

4.0 JOINT ASSESSMENT AND ENABLING CAPABILITY

4.1. Concept.

Joint Assessment and Enabling Capability (JAEC) assists leaders in assessing the value of transformational initiatives on individuals, organizations, and processes by assessing the training value, training environment integration, and Training Transformation progress to meet validated combatant commander readiness requirements. It also provides essential support tools and processes to enable and enhance the Joint Knowledge Development and Distribution Capability (JKDDC) and the Joint National Training Capability (JNTC).

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4.2. Capability Component: JAEC Office

4.2.1. Action: Oversee and ensure systematic assessment of Training Transformation plans, programs, and investments throughout the Department of Defense.

4.2.1.1. Capability: Joint Assessment and Enabling Capability.

4.2.1.2. Capability Component: JAEC Office.

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

4.2.1.4. Lead Proponent: Deputy Under Secretary of Defense for Readiness

4.2.1.5. Collaboration Agencies: OUSD (P&R), Director of Operational Test and Evaluation (DOT&E), Services, combatant commands, Office of Force Transformation, JNTC, JKDDC, DoD research facilities, national training centers, National Guard Bureau, other Federal agencies (Department of Homeland Security, Office of Management and Budget (OMB), etc), academia, and industry.

4.2.1.6. 2002 Strategic Plan Action Number: 4.1.1., 4.1.5., 4.1.9., 4.2.1.(c), 4.2.2.(d), 4.2.3.(a), 4.2.3.(c), 4.2.3.(f).

4.2.1.7. 2004 Implementation Plan Action Number: 4.2.1.

4.2.1.8. Roadmap: N/A

4.2.1.9. Overall Intent: The purpose of the JAEC Office is to manage, coordinate, and integrate the many activities for which JAEC is responsible and accountable. These activities support the overall concepts and intent described in section 4.1. Activities within the JAEC Office include coordinating actions, facilitating relationships, serving as primary T2 interface for DoD performance reporting, developing and coordinating policy, and conducting JAEC Office operations.

4.2.1.9.1. Coordinate T2 assessments with the Office of Force Transformation (OFT). Provide inputs to the Office of Force Transformation's annual strategic appraisals and coordinate network-centric architectures with T2 architectures.

4.2.1.9.2. Facilitate best-practice sharing, experimentation, and information sharing. The JAEC Office serves as a knowledge hub in coordinating best-practice sharing, rapid spiral development experimentation, joint ventures between collaboration organizations with the purpose of maintaining T2 momentum, and information sharing among entities.

4.2.1.9.3. Coordinate OUSD (P&R) DoD Balanced Scorecard with T2. Under this task, JAEC will serve as the T2 interface with the OUSD (P&R) DoD performance

reporting system, which includes the Balanced Scorecard initiative.

4.2.1.9.4. Create new assessment guidelines and policies. T2 Assessments require the collaborative development and implementation of new guidelines and associated policies.

4.2.1.9.5. Conduct program management for the JAEC Office.

4.2.1.9.6. Recommend resource and process reallocations. Based on T2 assessments JAEC will recommend resource reallocations to meet combatant commander requirements, to improve T2 progress more optimally, and positively impact force readiness.

4.2.1.9.7. Coordinate compliance with Federal Enterprise Architecture and provide preparation oversight of T2-related business cases per OMB Circular A-11.

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

4.2.1.10.1. IOC: Completed November 2003 with the standup of the JAEC Office with minimum staffing.

4.2.1.10.2. FOC: Completed April 2004 with the JAEC Office staffed and funded to accomplish assigned task work.

4.2.1.11. Dependencies and Linkages: Balanced Scorecard; Office of Force Transformation strategic appraisals; T2 Block Assessments; T2 progress; Federal Enterprise Architecture; OMB Circular A-11, Section 300.

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

Supporting Action 4.2.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Execute Integration Plan Cycle	IOC	FOC						
	Outcomes		Outcomes		Outcomes		Outcomes	
	<ul style="list-style-type: none"> Effective and efficient Joint Assessment and Enabling Capability operation. IOC and FOC achieved 		<ul style="list-style-type: none"> Effective and efficient Joint Assessment and Enabling Capability operation. 		<ul style="list-style-type: none"> Effective and efficient Joint Assessment and Enabling Capability operation. 		<ul style="list-style-type: none"> Effective and efficient Joint Assessment and Enabling Capability operation. 	

Action 4.2.1. Table 1

4.2.1.13. Current Situation/Status: JAEC IOC and FOC complete.

4.2.1.14. POC: Director, Joint Assessment and Enabling Capability, (703) 575-4386.

4.3. Capability Component: T2 Program Assessments.

4.3.1. Action: Develop metrics and tools for assessing the outcomes of the T2 missions and objectives on policy requirements, and the effects of the T2 Program on joint education and training.

