strategy.

3.2.1.10.1. Intent: Take the outputs from the 2004 T2 Implementation Plan, Appendix 1, Paragraph 4.7.3., develop and implement an FTS.

3.2.1.10.2. Key milestone: Begin development and implementation process in July 2005.

3.2.1.10.3. Measure of Success: First draft of FTS complete by October 2006.

3.2.1.11. Task 3: Conduct follow-on FTS polling and analysis.

3.2.1.11.1. Intent: To determine shortfalls in joint functional training by polling or analyzing the following: combatant commanders, Joint and Service Lessons Learned, emerging defense technologies, new tactics, techniques and procedures, etc.

3.2.1.11.2. Key milestone: Begin polling and analysis process in March 2006.

3.2.1.11.3. Measure of Success: A list of functional training areas completed with sufficient time to progress to Task 4.

3.2.1.12. Task 4: Place the next series of FTS studies on contract, complete and transition to a USJFCOM CIIT as appropriate.

3.2.1.12.1. Intent: Take the outcomes of Task 3, compete for OSD (P&R) study funding, put funded studies on contract, complete FTS, and transition to USJFCOM CIITs as appropriate.

3.2.1.12.2. Key milestone(s): Task 3 outcomes on contract by December 2006 and completed by December 2007.

3.2.1.12.3. Measure of Success: Study funding secured and on contract, and FTS developed and transitioned to USJFCOM as appropriate.

3.2.1.13. Dependencies and Linkages: The DoD Components will submit functional training study proposals to Director, RTPP, who will then submit for OSD study funding. Recurring study results will enable completion of Action 3.3.2. milestone (Conduct JNTC Functional Event) and a follow-on functional training program.

3.2.1.14. Current situation/status of action: Studies are ongoing. The Joint Urban Operations FTS was delivered for transition to CIIT in May 2005 and the Information Operations was delivered in July 2005. Asymmetric Warfare FTS and the Stability and Support Operations FTS will deliver in October 2006.

3.2.1.15. POC: Readiness and Training Office, OUSD (P&R), (703) 693-4973.

3.3. Capability Component: Integrate Joint Simulations and Range Instrumentation.

3.3.1. Action: Conduct a requirements analysis, and develop the functional and technical requirements for the integrated live, virtual, and constructive (LVC) environment.

3.3.1.1. Capability: Joint National Training Capability (JNTC).

3.3.1.2. Capability Component: Integrate Joint Simulations and Range Instrumentation.

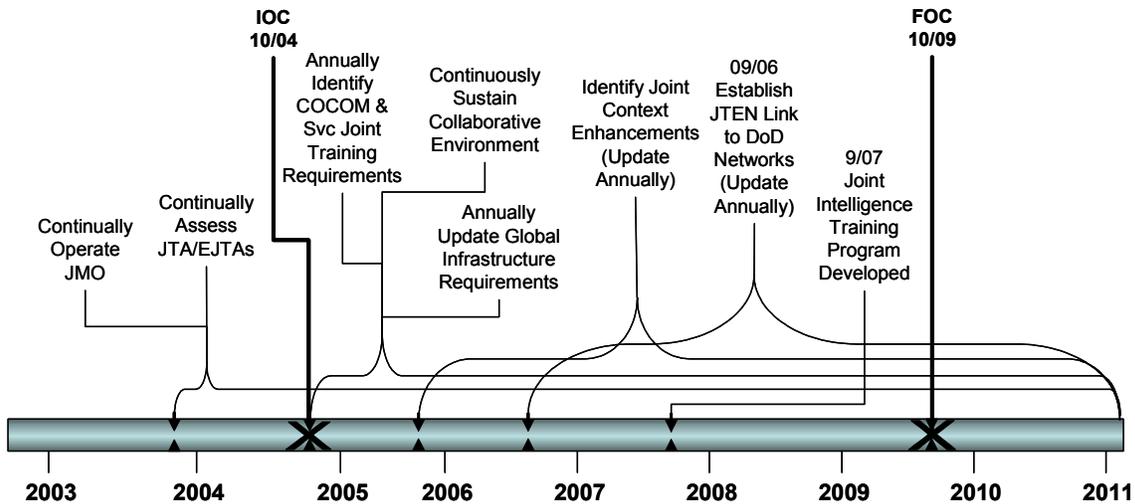
3.3.1.3. Lead Agency: USJFCOM (Joint Force Trainer, JNTC JMO).

3.3.1.4. Collaboration Agencies: Combatant commands, Services, National Guard Bureau, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness, Director of Operational Test and Evaluation, and Defense Test Resource Management Center.

3.3.1.5. 2002 Strategic Plan Action Number: 4.2.2.(a)

3.3.1.6. 2004 Implementation Plan Action Number: 3.3.1.

3.3.1.7. Roadmap:



Action 3.3.1. Figure 1

3.3.1.8. Overall Intent: The JNTC Joint Management Office will continue to define operational requirements, which will then be supported by technical and functional solutions that are adaptable and agile to accommodate integrated LVC global, multinational, deployable, and mission rehearsal capable joint training. Combatant command, combat support agency, and service operational requirements will drive the joint tasks to be trained at JNTC-certified sites. Through the Joint Training System and Joint Exercise Life Cycle processes, events, systems, and sites will be nominated to

satisfy operational requirements under JNTC certification and accreditation standards. The JNTC JMO interfaces with service and agency representatives through operations, technical, and programmatic Process Action Teams. Accreditation includes examining appropriate elements of joint context required for execution and assessment of joint tasks conducted in a particular training event. Elements of joint context include:

- Mix of available live/virtual/constructive forces required to accomplish joint training objectives
- Appropriate levels of joint command and control (JC2)
- Opposing forces (OPFOR) capable of full spectrum operations
- Scenario based on joint training objectives
- Ability to assess joint force performance of joint tasks
- Use of joint doctrine
- Use of joint tactics, techniques, and procedures
- Joint exercise control structure
- Joint event analysis/after action reporting

3.3.1.9. Operate a Joint Management Office to oversee daily management and coordination of JNTC activities.

3.3.1.9.1. Intent: As tasked by the FY04-09 Defense Planning Guidance, create a JNTC Joint Management Office (JMO), reporting to Commander, U.S. Joint Forces Command, to identify, collect, merge, review, evaluate, validate, and collaboratively prioritize joint training requirements. The JMO will serve as the focal point for planning, program preparation, and execution of JNTC resources, and will establish the appropriate Work Breakdown Structure (WBS) to manage effectively JNTC resources. The JMO will provide guidance, direction, and oversight for execution of approved Training Transformation Program Execution Plans to ensure coherent integration and synchronization of all JNTC resources, and will manage a logistics program to ensure sites, systems, and equipment are capable of supporting joint training events.

3.3.1.9.2. Key Milestones: Develop the JNTC Increment to the T2 Strategic and Implementation Plans, Roadmap and Investment Strategy, Program Goals and Objectives, JNTC Increment to the T2 Program Plan, and Program Execution Plan. Recurring Milestones IAW Appendix 3 requirements.

3.3.1.9.3. Measure of Success: The JNTC Increment to the T2 Strategic and Implementation Plans, Roadmap and Investment Strategy, Program Goals and Objectives, JNTC Increment to the T2 Program Plan are developed IAW Appendix 3 and approved. Program Execution Plan is developed, approved, and executed annually. Functioning logistics plans are in place.

3.3.1.10. Identify JNTC-specific combatant commander and service joint training requirements and link them to the appropriate Universal Joint Tasks, Joint Task Articles, and Expanded Joint Task Articles.

3.3.1.10.1. Intent: In coordination with the Joint Force Trainer's (JFT's) requirements

collection efforts, identify JNTC-specific combatant commander and service joint training requirements. Joint training requirements will be articulated as specific and actionable statements, based on a gap or a seam, identified through lessons learned literature, as well as combatant commander and service input. The joint training requirement will be linked to the appropriate Universal Joint Tasks, Joint Task Articles, and Expanded Joint Task Articles. This task, led by the JFT Capabilities Group and assisted by Training Group, begins the process to routinely integrate warfighter operational and training requirements into the USJFCOM Joint Training Plan development process that results in a coherent strategy for presentation at the Worldwide Joint Training and Scheduling Conference. The JNTC JMO will coordinate with JFT Capabilities Group and Training Group to ensure joint training events are based on these requirements and are an integral part of the coherent strategy. Emergent critical requirements inside the established planning and programming cycle will be addressed as quickly as possible.

3.3.1.10.2. Key Milestones: Annually articulate joint training requirements in Tab H of the USJFCOM Joint Training Plan in accordance with JTP production schedules.

3.3.1.10.3. Measure of Success: Joint training requirements are identified annually, presented at the Worldwide Joint Training and Scheduling Conference, and articulated as specific and actionable statements in Tab H of the USJFCOM Joint Training Plan.

3.3.1.11. Annually assess Joint Task Articles and Expanded Joint Task Articles (JTA/EJTA)

3.3.1.11.1. Intent: Annually assess JTA/EJTA in a joint context in selected joint exercises to include JNTC exercises.

3.3.1.11.2. Key Milestones: Assessments occur annually (program is underway).

3.3.1.11.3. Measure of Success: Selected joint exercises are analyzed for appropriateness of JTA/EJTA. The selected tasks are planned for assessment in the exercise. Results of the assessment are applied across the DOTMLPF spectrum.

3.3.1.12. Sustain a collaborative environment where JFCOM, combatant commands, services, and combat support agencies can participate in the development of coordinated JNTC training plans and cooperative execution of the Joint Event Life Cycle (JELC).

3.3.1.12.1. Intent: The collaborative environment enables planning efforts that result in a coherent training plan to be delivered at the Worldwide Joint Training and Scheduling Conference. Initial collaborative environment has been established.

3.3.1.12.2. Key Tasks: Continually sustain the collaborative environment.

3.3.1.12.3. Measure of Success: The collaborative environment is sustained that reduces cost and increases efficiency associated with the planning effort.

3.3.1.13. Annually update global infrastructure functional and technical requirements.

3.3.1.13.1. Intent: At full operational capability (FOC), the current JNTC vision is realized for a global, multinational network of integrated live, virtual, and constructive components that provides a seamless training environment that supports a broad spectrum of joint and service training requirements.

3.3.1.13.2. Key Milestones: Update annually

3.3.1.13.3. Measures of Success: Global infrastructure functional and technical requirements are updated annually based on results from JNTC accreditation and certification processes.

3.3.1.14. Annually identify enhancements to joint context required in service and combatant command training organizations and programs.

3.3.1.14.1. Intent: Using the JNTC accreditation and certification processes, identify shortfalls in existing elements of joint context required to enable training on joint tasks in service and combatant command training organizations and programs. These shortfalls will provide the basis for investment requirements in the annual JNTC Program Execution Plans. This strategy is driven by the shift in JNTC Implementation strategy from event-centric to program-centric, persistent capabilities.

3.3.1.14.2. Key Milestones: Update annually.

3.3.1.14.3. Measure of Success: Joint context shortfalls are identified annually and addressed in subsequent JNTC Program Execution Plans. Ultimately, success for this task will be achieved when adequate infrastructure, with appropriate joint context, is in place that meets the throughput demand of the JNTC training audiences.

3.3.1.15. Establish Initial Operating Capability for a peer-to-peer relationship between the Joint Training and Experimentation Network (JTEN) and other DoD networks of like classification.

3.3.1.15.1. Intent: JTEN connectivity will expand to other existing DoD networks, such as Defense Research and Engineering Network (DREN), Secret Defense Research Engineering Network (SDREN), Naval Continuous Training Environment (NCTE), and Distributed Mission Operations Network (DMON). The intent is to increase the numbers of JNTC persistent sites by providing a broader network reach.

3.3.1.15.2. Key Milestones: Establish by September 2006; update annually

3.3.1.15.3. Measures of Success: Networks required for joint training events are available. Reviews of network connectivity and potential for expansion are conducted annually. A site/network list for the next fiscal year is published by September of each preceding fiscal year.