4.3.1.1. Capability: Joint Assessment and Enabling Capability.

4.3.1.2. Capability Component: T2 Program Assessments.

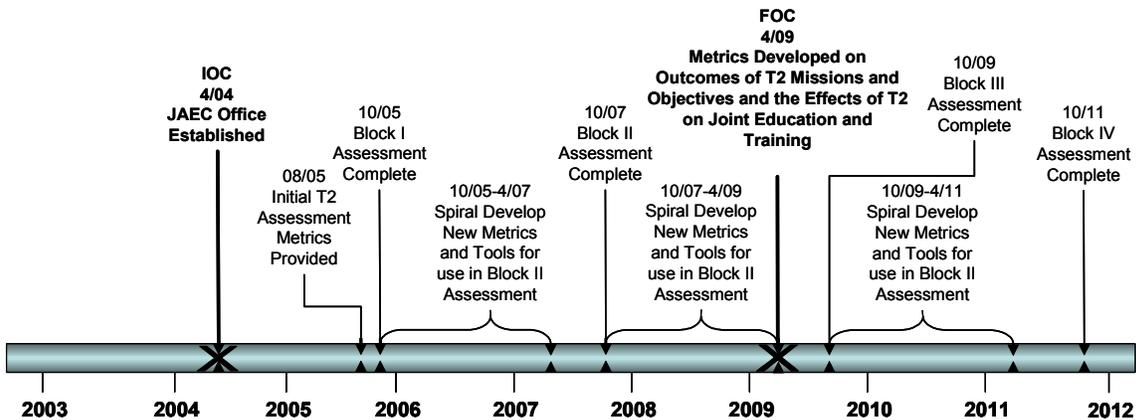
4.3.1.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).

4.3.1.4. Collaboration Agencies: JNTC, JKDDC, Office of Force Transformation, National Defense University, Services, DoD research facilities, combatant commands, Combat Support Agencies, national training centers, National Guard Bureau, other Federal agencies (e.g., Department of Homeland Security), academia, and industry.

4.3.1.5. 2002 Strategic Plan Action Number: 4.2.1.(b), 4.2.1.(c), 4.2.1.(d), 4.2.2.(d), 4.2.2(i), 4.2.3.(b), 4.2.3.(f).

4.3.1.6. 2004 Implementation Plan Action Number: 4.3.1.

4.3.1.7. Roadmap:



Action 4.3.1. Figure 1

4.3.1.8. Overall Intent: Training Transformation focuses on two primary, interrelated missions to ensure that all individuals, units, staffs, and organizations, both military and civilian, receive the timely and effective joint education and training necessary to enable success in joint operations and in transforming the Department of Defense. Every two years, the Joint Assessment and Enabling Capability will conduct a Block Assessment to provide feedback concerning how well the T2 program is accomplishing these missions. The assessment will consider the impact of the Training Transformation Capabilities on joint individual and collective training, and consider management impacts and implications. Each subsequent Block Assessment will be part of a spiral feedback

mechanism to ensure lessons learned and relevant recommendations are provided to the responsible organizations in the Training Transformation community. The purpose of this action is to design and collaboratively develop a performance assessment framework of metrics and tools to support the biennial Block Assessment.

Metrics and tools will be developed to measure how well T2 is enabling the readiness of our joint forces to meet operational needs, how T2 initiatives can be better focused on meeting current and future operational needs, and how T2 management can be made more effective. The quality and sophistication of outcome metrics and assessment tools will evolve as a result of the rapid spiral transformation process. The spiral feedback assessments will help leaders decide better ways to achieve desired performance outcomes.

4.3.1.9. Key Milestones:

4.3.1.9.1. Milestone 1: Spiral develop new metrics and tools for Block II Assessment. April 2007.

4.3.1.9.1.1. Measure of Success: New metrics and tools are spirally developed. Metrics from previous Block Assessment are analyzed, revised, and available for use in Block II Assessment.

4.3.1.9.2. Milestone 2: Spiral develop new metrics and tools for Block III Assessment (FOC). April 2009.

4.3.1.9.2.1. Measure of Success: New metrics and tools are spirally developed. Metrics from previous Block Assessment are analyzed, revised, and available for use in Block III Assessment. Assessment metrics provide performance data measuring the outcomes of the T2 missions and objectives on policy requirements and the effects of the T2 program on joint education and training.

4.3.1.9.3. Milestone 3: Spiral develop new metrics and tools for Block IV Assessment. April 2011.

4.3.1.9.3.1. Measure of Success: New metrics and tools are spirally developed. Metrics from previous Block Assessment are analyzed, revised, and available for use in Block IV Assessment. Assessment metrics provide performance data measuring the outcomes of the T2 missions and objectives on policy requirements and the effects of the T2 program on joint education and training.

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

4.3.1.10.1. IOC: Completed April 2004 when JAEC Office reached FOC and staffing was in place to develop analysis and project plans.

4.3.1.10.2. FOC: April 2009.

4.3.1.11. Dependencies and Linkages: Dependencies include full implementation of the

Joint Training System (Actions 4.4.1. and 4.4.2.), the linkage between the Joint Training System and DRRS-compliant readiness systems (Action 4.7.1.), and the development of the Defense Readiness Reporting System (DRRS). This action directly affects the conduct of the Block Assessment (Action 4.3.2.).