3.3.1.16. Analyze the requirement for joint intelligence training, complementary to, and within the context of, joint training events.

3.3.1.16.1. Intent. Develop a joint intelligence training curriculum, as required, to compliment joint training events, and train joint intelligence specialists to support the joint warfighter.

3.3.1.16.2. Key Milestone. Analyze requirements and develop a training program prior to FY08.

3.3.1.16.3. Measure of Success: Validated increase of intelligence in joint context of joint training events that are validated by CIITs and the accreditation and certification process.

3.3.1.17. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.3.1.17.1. IOC: Completed in October 2004 after successful demonstrations of Horizontal, Vertical, and Integration joint training events and lessons learned applied to future events. Processes were validated that show combatant commander needs, which continue to evolve, can be addressed and assessed in Joint training events.

3.3.1.17.2. FOC: October 2009

3.3.1.17.2.1. Intent: Routine execution of all joint training events with agile and versatile processes that incorporate emerging capabilities with warfighter requirements, including logistics, transportation, and communications support to the warfighter.

3.3.1.17.2.2. Measure of Success: Emerging capabilities and requirements are routinely integrated into an integrated live, virtual, and constructive joint training environment that improves global, multinational, deployable, and mission rehearsal capable joint training. Success for this action will be achieved when the resources, infrastructure, and processes are in place within the JNTC Joint Management Office to routinely act on foreseeable joint operational training requirements and quickly and efficiently react to unforeseen joint operational training requirements. Simply put, the JNTC JMO must be able to integrate quickly and efficiently warfighter capabilities development requirements into all four phases of the Joint Training System and integrate them into the integrated LVC environment. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System.

3.3.1.18. Dependencies and Linkages: Accomplishment of this action is dependent upon the overall process of identifying and analyzing prioritized and clearly communicated joint operational training requirements. These requirements will form the basis for the development of coherent capability improvement strategies that will be executed in the JNTC training environment

3.3.1.19. Blocks I, II, III, and IV Projected Outcomes

Supporting Action 3.3.1.	Block I		Block II		Block III		Block IV		
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	
Operate JMO	→								
Identify combatant commander & Service joint training rqmts	→								
Assess (Expanded) Joint Task Articles (JTA/EJTA)	→								
Sustain collaborative environment	→								
Annually update global infrastructure requirements		→							
Identify required joint context enhancements			→						
Establish relationships between JTEN links to other DoD networks			→						
Analyze requirement for joint intelligence training			→						

JNTC IOC

JNTC FOC

Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> • JMO manages JNTC activities; PEP and logistic plans developed and executed • Combatant commander training requirements reflected in Joint Training Plan • Selected tasks in JTA/EJTA assessed in joint exercises and applied in DOTMLPF • JNTC collaborative environment established • JNTC IOC established 	<ul style="list-style-type: none"> • JMO manages JNTC activities; PEP and logistic plans developed and executed • Combatant commander and Service joint training requirements reflected in Joint Training Plan and linked to UJTs, JTAs, and EJTAs • Selected tasks in JTA/EJTA assessed in joint exercises and applied in DOTMLPF • JNTC collaborative environment sustained • JNTC global infrastructure requirements updated annually from accreditation and certification processes • Required joint context enhancements identified through JNTC accreditation and certification • JTEN links established with other DoD networks • Requirements analyzed for joint intelligence training program 	<ul style="list-style-type: none"> • JMO manages JNTC activities; PEP and logistic plans developed and executed • Combatant commander and Service joint training requirements reflected in Joint Training Plan and linked to UJTs, JTAs, and EJTAs • Selected tasks in JTA/EJTA assessed in joint exercises and applied in DOTMLPF • JNTC collaborative environment sustained • JNTC FOC achieved • Joint training readiness reporting rates improved • Emerging capabilities and requirements integrated into LVC environment • JNTC global infrastructure requirements updated annually from accreditation and certification processes • Required joint context enhancements identified through JNTC accreditation and certification • JTEN links updated • Validated increase of joint intelligence training in joint training events 	<ul style="list-style-type: none"> • JMO manages JNTC activities; PEP and logistic plans developed and executed • Combatant commander and Service joint training requirements reflected in Joint Training Plan and linked to UJTs, JTAs, and EJTAs • Selected tasks in JTA/EJTA assessed in joint exercises and applied in DOTMLPF • JNTC collaborative environment sustained • Emerging capabilities and requirements integrated into LVC environment • JNTC global infrastructure requirements updated annually from accreditation and certification processes • Required joint context enhancements identified through JNTC accreditation and certification • JTEN links updated • Validated increase of joint intelligence training in joint training events

Action 3.3.1. Table 1

3.3.1.20. Current Situation/Status of Action: Initial Operating Capability has been achieved. Programs are in place to enable DoD Components to submit joint training needs. Accreditation and certification is underway to analyze architecture gaps, seams, and joint context deficiencies. Annual planning and programming is in place to achieve Final Operational Capability on schedule.

3.3.1.21. POC: JNTC Operations Manager, (757) (DSN 668) 203-7782

3.3.2. Action: Establish infrastructure for, and interoperability between integrated live, virtual, and constructive training systems in support of defined joint force training requirements.

3.3.2.1. Capability: Joint National Training Capability (JNTC).

3.3.2.2. Capability Component: Integrate Joint Simulations and Range Instrumentation.

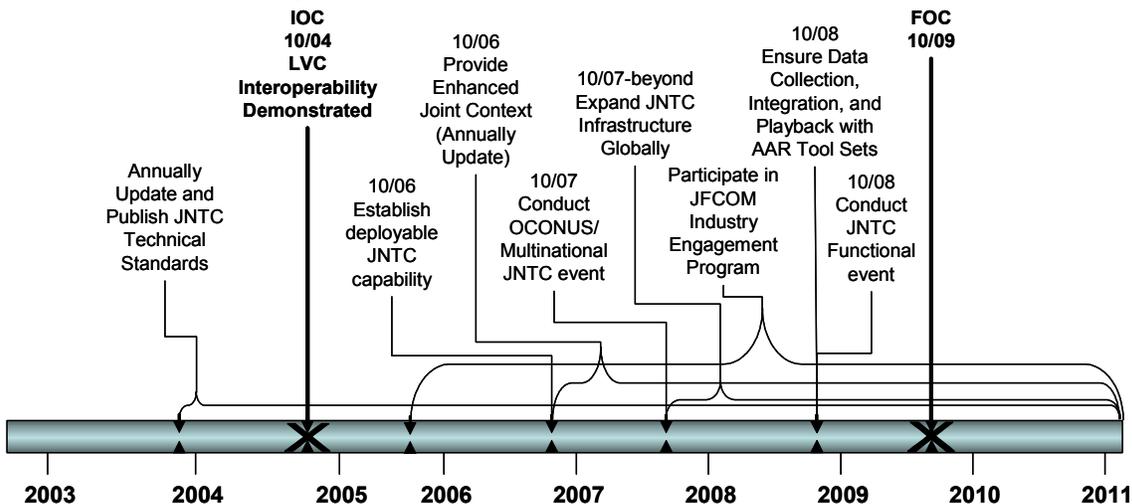
3.3.2.3. Lead Agency: USJFCOM (Joint Force Trainer, JNTC JMO).

3.3.2.4. Collaboration Agencies: Combatant commands, Services (including Reserve component), combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness, Director of Operational Test and Evaluation, Defense Test Resource Management Center, and Defense Modeling and Simulation Office.

3.3.2.5. 2002 Strategic Plan Action Number: 4.2.2.(b)

3.3.2.6. 2004 Implementation Plan Action Number: 3.3.2.

3.3.2.7. Roadmap:



Action 3.3.2. Figure 1

3.3.2.8. Overall intent: This action calls for a future interoperability end state where service and joint integrated live, virtual, and constructive (LVC) training systems are routinely inter-connected to support joint training and mission rehearsal events. It establishes the Global Joint Training Infrastructure, which encompasses the identification, development, and implementation of architecture and standards that enable distributed joint training across DoD sites, simulation centers, training areas and locations, and ranges. JNTC will conduct systems engineering tasks to design, develop, integrate and test advanced network communications architectures that supports the LVC training environment. In order to capitalize on existing equipment for cost-effectiveness,

JNTC will provide legacy C4I and advanced training system equipment to JNTC sites. The intent is to provide a flexible plug-and-play capability where training systems can be collectively assembled, as required, for a multitude of training configurations. These training configurations will provide the seamless realistic environment for the training audience to train as they would fight. The JNTC JMO will lead technical process action teams to collect, merge, and validate technical requirements and create the investment roadmaps and strategies to develop these joint training capabilities. Interoperability will be achieved through established standards and architectures for simulations, joint communications, range integration, exercise control, and After Action Review (AAR) of the exercises.

3.3.2.9. A baseline assessment of integrated live, virtual, and constructive training systems is complete and the JNTC JMO maintains the database. Updates to the LVC architecture will be accomplished by tasks 3.3.2.12. and 3.3.3.9.

3.3.2.10. Annually update and publish JNTC technical standards.

3.3.2.10.1. Intent: A Standards Review Group chaired by the JNTC JMO Technical Director will establish, maintain, and advocate those standards required for joint interoperability of training systems. Initial standards were published October 2003.

3.3.2.10.2. Key Milestones: Publish annually.

3.3.2.10.3. Measures of Success: Standards are published annually and JNTC systems comply as necessary with Net Ready Key Performance Parameter (NR-KPP) IAW DoDI 4630.8 and CJCSI 6212.01C.

3.3.2.11. Expand JNTC infrastructure globally (certified range instrumentation, virtual simulators/stimulators, and constructive simulation sites interconnected).

3.3.2.11.1. Intent: Using COCOM needs inputs, accreditation and certification process, and functional training studies, expand existing certified and accredited architecture to OCONUS sites.

3.3.2.11.2. Key Milestones: October 2007 and beyond

3.3.2.11.3. Measure of Success: Combatant commanders have readily available, JNTC-certified, CONUS and OCONUS training venues to develop and execute training plans.

3.3.2.12. Establish deployable JNTC capability.

3.3.2.12.1. Intent: Establish integrated LVC interoperability between core JNTC systems and the forward footprint systems to achieve the deployable capability. This will enable mission rehearsal and joint training to occur at remote and forward deployed sites locations with minimal forward deployed equipment and reach back to core integrated LVC capabilities.

3.3.2.12.2. Key Milestones: October 2006

3.3.2.12.3. Measure of Success: Joint training and mission rehearsal is conducted at forward deployed and remote sites provided via reach-back to core integrated LVC capabilities. Origin of training stimuli is transparent to the training audience and Opposing Forces. All requirements for SATCOM capabilities will be documented in the Satellite Database (SDB).

3.3.2.13. Establish programmatic and technical solutions that provide enhanced joint context for service and combatant command training organizations and programs.

3.3.2.13.1. Intent: Given requirements identified through the JNTC accreditation and certification processes, develop the technical solution(s) that provide required elements of joint context to enable training of joint tasks in service and combatant command training organizations and programs.

3.3.2.13.2. Key Milestones: October 2006, update annually.

3.3.2.13.3. Measure of Success: Solution(s) provided to the identified shortfalls in required elements of joint context for service and combatant command training organizations and programs result in increasing capabilities to train to joint tasks. The process is updated annually to allow the JMO to remain sufficiently agile and adaptable to add certified sites and systems in response to evolving joint training requirements. Success of this task will ultimately result in joint readiness rate improvements in the Defense Readiness Reporting System.

3.3.2.14. Conduct OCONUS/Multinational JNTC event.

3.3.2.14.1. Intent: Establish integrated LVC interoperability between core JNTC systems and the forward footprint systems to achieve the OCONUS/Multinational capability.

3.3.2.14.2. Key Milestones: October 2007

3.3.2.14.3. Measure of Success: Joint training and mission rehearsal is conducted at forward deployed and remote sites via reach-back to core integrated LVC capabilities. Origin of training stimuli is transparent to the training audience and OPFOR.

3.3.2.15. Establish a joint AAR tool set with JNTC technical standards to ensure the collection, integration, and playback of JNTC training event data.

3.3.2.15.1. Intent: The joint AAR tool set will provide the training audience with high quality event feedback on the execution of joint tasks in a timely manner. The AAR tool set shall provide the necessary data analysis of system anomalies that may have occurred during the execution of the event and will reconstruct the training event from the systems used to conduct the event. Integration and potential use of existing service AAR programs will be maximized. It is planned for a prototype to be developed, followed by two spirals to meet the milestone.

3.3.2.15.2. Key Milestones: October 2008

3.3.2.15.3. Measures of Success: Training audience commanders are able to utilize the joint AAR tool set for immediate feedback and assessment of joint tasks conducted during the training event

3.3.2.16. Conduct JNTC functional event.

3.3.2.16.1. Intent: Establish an integrated LVC capability that will enable the training and mission rehearsal of functional domain training (e.g., Joint Urban Operations). Functional training is integrated joint training for functional joint warfighting tasks that are either emerging or where adequate joint training capabilities do not exist. These functional areas include, but are not limited to, information operations, urban operations, asymmetric warfare, stability and support operations, interagency operations, mountain operations, and cold weather operations.

3.3.2.16.2. Key Milestones: October 2008

3.3.2.16.3. Measure of Success: A readily available live, virtual, constructive functional domain training capability is established to improve joint force readiness. Origin of training stimuli is transparent to the training audience and OPFOR.

3.3.2.17. Participate in the U.S. Joint Forces Command's Industry Engagement Program.

3.3.2.17.1. Intent: U.S. Joint Forces Command (USJFCOM) initiated an Industry Engagement Program to encourage industry and academia to aid the Command in solving technical problems directly related to support for the warfighter. Programs which fall under Industry Engagement include the Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), the International Training and Education Conference (ITEC), the joint National Defense Industry Association (NDIA)/USJFCOM Industry Symposium, USJFCOM Focus Forums (currently pending), and JNTC Broad Area Announcements. The objective is to identify specific technologies for which industries can compete.

3.3.2.17.2. Key Milestones: NDIA/USJFCOM Industry Symposium, ITEC, I/ITSEC and USJFCOM Focus Forums.

3.3.2.17.3. Measure of Success: Specific technologies that support joint training for which industries can compete are identified and communicated to industry. Industry participates in the engagement program. The end state is for Training Transformation to have influence on a broad range of industry technology development that supports joint training.

3.3.2.18. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.3.2.18.1. IOC: Completed in October 2004 after successful demonstrations of Horizontal, Vertical, and Integration joint training events, and lessons learned applied

to future events. Processes were validated that show that the integrated LVC training environment is interoperable and agile enough to react to JNTC operational requirements.

3.3.2.18.2. FOC: October 2009

3.3.2.18.2.1. Intent: Routine execution of all joint training events with agile and versatile processes that incorporate emerging capabilities on warfighter requirements including logistics, transportation, and communications support to the warfighter.

3.3.2.18.2.2. Measures of Success: This action will be considered fully operational when the Joint Training System, driven by warfighter-validated requirements and standards, includes integrated live (instrumented live systems/platforms), virtual (human in the loop simulators), and constructive (constructive simulations) systems enabling interoperability to a level where the combatant commanders and Services have the appropriate venue to enhance all of their joint mission essential tasks. Commanders must be able to “pick and choose” accredited JNTC Programs and certified JNTC sites and systems that allow them to train on a specific joint task or capability. This process will never conclude, as we must remain agile and adaptable enough to add certified sites and systems that provide a needed venue for joint training, reach back capability, or mission rehearsal capability. Success of this action will result in readiness rate improvements in the Defense Readiness Reporting System.

3.3.2.19. Dependencies and Linkages: As functional (operational) requirements are identified for capability improvement, and as joint training events are integrated, LVC systems must adapt to meet those requirements. This action is dependant upon Action 3.8.1. for technical solutions to provide enhanced joint context, and is linked to Action 3.2.1. for functional training studies and Action 3.3.3. for updating JNTC Operational Architecture.

3.3.2.20. Blocks I, II, III, and IV Projected Outcomes

Supporting Action 3.3.2.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Update and publish JNTC technical standards	→							
Expand JNTC infrastructure globally	→							
Establish deployable JNTC capability	→							
Establish solutions for enhanced joint context	→							
Conduct OCONUS Multinational JNTC event	→							
Ensure collection, integration and playback of training data	→							
Conduct JNTC Functional training event	→							
Participate in JFCOM industry engagement program.	→							

IOC FOC

Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> Existing integrated LVC capabilities baseline established JNTC technical standards published to promote interoperability Initial JNTC infrastructure established JNTC IOC achieved 	<ul style="list-style-type: none"> Technical standards for LVC training systems published and complied with Combatant commanders have JNTC-certified training venues available Deployable JNTC capability established Joint training and mission rehearsal conducted at forward-deployed and remote sites via reach-back to LVC capabilities Solutions applied to annually identified shortfalls in required joint context elements Joint Context enhanced OCONUS/Multinational JNTC event conducted Origin of training stimuli is transparent to training audience T2 influences joint training support industry 	<ul style="list-style-type: none"> Technical standards for LVC training systems published and complied with JNTC infrastructure expanded globally Combatant commanders have JNTC-certified training venues available Immediate feedback and assessments of joint tasks available to commanders through AAR sets Functional training event conducted Origin of training stimuli is transparent to training audience Joint training and mission rehearsal conducted at forward-deployed and remote sites via reach-back to LVC capabilities Solutions applied to annually identified shortfalls in required joint context elements Joint Context enhanced JNTC FOC achieved JTS is driven by warfighter-validated requirements, and includes integrated LVC systems Commanders can select accredited JNTC programs and certified sites and systems to train on specific joint tasks or capabilities Joint training readiness reporting rates improved T2 influences joint training support industry 	<ul style="list-style-type: none"> Technical standards for LVC training systems published and complied with JNTC infrastructure available globally Combatant commanders have JNTC-certified training venues available Joint training and mission rehearsal conducted at forward-deployed and remote sites via reach-back to LVC capabilities T2 influences joint training support industry

Action 3.3.2. Table 1

3.3.2.21. Current situation/status: Initial Operating Capability has been achieved. Programs are in place to enable DoD Components to submit joint training needs. Accreditation and certification is underway to analyze architecture gaps, seams, and joint context deficiencies. Annual planning and programming is in place to achieve Final operational Capability on schedule.

3.3.2.22. POC: JFCOM JMO, Technical Integration, (757) (DSN 668) 203-6179.

3.3.3. Action: Create a highly adaptable mission rehearsal and joint training capability that is integrated with the Joint Technical Architecture.

3.3.3.1. Capability: Joint National Training Capability.

3.3.3.2. Capability Component: Integrated Joint Simulation and Range Instrumentation.

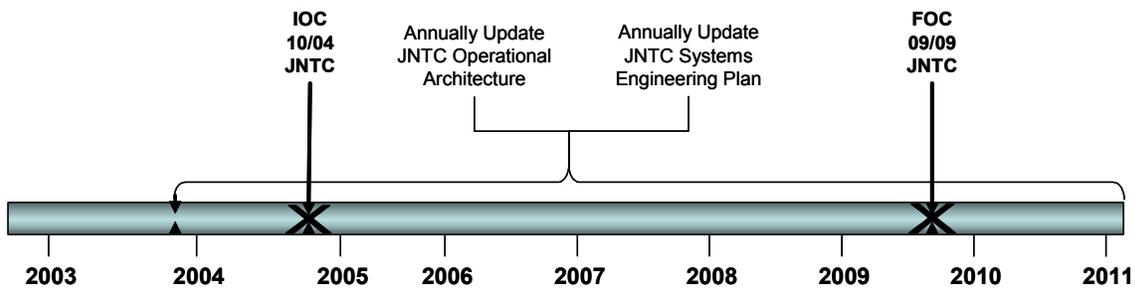
3.3.3.3. Lead Agency: USJFCOM (Joint Force Trainer, JNTC JMO).

3.3.3.4. Collaboration Agencies: Combatant commands, Services, National Guard Bureau, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness, Director of Operational Test and Evaluation, Defense Test Resource Management Center, and Defense Information Systems Agency.

3.3.3.5. 2002 Strategic Plan Action Number: 4.2.2.(d)

3.3.3.6. 2004 Implementation Plan Action Number: 3.3.3.

3.3.3.7. Roadmap:



Action 3.3.3. Figure 1

3.3.3.8. Overall Intent: This action supports the JNTC JMO mission of developing and managing an architecturally based systems engineering process to design, develop, integrate, test, and certify the JNTC system of systems. An overarching framework comprised of operational, system, and technical architectures will be developed to enable the efficient scaling of distributed JNTC capabilities. The JNTC JMO (Technical Integration) will produce design documents and hardware and software design solutions to implement (including integration and testing) a globally distributed training and mission-rehearsal capability that is consistent with the needs of the combatant commanders and the combat support agencies.

3.3.3.9. Annually update the JNTC Operational Architecture.

3.3.3.9.1. Intent: Using COCOM training needs inputs, JMO accreditation and certification process, and functional training studies; expand existing certified and accredited architecture to OCONUS sites and functional training events.

3.3.3.9.2. Key Milestones: Annually update.

3.3.3.9.3. Measures of Success: An adaptable operational architecture that identifies warfighter relationships and information needs is developed, continuously reviewed for accommodating new requirements, and annually updated. Complete tasks 3.3.2.14 (OCONUS Multinational event) and 3.3.2.16. (Functional training event).

3.3.3.10. The initial JNTC persistent System Architecture has been established and updates will be accomplished by tasks 3.3.2.12. and 3.3.3.9.

3.3.3.11. Annually Update the JNTC Systems Engineering Plan.

3.3.3.11.1. Intent: The JNTC Systems Engineering Plan will provide the overarching process to design, develop, integrate, and deploy a large-scale integrated system of systems based on Operational, Systems, and Technical Architectures. The plan will employ a systems approach to product development, testing and verification, validation and accreditation (VV&A) across product lines and sites.

3.3.3.11.2. Key Milestones: Annually update.

3.3.3.11.3. Measures of Success: The JNTC Systems Engineering Plan is executed and updated annually as operational and system requirements emerge. This includes technical criteria updates that address the design, development, integration, and testing to successfully deploy interoperable system of systems capabilities that meet operational requirements.

3.3.3.12. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.3.3.12.1. IOC: JNTC Horizontal Training, Vertical Training, and Integration events have been successfully demonstrated with lessons learned applied to future events. Processes were validated that show combatant commander needs being addressed and assessed for joint training events. A Web-based operational planning and mission rehearsal system was demonstrated. The Joint Training Article (JTA) design for mission rehearsal and joint training capability was achieved.

3.3.3.12.2. FOC: Establish Full Operational Capability for a mission rehearsal and joint training capability integrated with the JTA. October 2009.

3.3.3.12.2.1. Intent: JNTC operational, system, and Technical Architectures are agile and adaptable to enable routine execution of all joint training events with agile and versatile processes that incorporate emerging capabilities with focus on warfighter requirements.

3.3.3.12.2.2. Measure of Success: Emerging capabilities and requirements are

routinely integrated into a live, virtual, and constructive joint training environment that improves global, multinational, deployable, and mission-rehearsal capable joint training. Success for this action will be achieved when the resources, infrastructure, and processes are in place within the JNTC Joint Management Office to routinely act on foreseeable operational requirements and quickly and efficiently react to unforeseen operational requirements. Simply put, the JNTC JMO must be able to assist JWFC to quickly and efficiently integrate warfighter capabilities development requirements into all four phases of the Joint Training System and integrate them into the integrated LVC environment. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System.