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

Supporting Action 4.3.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Provide initial T2 assessment metrics	■							
Spiral develop new metrics and tools			■		■		■	
	IOC					FOC		
	Outcomes		Outcomes		Outcomes		Outcomes	
	<ul style="list-style-type: none"> Initial Metrics and Tools available for Block I Assessments IOC achieved 		<ul style="list-style-type: none"> Updated Metrics and Tools available for Block II Assessments Spiral development improves performance assessment 		<ul style="list-style-type: none"> Updated Metrics and Tools available for Block III Assessments Spiral development improves performance assessment JAEC can effectively assess and measure training performance at the organizational level FOC achieved 		<ul style="list-style-type: none"> Updated Metrics and Tools available for Block IV Assessments Spiral development improves performance assessment JAEC effectively assesses and measures T2 and joint training performance Metrics gathered on the outcomes of the T2 missions and objectives on policy requirements and the effects of the T2 program on joint education and training 	

Action 4.3.1. Table 1

4.3.1.13. Current Situation/Status: Block I Assessment completed and report forwarded to OSD leadership.

4.3.1.14. POC: Director, Joint Assessment and Enabling Capability, (703) 575-4386.

4.3.2. Action: Develop and conduct block-assessment and balanced-scorecard processes to assist leaders in assessing the effect of Training Transformation initiatives on joint force readiness and recommend strategic and programmatic changes to stakeholders.

4.3.2.1. Capability: Joint Assessment and Enabling Capability.

4.3.2.2. Capability Component: T2 Program Assessments.

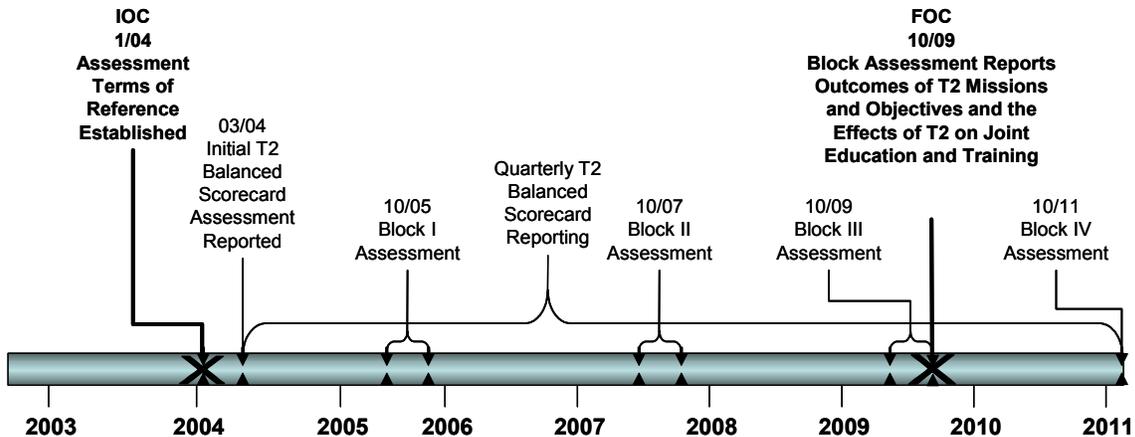
4.3.2.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).

4.3.2.4. Collaboration Agencies: JNTC, JKDDC, Office of Force Transformation, Services, National Defense University and other senior service colleges, DoD research facilities, combatant commands, Combat Support Agencies, national training centers, National Guard Bureau, other Federal agencies (such as Department of Homeland Security), academia, and industry.

4.3.2.5. 2002 Strategic Plan Action Number: N/A

4.3.2.6. 2004 Implementation Plan Action Number: 4.8.1.

4.3.2.7. Roadmap:



Action 4.3.2. Figure 1

4.3.2.8. Overall Intent: Training Transformation focuses on two primary, interrelated missions to ensure that all individuals, units, staffs, and organizations, both military and civilian, receive the timely and effective joint education and training necessary to enable success in joint operations and in transforming the Department of Defense. Every two years, the Joint Assessment and Enabling Capability will conduct a Block Assessment to provide feedback concerning how well the T2 program is accomplishing these missions. The assessment will consider the impact of the Training Transformation Capabilities on joint individual and collective training, and consider management impacts and implications. Each subsequent Block Assessment will be part of a spiral feedback

mechanism to ensure lessons learned and relevant recommendations are provided to the responsible organizations in the Training Transformation community. The feedback will also be provided for input into the DoD Balanced Scorecard. The JAEC will gather and coordinate data and report on the Training Transformation portion of the quarterly OUSD (P&R) input to the DoD Balanced Scorecard.

4.3.2.9. Key Milestones:

4.3.2.9.1. Milestone 1: Conduct Balanced Scorecard (BSC) quarterly assessments.

4.3.2.9.1.1. Measure of Success: Conduct BSC quarterly and provide BSC reports to USD P&R. Provide periodic updates to BSC terms of reference and serve as the T2 interface with the OUSD P&R performance reporting system.

4.3.2.9.2. Milestone 2: Conduct T2 Block II Assessment. April – October 2007

4.3.2.9.2.1. Measure of Success: Spirally developed metrics are used in assessment process, new baseline assessments are included, assessments are completed and coordinated, and strategic and programmatic changes are recommended to T2 and other stakeholders.