3.3.3.13. Dependencies and Linkages: This action is highly dependent on the definition of the operational requirements for mission rehearsal. Requirement definition should include desired level of training, i.e., operational, tactical, etc., as well as desired timeline when training is required, i.e., weeks, days, or hours prior to deployment. This action is linked to Action 3.3.2. for establishing a deployable JNTC capability.

3.3.3.14. Blocks I, II, III, and IV Projected Outcomes

Supporting Action 3.3.3.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Annually update JNTC Operational Architecture								
Annually update JNTC Systems Engineering Plan								
	Outcomes		Outcomes		Outcomes		Outcomes	
	<ul style="list-style-type: none"> Warfighter commitment activities initiated JNTC Operational Architecture published JNTC System Architecture published Operational planning and mission rehearsal capability demonstrated IOC achieved 		<ul style="list-style-type: none"> JNTC architectures updated annually Operational architecture identifies warfighter relationships and information needs JNTC Systems Engineering Plan updated annually 		<ul style="list-style-type: none"> JNTC architectures updated annually Operational architecture identifies warfighter relationships and information needs JNTC Systems Engineering Plan updated annually FOC achieved JNTC operational, system, and technical architectures enable routine execution of all joint training events 		<ul style="list-style-type: none"> JNTC architectures updated annually Operational architecture identifies warfighter relationships and information needs JNTC Systems Engineering Plan updated annually 	

Action 3.3.3. Table 1

3.3.3.15. Current situation/status: Initial Operating Capability has been achieved. Programs are in place to enable DoD Components to submit joint training requirements. Accreditation and certification is underway to analyze architecture gaps, seams, and joint context deficiencies. Annual planning and programming is in place to achieve Final Operational Capability on schedule.

3.3.3.16. POC: JNTC JMO, Technical Integration, (757) (DSN 668) 203-6179.

3.3.4. Action: Ensure that Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) resources are available to this mission rehearsal and joint training capability.

3.3.4.1. Capability: Joint National Training Capability (JNTC).

3.3.4.2. Capability Component: Integrated Joint Simulation and Range Instrumentation.

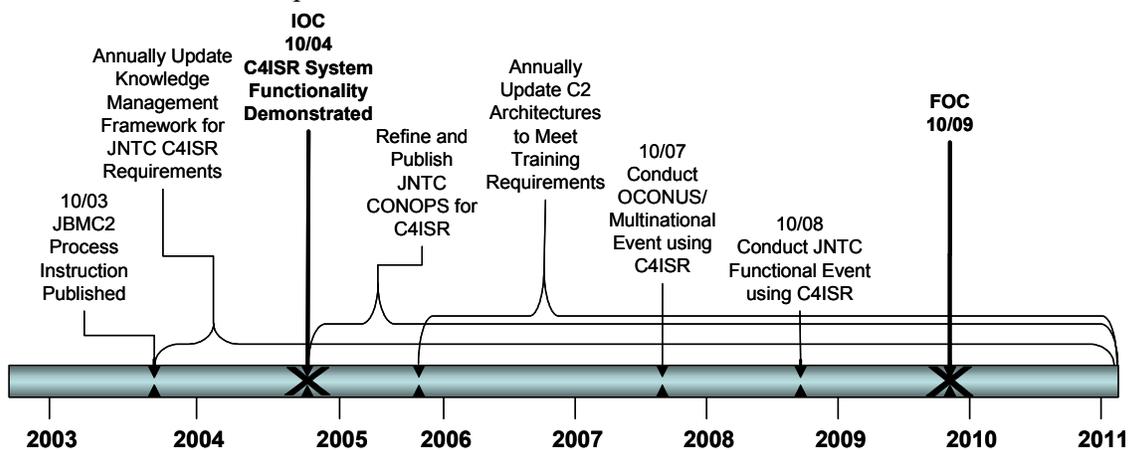
3.3.4.3. Lead Agency: USJFCOM (Joint Force Trainer, JNTC JMO).

3.3.4.4. Collaboration Agencies: Combatant commands, Services, National Guard Bureau, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness.

3.3.4.5. 2002 Strategic Plan Action Number: 4.2.2.(e)

3.3.4.6. 2004 Implementation Plan Action Number: 3.3.4.

3.3.4.7. Roadmap



Action 3.3.4. Figure 1

3.3.4.8. Overall Intent: This action supports the JNTC JMO mission of accreditation. C4ISR integration is part of the “joint context” required in a JNTC event. The JNTC JMO assists the JFT Training Group in determining the appropriate joint context, to include C4ISR capability, for the joint tasks to be conducted for Horizontal, Vertical, and Integration training events. Concept of operations (CONOPS) is developed that directs the required exercise command and control capability for blue force, red force, ground truth, and feedback that supply the appropriate joint context.

3.3.4.9. Develop and update a knowledge management framework that provides access to digital libraries and distributed learning centers in centers of excellence to support JNTC C4ISR requirements (to include Standing Joint Force Headquarters (SJFHQ)).

3.3.4.9.1. Intent: The knowledge management framework provides readily available resources to use JNTC C4ISR training tools and incorporate their use into accredited exercise designs, and in accordance with completed Expanded Joint Task Article architecture views. Development began in October 2003.

3.3.4.9.2. Key Milestones: Update annually.

3.3.4.9.3. Measures of Success: Knowledge management framework is updated annually and provides access to digital libraries and distributed learning centers in centers of excellence.

3.3.4.10. Identify command and control architectures necessary to meet Joint Task Force HQ C2 training requirements in joint training programs.

3.3.4.10.1. Intent: JFCOM is developing command and control architectures centered on the JTF HQ level of command that must be included in joint and service training. Joint Force Trainer possesses resources to develop or acquire solutions to validated training requirements. The JNTC JMO will collaborate with JBMC2 subject matter experts to identify the command and control architectures necessary to meet Joint Task Force HQ C2 training requirements in joint training programs.

3.3.4.10.2. Key Milestones: Update annually.

3.3.4.10.3. Measures of Success: Current and future command and control capabilities are integrated into the training program requirements process.

3.3.4.11. Refine, coordinate, and publish a JNTC CONOPS for C4ISR processes to support Horizontal, Vertical, Integration, and Functional training exercises.

3.3.4.11.1. Intent: With the experience and lessons learned from Horizontal, Vertical, and Integration training exercises, refine and publish a CONOPS that describes required C4ISR capabilities for each type exercise. Each CONOPS will address the process for identifying the C4ISR architecture for all types of joint training events. The CONOPS must also identify what permanent C4ISR capabilities are required at designated training sites for recurring training of joint tasks, including additional personnel and equipment at designated training ranges and sites where joint training will occur on a recurring basis.

3.3.4.11.2. Key Milestones: Refine JNTC C4ISR CONOPS after each JNTC event.

3.3.4.11.3. Measure of Success: Clearly articulated CONOPS is refined and published for Horizontal, Vertical, and Integration training exercises.

3.3.4.12. Conduct outside the Continental US (OCONUS)/Multinational JNTC event that includes C4ISR systems.

3.3.4.12.1. Intent: Conduct an OCONUS/Multinational event that accounts for the unique C4ISR requirements (i.e., multi-level security) associated with operations with

coalition partners.

3.3.4.12.2. Key Milestones: OCONUS/Multinational JNTC event. October 2007

3.3.4.12.3. Measure of Success: Delivered C4ISR capability successfully accounts for multinational requirements.

3.3.4.13. Conduct JNTC Functional event using C4ISR systems.

3.3.4.13.1. Intent: Conduct a JNTC functional training exercise that accounts for the unique requirements of the desired function.

3.3.4.13.2. Key Milestones: Functional training exercise. October 2008

3.3.4.13.3. Measure of Success: To be determined based on functionality desired (i.e., Homeland Defense, Joint Urban Operations).

3.3.4.14. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.3.4.14.1. IOC: The completed JNTC IOC included demonstrations of C4ISR system functionality. Horizontal Training, Vertical Training, and Integration JNTC events were integrated with required C4ISR capabilities to provide realistic combat training, common ground truth, and feedback.

3.3.4.14.2. FOC: JNTC Full Operational Capability (FOC) includes C4ISR system functionality October 2009

3.3.4.14.2.1. Intent: Routine execution of all joint training events with agile and versatile processes that incorporate emerging C4ISR capabilities with focus on warfighter requirements.

3.3.4.14.2.2. Measure of Success: Emerging C4ISR capabilities and requirements are routinely integrated into an integrated live, virtual, and constructive joint training environment that improves global, multinational, deployable, and mission rehearsal capable joint training. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System.

3.3.4.15. Dependencies and Linkages: As functional (operational) requirements are identified for capability improvement and joint training events, C4ISR capabilities and systems must adapt to meet those requirements.

3.3.4.16. Blocks I, II, III, and IV Projected Outcomes

Supporting Action 3.3.4.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Update knowledge management framework								
Identify C2 architectures to meet JFHQ C2 training reqmts								
Refine and publish JNTC C4ISR CONOPS								
OCONUS/Multi national JNTC event with C4ISR								
JNTC Functional event with C4ISR								
	Outcomes		Outcomes		Outcomes		Outcomes	
	<ul style="list-style-type: none"> • C4ISR and JMBC2 requirements integrated • Knowledge management capabilities information exchange enabled • IOC achieved 		<ul style="list-style-type: none"> • Knowledge management framework updated annually • Access provided to digital libraries and distributed learning centers • C2 capabilities are integrated annually into joint training program requirements process • JNTC C4ISR CONOPS refined and published after JNTC events • A Multinational training event completed successfully using C4ISR systems 		<ul style="list-style-type: none"> • Knowledge management framework updated annually • Access provided to digital libraries and distributed learning centers • C2 capabilities are integrated annually into joint training program requirements process • JNTC C4ISR CONOPS refined and published after JNTC events • Successfully completed a JNTC functional event using C4ISR systems • Emerging C4ISR capabilities and requirements are integrated into an LVC joint training environment • FOC achieved 		<ul style="list-style-type: none"> • Knowledge management framework updated annually • Access provided to digital libraries and distributed learning centers • C2 capabilities are integrated annually into joint training program requirements process • JNTC C4ISR CONOPS refined and published after JNTC events • 	

Action 3.3.4. Table 1

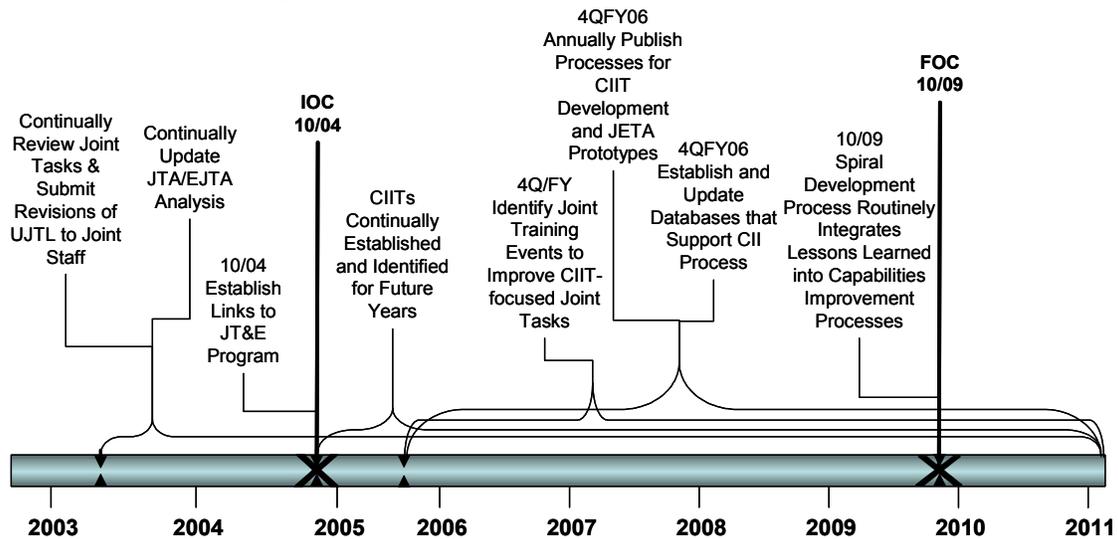
3.3.4.17. Current situation/status: Requisite C4ISR capabilities are in place to provide transparent training objective stimuli and ground truth based feedback for training events. The Joint Battle Management Command and Control (JBMC2) process instruction was published in 2003. Initial JNTC C4ISR CONOPS was developed in October 2004. The JNTC C4ISR developments are being integrated with JBMC2 requirements.