4.3.2.9.3. Milestone 3 (FOC): Conduct T2 Block III Assessment. April – October 2009

4.3.2.9.3.1. Measure of Success: Spirally developed metrics are used in assessment process, assessments are completed and coordinated, assessments measure the outcomes of the T2 missions and objectives on policy requirements and the effects of the T2 program on joint education and training, and strategic and programmatic changes are recommended to T2 and other stakeholders.

4.3.2.9.4. Milestone 4: Conduct T2 Block IV Assessment. April – October 2011

4.3.2.9.4.1. Measure of Success: Spirally developed metrics are used in assessment process, assessments are completed and coordinated, assessments measure the outcomes of the T2 missions and objectives on policy requirements and the effects of the T2 program on joint education and training, and strategic and programmatic changes are recommended to T2 and other stakeholders.

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

4.3.2.10.1. IOC: January 2004

4.3.2.10.2. FOC: October 2009

4.3.2.11. Dependencies and Linkages: This action is dependent upon the development of T2 performance assessment metrics (Action 4.3.1.).

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

Supporting Action 4.3.2.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Establish Assessment Capability	▶							
Conduct BSC quarterly assessment	▶							
Conduct Block I Assessment		▬						
Conduct Block II Assessment				▬				
Conduct Block III Assessment						▬		
Conduct Block IV Assessment	IOC						FOC	▬
	Outcomes		Outcomes		Outcomes		Outcomes	
	<ul style="list-style-type: none"> • IOC achieved • T2 BSC terms of reference established • BSC quarterly assessments completed and reported • Preparation for Block I Assessment completed 		<ul style="list-style-type: none"> • Block I Assessment (Baseline) completed • Strategic and programmatic changes are recommended to T2 and other stakeholders • T2 BSC quarterly assessments completed and reported • Preparation for Block II Assessment completed 		<ul style="list-style-type: none"> • Block II Assessment completed • New baseline assessments are included • Strategic and programmatic changes are recommended to T2 and other stakeholders • T2 BSC quarterly assessments completed and reported • Preparation for Block III Assessment completed 		<ul style="list-style-type: none"> • Block III Assessment completed • Block Assessment provides performance data on outcomes of T2 missions and objectives • Block Assessment provides performance data on the effects of the T2 program on joint education and training • Strategic and programmatic changes are recommended to T2 and other stakeholders • T2 BSC quarterly assessments completed and reported • FOC achieved • Preparation for Block IV Assessment completed 	

Action 4.3.2. Table 1

4.3.2.13. Current Situation/Status: An assessment capability accessible to JAEC was established January 2004. This included identification of personnel to conduct the assessments and preparation of terms of reference. Since March 2004, JAEC conducts Balanced Scorecard (BSC) quarterly assessments, and provides BSC reports to USD P&R. JAEC established BSC terms of reference and serves as the T2 interface with the OUSD P&R performance reporting system. JAEC completed the baseline assessments

for the T2 Block I Assessment in October 2005. A final report on the assessment, as well as recommendations for strategic and programmatic changes were provided to T2 stakeholders and OSD leadership.

4.3.2.14. POC: Director, JAEC (703) 575-4386.

4.4. Capability Component: Full Joint Training System Implementation

4.4.1. Action: Fully implement the Joint Training System, link training to mission requirements, and ensure training standards for combatant commanders’ area of responsibilities are met.

4.4.1.1. Capability: Joint Assessment and Enabling Capability.

4.4.1.2. Capability Component: Full Joint Training System Implementation.

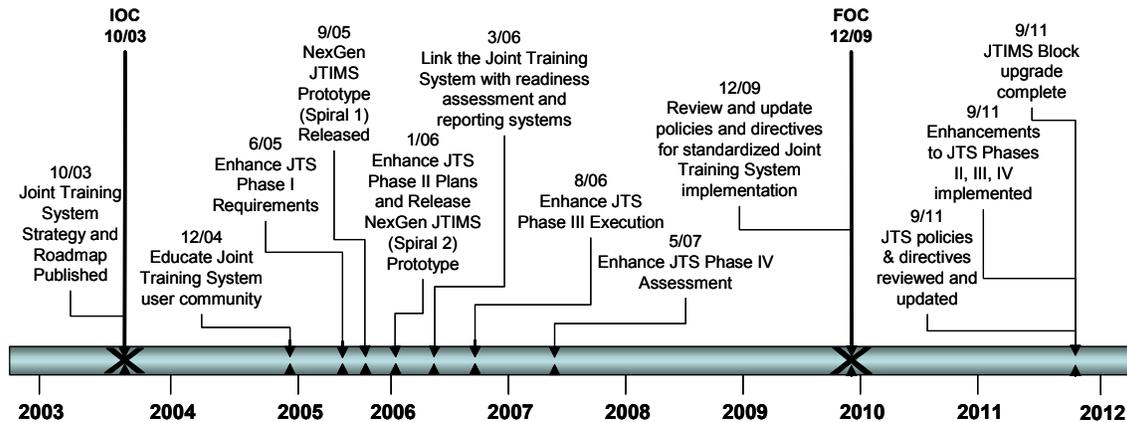
4.4.1.3. Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J-7).