3.3.4.18. POC: JNTC JMO, (757) (DSN 668) 686-7127.

3.4. Capability Component: Linkage to Joint Capabilities Improvement and Integration.

3.4.1. Action: Ensure that results of joint experimentation and lessons learned are routinely integrated into the development of new training processes and systems.

- 3.4.1.1. Capability: Joint National Training Capability (JNTC).
- 3.4.1.2. Capability Component: Linkage to Joint Capabilities Improvement and Integration.
- 3.4.1.3. Lead Agency: USJFCOM Warfighter Improvement Capabilities Group.
- 3.4.1.4. Collaboration Agencies: Combatant commands, Services (Reserves and National Guard), combat support agencies, and Office of the Deputy Under Secretary of Defense for Readiness.
- 3.4.1.5. 2002 Strategic Plan Action Numbers: 4.1.4., 4.1.5., 4.2.2.(h)
- 3.4.1.6. 2004 Implementation Plan Action Number: 3.4.1.
- 3.4.1.7. Roadmap



Action 3.4.1. Figure 1

3.4.1.8. Overall Intent: This action will be the logical product of capabilities improvements and integration that identifies gaps and seams in joint training and operations, assesses doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) shortcomings, and develops coherent improvement strategies to correct those shortcomings to be executed within the JNTC environment. Joint capabilities improvement and integration will serve both as a venue to identify joint gaps and seams and as an environment to test solutions. Mature concepts, focused on

improving joint tasks, can be exercised in the JNTC integrated live, virtual, constructive (LVC) environment. The Joint Center for Operational Analysis (JCOA) will function as a coordinating agent to achieve integration, analysis, and dissemination of operational, training, testing, and experimentation lessons learned.

3.4.1.9. Continually review Joint Tasks and submit revisions and additions of the Universal Joint Task List (UJTL) to the Joint Staff J-7.

3.4.1.9.1. Intent: The UJTL must accurately reflect operational capabilities in order to provide a common language for operational requirements. Continual analysis of the UJTL as capability requirements emerge will standardize training objectives and aid in Defense Readiness Reporting System standards.

3.4.1.9.2. Key milestones: Continually update.

3.4.1.9.3. Measure of Success: The UJTL is continually updated to reflect combatant commander-required capabilities and Joint Mission Essential Task List (JMETL) needs.

3.4.1.10. Conduct Joint Task Article and Expanded Joint Task Article (JTA/EJTA) analysis

3.4.1.10.1. Intent: The intent of this task is to conduct qualitative analysis of the existing universal joint tasks to establish required conditions, critical elements, and measures with common sense “yes/no” criteria in order to conduct joint training in a joint context. The resultant detailed breakdown of Joint Tasks through this analysis is termed Joint Task Articles or Expanded Joint Task Articles.

3.4.1.10.2. Key Milestones: Continually update.

3.4.1.10.3. Measure of Success: JTA/EJTAs continually are analyzed, updated, and provided to Services and combatant commanders for training in a joint context.

3.4.1.11. Publish established processes for Capabilities Improvement Initiative Team (CIIT) development, prioritization, and approval to include charter, spiral development cycles, and DOTMLPF Change Recommendations (DCR) as required. Publish established processes for Joint Experimentation, Test, and Evaluation and Advanced Concept Technology Demonstration (JETA) prototypes and other initiatives for integration into the Joint Training System.

3.4.1.11.1. Intent: The published processes will describe the relationships and processes that identify prioritized combatant commander and service needs and develop coherent improvement strategies that result in warfighter capability enhancements. These processes will include a detailed explanation of how the results of assessment and analysis from operations, training, testing, and experimentation will either be incorporated in future events or lead to a warfighting solution.

3.4.1.11.2. Key milestones: 4QFY06 publish JFCOM CIIT manual, and continually

update CIIT and JETA processes.

3.4.1.11.3. Measures of Success: Documents are published and updated that describe the roles and responsibilities of and relationships between the USJFCOM Joint Force Trainer, CIIT members, and external organizations required to execute coherent capability improvement strategies to be executed in the JNTC environment.

3.4.1.12. Select CIITs to be formed for FY06 and beyond.

3.4.1.12.1. Intent: In accordance with the prioritized requirements, CIITs will be established that address joint warfighter issues. The CIITs will be focused on developing or improving joint capabilities. The list of functioning CIITs will evolve as requirements are identified and clearly communicated in the form of joint tasks.

3.4.1.12.2. Key Milestones: Continuous process of establishing CIITs and identifying future CIITs.

3.4.1.12.3. Measures of Success: Combatant command surveys are conducted to help identify CIITs for future years. Capabilities Improvement Initiative Team selection process in place. Future CIITs are established to integrate coherent training strategies that result in fielded warfighter capability improvement. The outcome is quantified in enhanced readiness reporting ratings.

3.4.1.13. Identify candidate joint training events to improve CIIT-focused joint tasks.

3.4.1.13.1. Intent: Using warfighting gaps and seams, training assessments, and directed nominations, CIITs will identify requirements and subsequent candidate events that satisfy those requirements.

3.4.1.13.2. Key Milestones: Fourth quarter of each fiscal year and Worldwide Joint Training and Scheduling Conferences.

3.4.1.13.3. Measures of Success: Capabilities Improvement Initiative Team requirements (to include experimentation) are identified through a continuous process and routinely integrated into joint training events.

3.4.1.14. Establish databases that support the Capabilities Improvement Integration Process.

3.4.1.14.1. Intent: Joint Force Trainer (JFT) analysts will develop and use databases to catalog relevant information, data, and reports supporting warfighting capability improvement strategies.

3.4.1.14.2. Key Milestones: Establish databases 4QFY06. Continually update and refine.

3.4.1.14.3. Measures of Success: JFT develops methodologies to identify and prioritize issues to be addressed within the Capabilities Improvement Integration

Process.

3.4.1.15. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.4.1.15.1. IOC: Completed. Capabilities Improvement Initiative Team requirements (to include experimentation) are routinely integrated into joint training events.

3.4.1.15.2. FOC: October 2009

3.4.1.15.2.1. Intent: At FOC, a spiral development process exists that routinely integrates lessons learned into capabilities improvement processes (to include experimentation) and is sufficiently agile to account for emerging warfighter requirements.

3.4.1.15.2.2. Measure of Success: Decreased time required to take a concept to warfighter implementation and enhanced readiness-reporting rates.

3.4.1.16. Dependencies and Linkages: Operational and functional requirements will drive the prioritization of CIITs. Additionally, effective execution is dependent on the full implementation of the Joint Training System. This action is linked to Action 3.3.1. for identification and presentation of joint training requirements to the Worldwide Joint Training and Scheduling Conference. This action is also linked to JKDDC Action 2.5.1. and JAEC Action 4.5.1. for lessons learned.

3.4.1.17. Blocks I, II, III, and IV Projected Outcomes

Supporting Action 3.4.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Continually review joint tasks & submit revisions of UJTL to Joint Staff	→							
Continually update JTA/EJTA analysis	→							
Publish processes for CIIT development and JETA prototypes	→							
Select CIITs	→							
Identify joint training events to improve CIIT-focused joint tasks	→							
Establish databases that support CII process	→							

IOC

FOC

Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> • Charter template published • Processes established for CIIT development • Spiral development process published • Integrate CIIT development into Joint Test and Evaluation process • JCOA resourcing initiated • Combatant commander surveys initiated • Assessment & analysis database for JCOA established • IOC achieved 	<ul style="list-style-type: none"> • UJTL reflects COCOM and JMET needs • JTAs/EJTAs continually updated and provided to COCOMs and Services • CIIT documents updated and published, and describe relationships between CIIT stakeholders • Lessons learned integrated • COCOM surveys identify CIITs for future years • CIITs established that integrate coherent training strategies • CIIT requirements identified through continuous process and integrated into training events • Improvement strategies correct DOTMLPF shortcomings • Methodologies identify and prioritize issues that are then addressed in CIIT process 	<ul style="list-style-type: none"> • UJTL reflects COCOM and JMET needs • JTAs/EJTAs continually updated and provided to COCOMs and Services • CIIT documents updated and published, and describe relationships between CIIT stakeholders • Gaps and seams in joint training readily identified • Lessons learned integrated • CIITs established that integrate coherent training strategies • CIIT requirements identified through continuous process and integrated into training events • Improvement strategies correct DOTMLPF shortcomings • Methodologies identify and prioritize issues that are then addressed in CIIT process • Decreased time between concept identification and warfighter implementation • FOC achieved 	<ul style="list-style-type: none"> • UJTL reflects COCOM and JMET needs • JTAs/EJTAs continually updated and provided to COCOMs and Services • CIIT documents updated and published, and describe relationships between CIIT stakeholders • Gaps and seams in joint training readily identified • Lessons learned integrated • CIITs established that integrate coherent training strategies • CIIT requirements identified through continuous process and integrated into training events • Improvement strategies correct DOTMLPF shortcomings • Methodologies identify and prioritize issues that are then addressed in CIIT process

Action 3.4.1. Table 1

3.4.1.18. Current Situation/Status: Capabilities improvement and integration process development is ongoing. Joint Test and Evaluation programs were chartered and their objectives are routinely integrated into joint training events. The JETA process was institutionalized to facilitate the integration of Joint Test and Evaluation programs, Advanced Concept Technology Demonstrations, Joint Capabilities Technology Demonstrations, prototypes, experimentation, and other initiatives into training for test vetting and validation. Current efforts are focused on lessons learned from JCOA results, specifically lessons from OIF/OEF, and identified functional capability deficiencies to synchronize implementation of the JNTC, Standing Joint Forces Headquarters (SJFHQ), and the capabilities improvement process.

3.4.1.19. POC: Capabilities Group, USJFCOM JFT (757) (DSN 668) 203-7298.

3.5. Capability Component: Integrated Live, Virtual, and Constructive (LVC) Training Strategy and Policy.

3.5.1. Action: Develop strategy and policy to develop an operational architecture with the directed outcome of achieving LVC training system interoperability throughout the Department of Defense.

3.5.1.1. Capability: Joint National Training Capability.

3.5.1.2. Capability Component: Integrated Live, Virtual, and Constructive (LVC) Training Strategy and Policy.

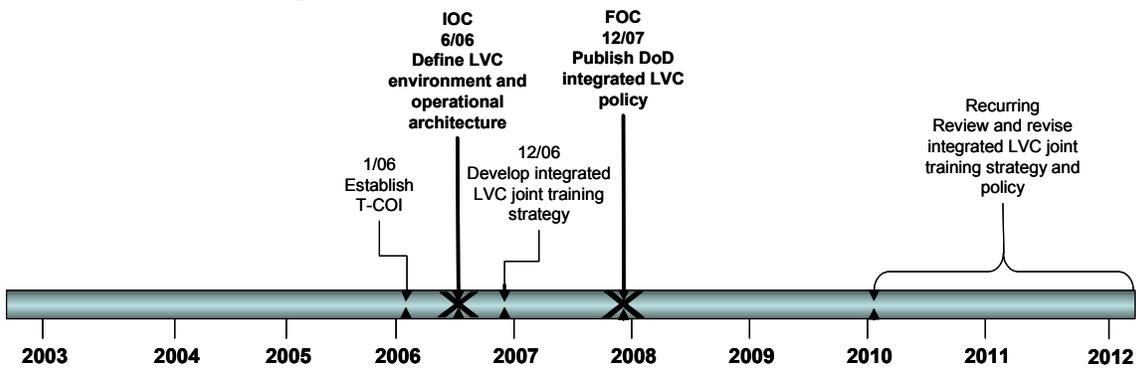
3.5.1.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).

3.5.1.4. Collaboration Agencies: Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), including Defense Modeling and Simulations Office (DMSO); Office of the Assistant Secretary of Defense for Networks and Information Integration (NII), including Defense Information Systems Agency (DISA); Office of the Director, Operational Test and Evaluation (DOT&E); Defense Test Resource Management Center, Joint Staff; Services; Joint Forces Command; Special Operations Command, JKDDC JMO, and JNTC JMO.

3.5.1.5. 2002 Strategic Plan Action Numbers: 4.1.7., 4.2.3.(a)

3.5.1.6. 2004 Implementation Plan Action Number: 3.5.1.

3.5.1.7. Roadmap:



Action 3.5.1. Figure 1

3.5.1.8. Overall Intent: Transformation forces conducting network-centric operations require integrated LVC training that emulates the combined-arms nature of joint warfare. This Action intends to establish strategy and policy to facilitate the Department’s ongoing

initiative to transform joint training by establishing a service-oriented¹, network-centric architecture that will allow integrated LVC training capabilities, applications, simulations, and systems to interoperate seamlessly. The integrated LVC architecture requires a DoD-wide persistent or portable training infosphere that will be realized by the Global Information Grid (GIG). The GIG will provide the connectivity, and access to standardized databases, and service-oriented modules necessary to achieve integrated, interoperable LVC capabilities, applications, simulations, and systems. The integrated LVC training strategy and policy must be synchronized with other LVC stakeholders. These stakeholders include analytical (M&S), testing, experimentation, information systems, and the acquisition communities.

3.5.1.9. Define the integrated LVC training environment and the operational architecture.

3.5.1.9.1. Intent: Establish a DoD Training Community of Interest for LVC (T-COI(LVC)) to define the integrated LVC training environment and the operational architecture² for integrated LVC training that is open, net-centric and standardized throughout the Department of Defense.

3.5.1.9.2. Key Milestones:

3.5.1.9.2.1. Establish T-COI(LVC). January 2006

3.5.1.9.2.2. Define LVC training environment and the operational architecture for integrated LVC training (IOC). June 2006

3.5.1.9.3. Measures of Success: The T-COI(LVC) is composed of representatives of stakeholders from the training LVC community with liaison with the other LVC DoD communities. Written specifications of the integrated LVC training environment and operational architecture reflect collaborative efforts of the T-COI(LVC) members and include the relationship of the LVC training environment to other DoD LVC environments. The description of the integrated LVC training environment is sufficiently detailed to permit crafting of a LVC joint training strategy and the development of open, net-centric interoperability standards for training.

3.5.1.10. Develop an integrated LVC joint training strategy.

3.5.1.10.1. Intent: Applying the approved definition of the integrated LVC training environment and architecture, develop a strategy to achieve the necessary architecture and the development of open, net-centric interoperability standards for training. This includes the development of Open, Net-Centric Interoperability Standards for Training

¹ The term Service-Oriented Architecture (SOA) expresses a software architectural concept that defines the use of services to support the requirements of software users. In a SOA environment, nodes on a network make resources available to other participants in the network as independent services that the participants access in a standardized way.

² Operational architecture (OA) is a description of the tasks and activities, operational elements, and the quantity and quality of information flows required to support an operation. In this case training capability interoperability.

(ONIST) and potentially Test.

3.5.1.10.2. Key Milestones: December 2006

3.5.1.10.3. Measure of Success: The strategy addresses the steps necessary to achieve integrated LVC joint training through the development and utilization of an operational architecture that achieves the objective of integrating LVC training capabilities, applications, simulations, and systems seamlessly across the DoD training community. The strategy is the result of a collaborative effort; is synchronized with the other LVC environments and architectures, and net-centric capabilities; addresses specific LVC training needs, and identifies policy gaps.

3.5.1.11. Develop and publish DoD integrated LVC training policy (FOC).

3.5.1.11.1. Intent: Department T-COI(LVC) will review and assess current policy regarding the integration of LVC training applications, simulations, and systems and develop a DoD integrated LVC training policy.

3.5.1.11.2. Key Milestones: December 2007

3.5.1.11.3. Measure of Success: A policy that establishes Department responsibilities and authorities for integrated LVC training, and is congruent with the Global Joint Training Infrastructure (GJTI); DoD Directive 1322.18, *Military Training*; the Training Transformation Strategy; and the LVC joint training strategy.

3.5.1.12. Review and revise the Integrated LVC joint training strategy and policy.

3.5.1.12.1. Intent: The strategy and policy will be reviewed and revised as necessary as part of the spiral development process.

3.5.1.12.2. Key Milestone: 2010, IAW the two-year T2 strategic planning cycle.

3.5.1.12.3. Measure of Success: Reviews are completed no later than three months, and revisions will be forwarded for approval no later than nine months, following approval of the T2 Strategic Plans. Reviews ensure the Department stays abreast of innovation and technology developed in laboratories and industry.

3.5.1.13. Initial Operational Capability (IOC)/Full Operational Capability (FOC)

3.5.1.13.1. IOC: June 2006

3.5.1.13.2. FOC: December 2007

3.5.1.14. Dependencies and Linkages: This action is dependent upon the maturity of LVC environments and available funding. It is linked to JNTC Action 3.3.2. for LVC training infrastructure and interoperability, JNTC Action 3.7.1 for embedded training, and JKDDC Action 2.5.1. for joint knowledge distribution.

3.5.1.15. Blocks I, II, III, and IV Projected Outcomes:

Supporting Action 3.5.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Establish Training Community of Interest(LVC)								
Define LVC training environment and operational architecture								
Develop integrated LVC joint training strategy								
Develop/publish DoD integrated LVC training policy								
Review and revise integrated LVC joint training strategy and policy			IOC		FOC			
	Outcomes		Outcomes		Outcomes		Outcomes	
			<ul style="list-style-type: none"> T-COI(LVC) established and composed of training community stakeholders LVC training environment collaboratively defined, & reflects relationship to other LVC environments Joint LVC training strategy developed to achieve needed LVC architecture and includes ONIST Joint LVC training policy established 		<ul style="list-style-type: none"> Strategy and policy integrated and enforced FOC achieved 		<ul style="list-style-type: none"> Strategy and policy integrated and enforced Strategy and policy reviewed NLT three months following new T2 Strategic Plan approval Strategy and policy revised as necessary NLT nine months following new T2 Strategic Plan approval 	

Action 3.5.1. Table 1

3.5.1.16. Current Situation/Status of Action: Awaiting establishment of T-COI(LVC).

3.5.1.17. POC: Readiness and Training Office, OUSD (P&R), (703) 614-9524.

3.6. Capability Component: Range Modernization.

3.6.1. Action: Sustain and protect from encroachment maneuver areas, airspace, training ranges, and systems.

3.6.1.1. Capability: Joint National Training Capability (JNTC).

3.6.1.2. Capability Component: Range Modernization.

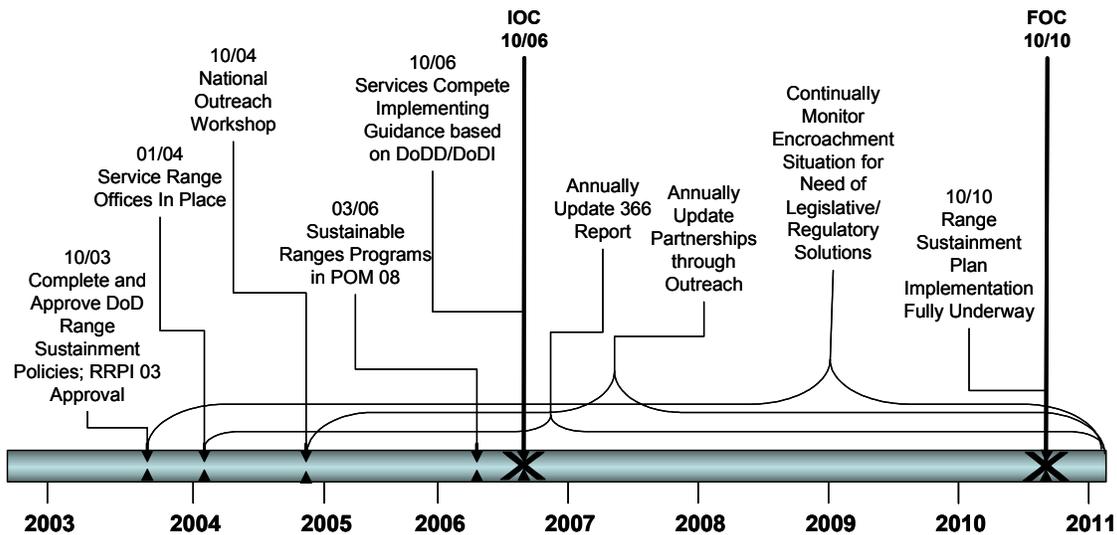
3.6.1.3. Lead Agency: Office of the Deputy Under Secretary of Defense for Readiness (ODUSD (R)), ODUSD Installations and Environment (I&E), Director of Operational Test and Evaluation (DOT&E), and Defense Test Resource Management Center.

3.6.1.4. Collaboration Agencies: Services; Chairman, Joint Chiefs of Staff (CJCS); other Office of the Secretary of Defense (OSD) offices; and other select agencies.

3.6.1.5. 2002 Strategic Plan Action Number: 4.2.2.(c)

3.6.1.6. 2004 Implementation Plan Action Number: 3.6.1.

3.6.1.7. Roadmap:



Action 3.6.1. Figure 1

3.6.1.8. Overall Intent: Our military ranges and operating areas are fundamental enablers of successful training, be it basic or advanced, service or joint; their primary role is to help train our military forces to sustain a strong defense. However, multiple encroachment issues increasingly constrain the Department of Defense’s ability to maintain the combat readiness of America’s military forces. Encroachment pressures, such as development around our ranges and the restrictions imposed by expanded environmental regulation, are increasingly impeding our military’s ability to train

realistically. Encroachment pressures inhibit development of new tactics to meet emerging threats, raise altitudes for flight training, limit application of new weapons technologies, complicate night and all-weather training, and reduce live fire proficiency. The Department is pursuing a comprehensive solution to encroachment pressures, the Sustainable Ranges Initiative. Range sustainment is a long-term process, but one of utmost importance to future readiness. This effort centers on five strategy focus areas: policy, organization and leadership, programming, outreach, and legislative clarification. The focus area for range sustainment organizational and leadership structure was completed in 2004 with each service establishing a service range organization with range sustainment as a key function.

3.6.1.9. Develop DoD Range Sustainment policy and guidance.

3.6.1.9.1. Intent: This task develops or revises DoD policy to promote a long-range, sustainable approach to range management. DoD Directive 3200.15, Sustainment of Ranges and Operating Areas, was approved on 7 January 2003, and represents the first key product of this task. DoD Directives or Instructions on active range clearance and environmental and community noise also were completed. Instructions on air installation compatible use zone planning and outreach continue to be coordinated. Other new or revised policies will be considered when and as required.

3.6.1.9.2. Key Milestones: Services complete implementing guidance for all October 2003 range sustainment DoD Directives/Instructions. October 2006

3.6.1.9.3. Measure of Success: All service regulations and guidance supporting the DoD Directives/Instructions are signed and in effect.