4.4.1.4. Collaboration Agencies: Combatant commands, Services (including Reserve component), combat support agencies, and Office of the Deputy Under Secretary of Defense for Readiness.

4.4.1.5. 2002 Strategic Plan Action Numbers: 4.1.1., 4.2.1.(a), 4.2.1.(b), 4.2.1.(c), 4.2.1.(d), 4.2.1.(e), 4.2.1.(f)

4.4.1.6. 2004 Implementation Plan Action Number: 4.4.1.

4.4.1.7. Roadmap:



Action 4.4.1. Figure 1

4.4.1.8. Overall Intent: This supporting action will ensure full implementation and continued development of the Joint Training System (JTS) for use throughout the Department to include the Reserve component (RC), select Federal agencies, and multinational organizations. The system will link training for combatant command staffs, select Federal and combat support agencies, multinational organizations, and service components to combatant command mission requirements. It will also link joint training to readiness assessment and reporting systems. Furthermore, the system will be used as a tool to ensure individuals, units, and staffs deploying to, and stationed within, a combatant commander’s area of responsibility (AOR) are trained to joint standards before arrival and while in the AOR, as required. The supporting action is segmented into three major tasks that include educating JTS-user communities, enhancing all phases of the

JTS, and enhancing capabilities of the Joint Training Information Management System (JTIMS).

4.4.1.9. Educate Joint Training System user community.

4.4.1.9.1. Tasks were completed by December 2004. Briefings were provided during trip visits to senior leadership to give them an understanding of the interrelationship between training and readiness. Joint Training System-user requirements were validated. High-level requirements were identified and made available for Joint Training System enhancements. The Combatant Command Council of Colonels continues to meet semi-annually at the World Wide Joint Training and Exercise Conference.

4.4.1.10. Enhance the Joint Training System.

4.4.1.10.1. The Joint Training System Strategy and Roadmap was developed for each of the four phases of the Joint Training System and for the Joint Training Information Management System. This document defines operational user requirements for full enhancement of the Joint Training System; provides system key performance parameters; and is used as the governing guidance for enhancements to the Joint Training System and the Joint Training Information Management System. The document was initially published in October 2003 and is updated annually.

4.4.1.10.2. Enhancements to Joint Training System Phase I (Requirements) were completed by June 2005 in accordance with the JTS Strategy and Roadmap. This included improving processes to develop mission essential task lists based on essential specified and implied tasks required to support warfighter missions. It also included linkages to operational, functional, and conceptual plans (and the like); revised processes for determining and displaying command-linked tasks and supporting tasks; and alignment of organizational mission essential task lists with combatant command joint mission essential task lists. All geographic and functional combatant commands, service components (to include National Guard and reserve), combat support agencies, and units have mission essential tasks, conditions, standards, and organizations identified in their training plan. Mission essential tasks are linked to organization mission requirements. Service component, combat support agency, and other organization mission essential tasks directly support combatant command joint mission essential tasks. Combatant commands produce integrated command mission essential task lists comprised of combatant command staff mission essential tasks down to service component mission essential tasks. Software enhancements support revised Universal Joint Task List framework, facilitate the development and linkage of organization mission essential tasks as described in current and future versions of the Joint Training Manual, and link the UJTL to the Defense Readiness Reporting System.

4.4.1.10.3. Enhancements to Joint Training System Phase II (Plans) were completed by January 2006. The enhancements expanded processes for determining appropriate training methods, modes and media, initial event design, and identification of training resource requirements. Processes were revised for developing joint programs of

instruction, and applying resource constraints to joint training plan requirements needed to produce resource-constrained training plans. The Phase II Joint Training Information Management System enhancements ensure that the users have a reliable and functional automation support tool that accomplishes Phase II requirements. Joint Training Plans are produced in the Joint Training Information Management System. The NexGen JTIMS prototype (Spiral 2) was released in January 2006 and the old JTIMS was archived.

4.4.1.10.4. Review, modify, and implement enhancements to Joint Training System Phase III (Execution).

4.4.1.10.4.1. Intent: An Integrated Process Team of subject matter experts will be formed to examine all aspects of Phase III, execution processes to include the Joint Event Life Cycle (JELC). The purpose of this review is to identify enhancements that make execution of the Joint Training Plan more effective, and thus more beneficial, to the training audience. Phase III enhancements will be incorporated into the NexGen Joint Training Information Management System.

4.4.1.10.4.2. Key Milestone: Enhancements to Joint Training System Phase III implemented. August 2006

4.4.1.10.4.3. Measure of Success: All training events are conducted in compliance with current and future versions of the Joint Training System and applicable DoD/CJCS policy/instructions. Appropriate task performance observations and training proficiency evaluations are produced in accordance with current and future versions of the Joint Training System and applicable DoD/CJCS policy/instructions and linked to Phase IV of the Joint Training System. Requirements identified in the JTS Strategy and Roadmap are addressed. Software enhancements support integrated execution, data collection, and reporting requirements identified in the current and future versions of the Joint Training Manual to include initial data requirements support for Phase IV of the Joint Training System. The Joint Training Manual update reflects JELC guidance on modified planning cycle and interagency participation.

4.4.1.10.5. Review, modify, and implement enhancements to Joint Training System Phase IV (Assessment).

4.4.1.10.5.1. Intent: This task will involve a comprehensive review, modification, and enhancement of Phase IV (Assessment) using an Integrated Process Team of subject matter experts. As in Phase III, the Integrated Process Team will review functional areas, processes and tools to ensure the Assessment Phase of the Joint Training System adequately addresses the needs of the stakeholders and satisfies the intent of joint training policy. Additionally, the Joint Training Information Management System will be updated to incorporate changes to the Assessment Phase and ensure an effective automation process is available and used by the stakeholders.

4.4.1.10.5.2. Key Milestone: Review, modify, and enhance Joint Training System Phase IV (Assessment) complete. May 2007

4.4.1.10.5.3. Measure of Success: Training assessments are conducted in accordance with current and future versions of the Joint Training System and applicable DoD/CJCS policy/instructions. Joint training assessment data feed the DRRS/ESORTS. Linkage is established with the Joint Lessons Learned Information System. The Phase IV enhancement documents and supports issue resolution. Requirements identified in the JTS Strategy and Roadmap are addressed. Enhancement supports analysis of training proficiency evaluations from Phase III and development of training proficiency assessments and mission training assessments. The Joint Training Information Management System is linked to ESORTS and the Joint Doctrine, Education, and Training Electronic Information System (JDEIS).

4.4.1.11. Review and update policies and directives for standardized Joint Training System implementation.

4.4.1.11.1. Intent: This task requires a comprehensive review and update of applicable DoD and CJCS policies and directives germane to DoD-wide Joint Training System implementation. Additionally, the documents will address interagency, intergovernmental, and multinational participation in and use of the Joint Training System. Furthermore, a Joint Training Doctrine publication and a Joint Training Information Management System Concept of Operations publication will be developed, and standards for Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR), Network Centric Enterprise Services (NCES) and Navy/Marine Corps Intranet (NMCI) architectures will be updated. The updating process will be iterative over the programmed length of this overall supporting action.

4.4.1.11.2. Key Milestone: Policies and directives for standardized Joint Training System implementation are reviewed and updated. December 2009.

4.4.1.11.3. Measure of Success: Joint Training Policy updated, approved, published and followed; Joint Training Manual updated, approved, published, and followed; Joint Staff/J7 input provided to applicable DoD directives and instructions.

4.4.1.12. Enhance the Joint Training Information Management System.

4.4.1.12.1. Major architectural design and feature changes were made in accordance with defined requirements and directives of current and future versions of the Joint Training Manual and other DoD/CJCS policy/instructions. The NexGen JTIMS prototype spirals 1 and 2 have been released. Additional spirals will be released as necessary until Action FOC in 2009.

4.4.1.13. JTS Phase II & III & IV Block Upgrades.

4.4.1.13.1. Intent: The purpose of this effort is to upgrade and enhance Phase II (Plans), Phase III (Execution), and Phase IV (Assessment) of the Joint Training System to conform to the 2008 Strategic Plan for Transforming DoD Training.

4.4.1.13.2. Key Milestone: Enhancements/upgrades to JTS Phases II, III & IV implemented. September 2011

4.4.1.13.3. Measure of Success: All training events and readiness assessments are conducted in compliance with the 2008 T2 Strategic Plan and the CJCS's Future Joint Training System.

4.4.1.14. Review and update policies and directives for standardized Joint Training System implementation.

4.4.1.14.1. Intent: This task requires a comprehensive review and update of applicable DoD and CJCS policies and directives germane to DoD-wide Joint Training System implementation. Additionally, the documents will address interagency, intergovernmental, and multinational participation in and use of the Joint Training System. The updating process will be iterative over the programmed length of this overall supporting action.

4.4.1.14.2. Key Milestone: Policies and directives for standardized Joint Training System implementation are reviewed and updated. September 2011.

4.4.1.14.3. Measure of Success: The CJCS's Joint Training, UJTL, and CJCS Readiness Policies are updated, approved, published and followed. The Joint Training Manual and the UJTL/Joint Capabilities Manual are updated, approved, published, and followed. Joint Staff/J7 input is provided to applicable DoD directives and instructions.

4.4.1.15. JTIMS Block Upgrades/Enhancement.

4.4.1.15.1. Intent: Focus of this effort is on upgrading JTIMS software to reflect required JTS processes and functionality needed to execute the four phases of the JTS. It establishes JTIMS block upgrades to satisfy future changes in the JTS.

4.4.1.15.2. Key Milestones: Joint Training Information Management System Block Upgrade complete. September 2011

4.4.1.15.3. Measures of Success: Appropriate products/software are delivered in accordance with defined requirements and directives of future versions of the Joint Training System/Manual, other information management systems and JTIMS must interface with other relevant DoD/CJCS policy/instructions.