3.6.1.10. Plan and implement service and OSD range sustainment programs

3.6.1.10.1. Intent: This task plans programs for the implementation of internal DoD initiatives to combat encroachment and ensure long-term range sustainment. OSD and the Services are taking a proactive role in developing programs to protect bases from urbanization, working with states and nongovernmental organizations to promote sound land use. They are also sponsoring analyses to determine current and future range requirements, inventory existing range capabilities, assess and quantify the effects of encroachment, and develop comprehensive plans to address range shortfalls. Congress accepted the FY05 366 Comprehensive Report recommendations and FY06 service POMS incorporated sustainable ranges programmatic guidance.

3.6.1.10.2. Milestone 1: Annually update 366 Comprehensive Report.

3.6.1.10.2.1. Measure of Success: Congressional acceptance of updated report recommendations.

3.6.1.10.3. Milestone 2: Incorporation of revised sustainable ranges programmatic guidance into FY08 service POMs. March 2006

3.6.1.10.3.1. Measure of Success: Inclusion of all key range sustainment program elements into service POMs.

3.6.1.10.4. Milestone 3: Begin implementation of POM 08 sustainable ranges programs. October 2007

3.6.1.10.4.1. Measure of Success: Range sustainment programs initiated.

3.6.1.10.5. Milestone 4: Implementation of range sustainment programs is fully underway. October 2010

3.6.1.10.5.1. Measure of Success: All service and OSD range sustainment programs are being funded and implemented. Encroachment on DoD ranges is measurably reduced (metrics to be determined).

3.6.1.11. Conduct effective range sustainment outreach and stakeholder involvement.

3.6.1.11.1. Intent: This task expands sustainable ranges outreach efforts to stakeholders in range encroachment issues. The purpose is to improve understanding of readiness needs among affected groups, address concerns of state and local governments and surrounding communities, work with nongovernmental organizations on areas of common interest, and to partner with groups outside DoD to reach common goals. National/regional range sustainment workshops were initiated in 2004

3.6.1.11.2. Key Milestones: Update standing partnerships in national/regional range sustainment workshops. Annually

3.6.1.11.3. Measure of Success: Range sustainment outreach is broadened through regional and national workshops that are updated with standing partnerships comprised of key DoD and non-DoD stakeholders.

3.6.1.12. Effect Legislative and Regulatory Change to Support Range Sustainment.

3.6.1.12.1. Intent: Legislative and regulatory solutions are but one aspect of a comprehensive range sustainment response, and are being pursued only where necessary. However, in several key encroachment issue areas, other options are not available. Where possible, DoD is seeking administrative and regulatory solutions to issues where mutually acceptable courses of action can be determined by working with other Federal or state agencies. For a subset of issues, legislative clarification is being pursued to address some of the most pressing and intractable of encroachment's effects on readiness and to ensure necessary flexibility to test and train. Thus far, Congress has passed five provisions. The Department will continue to promote reforms considered essential to ensure the continued preparedness of this Nation's armed forces.

3.6.1.12.2. Key Milestones: Monitor the need for regulatory or legislative changes to support range sustainment. Continuous

3.6.1.12.3. Measure of Success: Encroachment situation is monitored continuously.

Identified legislative or regulatory solutions are proposed to support range sustainment.

3.6.1.13. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.6.1.13.1. IOC: October 2006

3.6.1.13.1.1. Intent: DoD and service range encroachment effects are quantified, comprehensive range sustainment efforts are fully planned, and implementation of responsive measures is underway.

3.6.1.13.1.2. Measure of Success: A comprehensive range sustainment action plan is completed and approved; range sustainment DoD policies are in effect; organizational and leadership structures are in place; service POMs incorporate SPG guidance on range sustainment initiatives; outreach efforts are underway; and current Readiness Range Preservation Initiative (RRPI) legislative and regulatory provisions have been passed or negotiated.

3.6.1.14. FOC: October 2010

3.6.1.14.1. Intent: DoD and service range sustainment plans have been fully implemented and measures are in place to monitor, address, and mitigate all known encroachment factors.

3.6.1.14.2. Measure of Success: IOC measures, plus all service and OSD range sustainment programs are being funded and implemented. Encroachment on DoD ranges is measurably reduced (metrics to be determined).

3.6.1.15. Dependencies and Linkages: This supporting action is largely self-contained and is not dependent on other activities to achieve its objectives. However, range sustainment alone without concurrent range modernization would not result in adequate future range capabilities.

3.6.1.16. Blocks I, II, III, and IV Projected Outcomes:

Supporting Action 3.6.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Develop DoD Range Sustainment Policy and Guidance	▶							
Plan and Implement Service and OSD Range Sustainment Programs	▶							
Conduct Effective Range Sustainment Outreach and Stakeholder Involvement	▶							
Effect Legislative and Regulatory Change to Support Range Sustainment	▶							
			IOC				FOC	
	Outcomes		Outcomes		Outcomes		Outcomes	
	<ul style="list-style-type: none"> Completed and approved key DoD range sustainment policies Gained approval of RRPI Legislative provisions in NDAA FY04, FY05 Completed FY04 and FY05 Section 366 Reports Held Outreach National Workshop to Support Outreach Planning Completed range sustainment programmatic guidance to Services and injected it into service POMs Completed service and DoD organizational recommendations associated with range sustainment 		<ul style="list-style-type: none"> Completed service Implementation Guidance associated with DoD Range Sustainment Policies Gained approval of RRPI Legislative provisions in NDAA FY06 Completed FY06 and FY07 Section 366 Reports IOC achieved 		<ul style="list-style-type: none"> Completed FY 08 Section 366 Report Completed comprehensive planning and initiated implementation of key service and OSD Range Sustainment Programs Continued to broaden implementation of Range Sustainment Outreach and Stakeholder Involvement Continued to monitor need for any additional regulatory or legislative changes to support range sustainment 		<ul style="list-style-type: none"> Monitored and adapted comprehensive planning and initiated implementation of key service and OSD Range Sustainment Programs Continued to broaden implementation of Range Sustainment Outreach and Stakeholder Involvement Continued to monitor need for any additional regulatory or legislative changes to support range sustainment FOC achieved 	

Action 3.6.1. Table 1

3.6.1.17. Current Situation/Status of Action: Range sustainment policy and guidance are in place and service range offices have been established. Currently developing comprehensive range sustainment plan; pursuing implementation of initial actions.

3.6.1.18. POC: Readiness and Training Office, OUSD (P&R), (703) 693-4378.

3.6.2.9. Initial Operational Capability (IOC)/Full Operational Capability (FOC): Individual service programs have acquisition and fielding milestones that will be monitored as well as funding. JNTC Joint Management Office (JMO) will integrate JNTC investment plans with the service program plans. Service initiatives of particular interest are as follows:

3.6.2.10. Army:

National Training Center – Urban Training Facility	IOC FY07
National Training Center - Objective Instrumentation System	IOC FY08
Joint Readiness Training Center - Objective Instrumentation System	IOC FY09
Joint Multinational Training Center and CONUS Exportable Training Capability	IOC FY10

3.6.2.11. Air Force:

Joint Threat Emitter	IOC FY06
P5 Air Combat Training System	IOC FY06
Next Range Instrumentation	IOC FY09

3.6.2.12. Navy:

Tactical Combat Training System	IOC FY06
NexRI Compliance	FY09

3.6.2.13. Marine Corps:

Establish Range Instrumentation Program	FY08 POM
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3.6.2.14. Dependencies and Linkages: This supporting action is largely self-contained and is not dependent on other activities to achieve its objectives. However, range modernization is the foundation of JNTC investment as well as the basis of sustainment. Inadequate funding or lack of progress of service modernization efforts will have a debilitating effect on the transformation of training.

3.6.2.15. Current Situation/Status of Action: Continuous interaction is occurring with the Services concerning range modernization and the correlation of JNTC investments.

3.6.2.16. POC: Readiness and Training Office, OUSD (P&R), (703) 693-4379.

3.7. Capability Component: Embedded Training in Major Defense Acquisition Programs.

3.7.1. Action: Ensure embedded training and human performance-aiding capabilities are designed into targeted acquisition systems during the systems 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.

3.7.1.1. Capability: Joint National Training Capability (JNTC).

3.7.1.2. Capability Component: Embedded Training in Major Defense Acquisition Programs.

3.7.1.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).

3.7.1.4. Collaboration Agencies: Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)), Director of Operational Test and Evaluation, Services, and combat support agencies.

3.7.1.5. 2002 Strategic Plan Action Numbers: 4.2.3.(b), 4.2.3.(c)

3.7.1.6. 2004 Implementation Plan Action Number: 3.7.1.

3.7.1.7. Roadmap: N/A

3.7.1.8. Overall Intent: The intent of this action is to ensure that embedded training and human performance-aiding capabilities are considered for Major Defense Acquisition Programs (MDAPs) and can function within a common operational architecture of integrated live, virtual, and constructive (LVC) training systems. The embedded training applies to systems fielded for use by the active and Reserve components. Making embedded training capabilities an integral part of the primary system reduces external support for the operational training and maintenance of systems. To accomplish the intent, OUSD (P&R) works with the Chairman, Joint Chiefs of Staff in the requirements process, and with OUSD (AT&L) in the acquisition process to address system-training capabilities. In addition, OUSD (P&R) participates as a member of the Defense Acquisition Board (DAB) and supporting teams to ensure acquisition systems include embedded training. Thus far program managers and representatives from OSD, Joint Staff, and the Services, with maximum participation from the training community, have conducted assessments for embedding training in the current MDAPs. Four MDAP systems were assessed and one was recommended for embedded training.

3.7.1.9. Another intent of this action is periodic policy reviews to support embedded training and human performance-aiding capabilities. Following the reviews, policies will be updated or new policies developed.

3.7.1.10. Assess new MDAPs and monitor implementation.

3.7.1.10.1. Intent: Following the initial review, periodic reviews will be conducted to assess new MDAPs, added to the published AT&L list, for implementation of embedded training. Other reviews will monitor the status of embedded training through the Defense Acquisition Executive Summary (DAES) Reports and the DAB integrated product team review process. The results of all reviews and recommendations will be reported to USD (P&R). The OUSD (P&R) will ensure that embedded training and its ability to function within a common operational architecture of integrated LVC training systems are considered in the development of the Initial Capabilities Document for potential acquisition programs.

3.7.1.10.2. Key Milestones: Annual reviews completed and reported as required. (no specific dates)

3.7.1.10.3. Measures of Success: Six months after publication of the new AT&L MDAP list, an assessment and recommendation report will be forwarded to USD (P&R). Using the DAES reporting system, embedded training is reviewed for compliance and results reported to USD (P&R) quarterly. All potential acquisition programs consider embedded training in the development of Initial Capabilities Documents.

3.7.1.11. Update policies for embedded training.

3.7.1.11.1. Intent: Annually review policy to ensure that embedded training and human performance-aiding capabilities are considered for Major Defense Acquisition Programs. Policy will include considerations for embedded training to function within a common operational architecture of integrated LVC training systems. Update policy as necessary. Initial policy was published in DoD Directive 1322.18, *Military Training*, September 3, 2004

3.7.1.11.2. Key Milestones: Review policy. Annually

3.7.1.11.3. Measures of Success: Review completed annually and policy updated as necessary. DoD policies incorporate embedded training and human performance-aiding capabilities.

3.7.1.12. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.7.1.12.1. IOC: Completed with the selection, assessment, and recommendation of initial MDAP systems for embedded training. Four systems assessed and one recommended for embedded training.

3.7.1.12.2. FOC: Completed in 2005. Remaining MDAP systems for embedded training were assessed and 19 recommendations forwarded. Process for follow-on assessments is in place. Policies were reviewed.

3.7.1.13. Dependencies and Linkages: This action is linked to section 3.5.1 of this plan

in that embedded training will depend on the LVC policies developed for the common operational architecture that provides interoperability of integrated LVC training systems.