4.4.1.16. IOC /Full Operational Capability (FOC):

4.4.1.16.1. IOC: *The Joint Training System Strategy and Roadmap was published in October 2003.* The Strategy and Roadmap defines operational user requirements for full enhancement of the Joint Training System. It provides system key performance

parameters, and is used as the governing guidance for enhancements to the Joint Training System and Joint Training Information Management System.

4.4.1.16.2. FOC: December 2009

4.4.1.16.2.1. Intent: Joint Training System fully enhanced and in use among all DoD organizations and in coordination with applicable Federal agencies.

4.4.1.16.2.2. Measure of Success: All DoD organizations use the Joint Training System to identify training requirements, establish and execute training plans, and assess and report training results; appropriate products are delivered in accordance with defined requirements and directives of current and future versions of the Joint Training Manual and other DoD/CJCS policy/instructions. The Joint Training System is made available for use by other Federal agencies.

4.4.1.17. Dependencies and Linkages: Completion of this supporting action is dependent on completion of the tasks to review, modify, and implement enhancements to Joint Training System Phase IV (Assessment) and to link the Joint Training System with readiness assessment and reporting systems. In addition, this supporting action has multiple linkages that include links from the Joint Lessons Learned Program to Joint Training System Phase IV Assessments, and multiple links between supporting action *Develop and Distribute a Core Curriculum for Joint Military Leader Development* and all phases of the Joint Training System. The output of this supporting action will directly link to readiness and assessment reporting systems. This action is linked to Actions 4.4.2., 4.5.1., 4.7.1., 4.7.2., and 4.7.3.

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

Supporting Action 4.4.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Develop JTS Strategy and Roadmap	Complete							
Educate JTS user community	Complete							
Enhance the JTS								
JTS Phase I		Complete						
JTS Phase II			Complete					
JTS Phase III								
JTS Phase IV								
Review/Update policies								
Enhance JTIMS (Spiral 1, 2, to n)								
Fully implement the JTS								
JTS Phase II, III & IV Block Upgrades								
Review/Update policies								
JTIMS Block Upgrades	IOC					FOC		

Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> • Warfighter commitment activities initiated • Requirements for each JTS phase developed • JTS requirements document developed and executed • JNTC support initiated • Training to readiness linkage requirements established • JTS Strategy and Roadmap published • IOC achieved • JTS Phase I enhancements completed • Automated JTIMS - JLLP support completed • JTIMS enhanced and aligned with DRRS/JQRR • Policy and documentation adjustments completed • Training to readiness linkage completed 	<p>JTS Phase II:</p> <ul style="list-style-type: none"> • Joint Training Plans (JTP) produced in JTIMS IAW policy/instruction • JTS Strategy and Roadmap requirements addressed • Software enhancements support revised JTP framework • Old JTIMS retired <p>JTS Phase III</p> <ul style="list-style-type: none"> • Training event task performance observations and training proficiency evaluations produced IAW policy and linked to Phase IV assessments • JTS Strategy and Roadmap requirements addressed • JTP update includes JELC guidance and interagency participation • Software enhancements support JTP requirements <p>JTS Phase IV</p> <ul style="list-style-type: none"> • Assessments are conducted IAW policies • Assessment data feed DRRS/ESORTS • Joint Lessons Learned Information System fielded and linked to JTS • JTS Strategy and Roadmap requirements addressed • JTIMS linked to ESORTS and JDEIS • Ongoing policy and documentation review and update 	<ul style="list-style-type: none"> • JTIMS enhancement • Ongoing policy and documentation review and update • JTS enhancement 	<ul style="list-style-type: none"> • Ongoing policy and documentation review and update • FOC achieved • JTIMS block upgrade • JTS enhanced • JTS Phase II, III & IV upgraded

Action 4.4.1. Table 1

4.4.1.19. Current Situation/Status of Action: On track. IOC was achieved on schedule. Requirements for each JTS phase have been developed, to include linkage to readiness. The JTS Strategy and Roadmap was published and continues to be updated. Educating the JTS user community and validating COCOM training requirements were executed during TC AoA process. Joint Training Information Management System Strategic Plan is in revision. The JTIMS Capabilities Development Document requiring JTIMS/ESORTS linkage is in coordination.

4.4.1.20. POC: Joint Staff J7/JTD, (703) 614-7481, 693-2436.

4.4.2. Action: Fully implement the combatant command, Interagency, and Combat Support Agency Staff Joint Training System Specialist programs.