3.7.1.14. Blocks I, II, III, and IV Projected Outcomes

Supporting Action 3.7.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Assess MDAPs and monitor implementation								
Review and update of existing policy; develop new policies								
	IOC		FOC					
	Outcomes		Outcomes		Outcomes		Outcomes	
	<ul style="list-style-type: none"> Initial MDAPs review completed First assessment & recommendations completed Initial policy review completed IOC achieved Regular MDAP reviews conducted ET policy published Review policy annually FOC (TBD) 		<ul style="list-style-type: none"> Regular MDAP reviews conducted New programs reviewed Recommendations forwarded to leadership Review policy annually 		<ul style="list-style-type: none"> Regular MDAP reviews conducted New programs reviewed Recommendations forwarded to leadership Review policy annually 		<ul style="list-style-type: none"> Regular MDAP reviews conducted New programs reviewed Recommendations forwarded to leadership Review policy annually 	

Action 3.7.1. Table 1

3.7.1.15. Current Situation/Status of Action: IOC and FOC achieved. Assessment and recommendation process is in place and ongoing.

3.7.1.16. POC: Readiness and Training Office, OUSD (P&R), (703) 614-9550.

3.8. Capability Component: Robust Joint National Training Capability Research, Development, and Demonstration Program.

3.8.1. Action: 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.

3.8.1.1. Capability: Joint National Training Capability (JNTC).

3.8.1.2. Capability Component: Robust Joint National Training Capability Research, Development, and Demonstration Program.

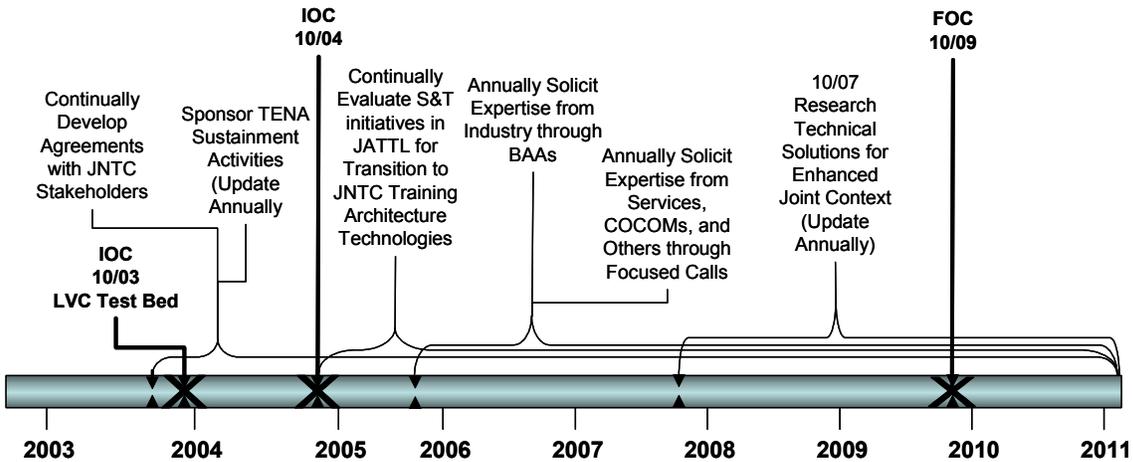
3.8.1.3. Lead agency: USJFCOM Joint Force Trainer Joint Management Office (JMO).

3.8.1.4. Collaboration Agencies: Combatant commands; Services; National Guard Bureau; combat support agencies; Office of the Deputy Under Secretary of Defense for Readiness; Director, Defense Research and Engineering; Director, Operational Test and Evaluation; Director, Acquisition, Technology, and Logistics; Defense Test Resource Management Center; and Defense Information Systems Agency.

3.8.1.5. 2002 Strategic Plan Action Number: 4.2.2.(i)

3.8.1.6. 2004 Implementation Plan Action Number: 3.8.1.

3.8.1.7. Roadmap:



Action 3.8.1. Figure 1

3.8.1.8. Overall Intent: This action will develop advanced training technologies and leverage ongoing DoD science and technology programs to integrate promising results into global mission rehearsal and joint training systems. Science and technology improvements will stimulate spiral development processes in the areas of Global Joint

Training Infrastructure and Advanced Training Technologies. This will require database tracking and knowledge management to keep abreast of ongoing science and technology (S&T) programs and demonstrations. The JNTC JMO Technical Director will lead and direct an advanced training technology program to develop new joint training capabilities that address defined operational training requirements and known technology shortfalls.

3.8.1.9. Develop agreements with Director of Operational Test and Evaluation (DOT&E), Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)), Director, Test Resource Management Center (DTRMC), Director of Defense Research & Engineering (DDR&E), Defense Information Systems Agency (DISA) and service test and training sponsors and service research and development (R&D) activities.

3.8.1.9.1. Intent: Agreement development with key science and technology organizations has begun and the process will continue in order to integrate the latest S&T initiatives with ongoing JNTC efforts. This is a formalized process to share information and thus enhance efficiency and create synergy.

3.8.1.9.2. Key Milestones: Continuous process

3.8.1.9.3. Measures of Success: Agreements and process to leverage S&T initiatives with JNTC established, institutionalized, and updated.

3.8.1.10. Evaluate applicable science and technology initiatives in Joint Advanced Training Technologies Laboratory (JATTL) for transition into JNTC training architecture.

3.8.1.10.1. Intent: Evaluate new and emerging technologies that can meet JNTC joint training shortfalls and advance efficiency of joint training and mission rehearsal events.

3.8.1.10.2. Key Milestones: Continuous process

3.8.1.10.3. Measures of Success: Science and technology initiatives are evaluated for technical maturity and recommended for inclusion into joint training architectures. A list of initiatives is considered and those accepted are provided to the T2 stakeholders for review.

3.8.1.11. Solicit expertise from industry to develop technical solutions using Broad Area Announcements (BAA) or equivalent rapid-acquisition processes.

3.8.1.11.1. Intent: The JNTC JMO leads this task with assistance from various subject matter experts from within JFCOM and OSD. Through the use of the BAA process, the JMO is seeking to draw on the innovative capabilities of industry and other organizations to assist in solving some of the technological issues and challenges surrounding its mission.

3.8.1.11.2. Key Milestones: Execute the BAA or equivalent programs to ensure contract awards in FY06; update annually.

3.8.1.11.3. Measures of Success: Expertise is solicited annually through the BAA or equivalent process and a minimum of one new technical solution is considered for incorporation into the Joint training architecture.

3.8.1.12. Solicit expertise from the Services, Combatant Commanders and other Agencies to develop technical solutions through the use of Focused Calls.

3.8.1.12.1. Intent: The JNTC JMO leads this task with assistance from within JFCOM, OSD, Services, COCOMs, and other Agencies. Through the use of the Focused Call process, the JMO is seeking to draw on the needs and innovative capabilities of the Services, COCOMs, and other Agencies to assist in solving some of the technological issues and challenges surrounding its mission.

3.8.1.12.2. Key Milestones: Execute the Focused Call program to ensure that the reviews and final selections of proposed white papers are completed to allow for execution in FY06; update annually.

3.8.1.12.3. Measures of Success: Expertise is solicited annually through Focused Call or equivalent process and a minimum of one new technical solution is considered for incorporation into the Joint training architecture.

3.8.1.13. Sponsor the Test and Training Enabling Architecture (TENA) sustainment activities for the test and training communities. Support the use of TENA in all systems and solutions in the JNTC as appropriate. Oversee the process by which urgent requirements are presented by the training community to the TENA Software Development Activity (SDA). Oversee, in coordination with the CTEIP Office, the TENA SDA to ensure effective execution and adherence to mission, guidance, and program plan.

3.8.1.13.1. Intent: Support the 10 November 2004 Memorandum of Agreement between DUSD(R), Defense Test Resource Management Center and DOT&E on sustainment and further development of TENA.

3.8.1.13.2. Key Milestones: Update annually.

3.8.1.13.3. Measures of Success: TENA adapts to support evolving training technology and operational requirements.

3.8.1.14. Research technical solutions to provide enhanced joint context for service

training organizations and programs, as required.

3.8.1.14.1. Intent: Support execution of task 3.3.2.17. by developing new technical solutions as required.

3.8.1.14.2. Key Milestones: October 2007, update annually as required.

3.8.1.14.3. Measure of Success: Providing solution(s) to fulfill required elements of joint context for service training organizations and programs to result in increased capabilities to training to increasing numbers of joint tasks.

3.8.1.15. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.8.1.15.1. IOC: Completed. The JNTC IOC infrastructure was developed, including approximately 30 CONUS sites. The LVC Test Bed Capability was established to provide new training capabilities, enable new training Concept of Operations (CONOPS), improve joint interoperability training shortfalls, and drive efficiency of the planning, execution, and outcomes (joint force readiness) of complex joint training events. The JATTL moved into a permanent facility in October 2005.

3.8.1.15.2. FOC: October 2009.

3.8.1.15.2.1. Intent: Routine execution of all joint training events with agile and versatile processes that incorporate emerging science and technology initiatives and capabilities with focus on warfighter requirements.

3.8.1.15.2.2. Measure of Success: Emerging science and technology initiatives and capabilities are routinely integrated into a live, virtual, and constructive joint training environment that improves global, multinational, deployable, and mission rehearsal capable joint training. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System.

3.8.1.16. Dependencies and Linkages: Science and technology incorporation in the JNTC must be in concert with operational requirements. Additionally, science and technology innovations must be integrated in the JNTC architecture, which will be compliant with the DISR and with embedded training capabilities during the acquisition process. This action is linked to Action 3.3.2. for JFCOM Industry Engagement Program.

3.8.1.17. Blocks I, II, III, and IV Projected outcomes

Supporting Action 3.8.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Develop agreements with JNTC stakeholders	→							
Evaluate science and technology initiatives in JATTL for transition to JNTC training Architecture technologies	→							
Solicit expertise from industry through BAAs			→					
Solicit expertise from Services, COCOMs, & others through Focused Calls			→					
Sponsor TENA sustainment activities	→							
Research technical solutions for enhanced joint context		IOC					FOC	

Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> Stakeholder agreements established JNTC LVC Test Bed IOC achieved JNTC IOC achieved 	<ul style="list-style-type: none"> Stakeholder agreements and process to leverage S&T initiatives with JNTC continuously updated S&T initiatives evaluated, prioritized and submitted for review Annual BAA solicitation conducted and minimum of one new technical solution considered for incorporation into joint training architecture Annual Focus Call solicitation conducted and minimum of one new technical solution considered for incorporation into joint training architecture TENA adapts to support evolving training technology and operational requirements Solutions result in increased capabilities to train on greater numbers of joint tasks 	<ul style="list-style-type: none"> Stakeholder agreements and process to leverage S&T initiatives with JNTC continuously updated S&T initiatives evaluated, prioritized and submitted for review Annual BAA solicitation conducted and minimum of one new technical solution considered for incorporation into joint training architecture Annual Focus Call solicitation conducted and minimum of one new technical solution considered for incorporation into joint training architecture TENA adapts to support evolving training technology and operational requirements Solutions result in increased capabilities to train on greater numbers of joint tasks FOC achieved Agile and versatile processes routinely incorporate emerging S&T initiatives and capabilities into joint training events 	<ul style="list-style-type: none"> Stakeholder agreements and process to leverage S&T initiatives with JNTC continuously updated S&T initiatives evaluated, prioritized and submitted for review Annual BAA solicitation conducted and minimum of one new technical solution considered for incorporation into joint training architecture Annual Focus Call solicitation conducted and minimum of one new technical solution considered for incorporation into joint training architecture TENA adapts to support evolving training technology and operational requirements Solutions result in increased capabilities to train on greater numbers of joint tasks Agile and versatile processes routinely incorporate emerging S&T initiatives and capabilities into joint training events

Action 3.8.1. Table 1

3.8.1.18. Current Situation/Status: IOC completed. Relationship building and information sharing activities are ongoing as part of the Joint Exercise Life Cycle activities. These relationships are being cultivated and developed as the JNTC technical implementation plan and the actions outlined above mature.

3.8.1.19. POC: JNTC JMO, Technical Director, (757) (DSN 668) 203-6179.