4.4.2.1. Capability: Joint Assessment and Enabling Capability.

4.4.2.2. Capability Component: Full Joint Training System Implementation.

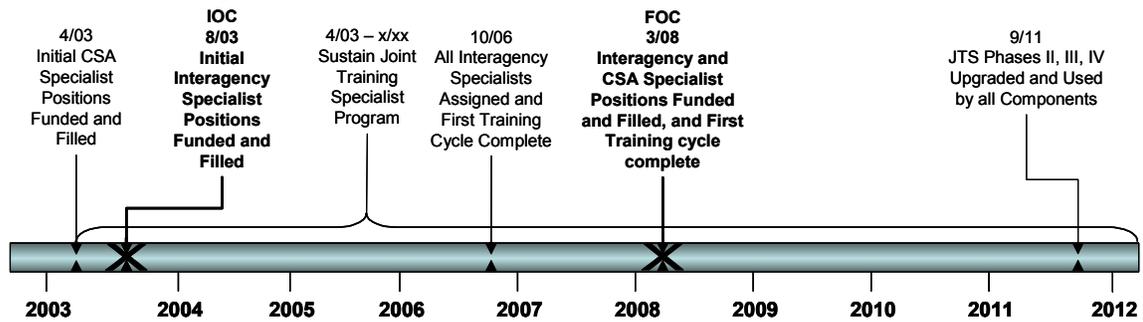
4.4.2.3. Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7).

4.4.2.4. Collaboration Agencies: Services, combatant commands, combat support agencies, and other select agencies.

4.4.2.5. 2002 Strategic Plan Action Number: 4.1.1.

4.4.2.6. 2003 Implementation Plan Number: 4.2.2.

4.4.2.7. Roadmap:



Action 4.4.2. Figure 1

4.4.2.8. Overall Intent: Full implementation of the Joint Training System Specialist (JTSS) program involves a two-fold approach. First, the Joint Training System Specialists will be authorized and funded for placement on select combatant command staffs to involve and integrate select agencies within combatant command training events and related venues. Second, Joint Training System Specialists will be authorized and assigned to select combat support agencies to help them develop, implement, and execute a training program within the guidelines of the Joint Training Policy. As Joint Staff-provided assets, these highly experienced specialists will provide the combatant commands, interagency, and combat support agencies with expertise needed to execute the Joint Training System.

4.4.2.9. Expand Interagency Participation in Joint Training.

4.4.2.9.1. Intent: This task develops a joint interagency training specialist program. This program involves a three-step approach. First, specialist requirements are identified and validated. Second, an implementation plan is designed to support the requirements. The plan will include identification of the specialists' roles and responsibilities, statements of work for each position, and technical support

requirements. Third, the plan will be executed in accordance with the implementation plan and associated funding to place interagency Joint Training System specialists within select combatant command staffs. The task's Initial Operational Capability (IOC) was completed in August 2003 with the initial assignment of cadre to five combatant commands.

4.4.2.9.2. Key Milestones: Task Full Operational Capability (FOC)—task to be declared complete. October 2006

4.4.2.9.3. Measure of Success: All interagency specialists assigned and on station, first training cycle complete, and active participation in the training program from the representative organization.

4.4.2.10. Expand the Combat Support Agency Specialist Program.

4.4.2.10.1. Intent: This task develops a Combat Support Agency Joint Training System specialist program. This program involves the same three-step approach used for the interagency training specialists. First, specialist requirements are identified and validated. Second, an implementation plan is designed to support requirements. The plan includes identification of the specialists' roles and responsibilities, statements of work for each position, and technical support requirements. Third, the plan will be executed in accordance with the implementation plan and associated funding to place Combat Support Agency Joint Training System specialist within select combat support agency staffs. The task IOC was completed in April 2003 with the initial cadre assignment to two combat support agencies.

4.4.2.10.2. Key Milestones: Task FOC—combat support agency specialist program fully implemented. March 2008

4.4.2.10.3. Measure of Success: Requisite positions funded, positions filled, and first cycle of training complete.

4.4.2.11. Sustain Joint Training and Interagency Specialist Program

4.4.2.11.1. Intent: Sustain the specialists to enable full implementation of the JTS throughout the combatant commands, combat support agencies, service components, and the National Guard.

4.4.2.11.2. Key Milestone: Joint Training System Phases II, III, and IV are upgraded and all DoD Components use the JTS. September 2011

4.4.2.11.3. Measure of Success: All DoD Components are using the JTS IAW DoD/CJCSI policy.

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

4.4.2.12.1. IOC: This action IOC was achieved when initial interagency and combat support agency specialist positions were funded and filled.

4.4.2.12.2. FOC: March 2008

4.4.2.12.2.1. Intent: Implementation plan for all specialists complete.

4.4.2.12.2.2. Measure of Success: Requisite interagency and combat support agency specialist positions funded, positions filled, and first cycle of training complete.

4.4.2.13. Dependencies and Linkages: This action is dependant upon Action 4.4.1. for completion of upgrades to JTS Phases II, III, and IV.

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

Supporting Action 4.4.2.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Fully implement the Joint Training System Specialist program								
Develop the Joint Interagency Training Specialist program								
Develop CSA Joint Training Specialist Program								
Sustain Joint Training and Interagency Specialist Program								
	Outcomes <ul style="list-style-type: none"> All position descriptions defined Technical requirements defined Implementation plans developed Initial Interagency Specialist assigned IOC achieved 		Outcomes <ul style="list-style-type: none"> Ongoing specialist assignments Interagency Specialist Program fully implemented 		Outcomes <ul style="list-style-type: none"> All CSA specialist assignments complete FOC achieved 		Outcomes <ul style="list-style-type: none"> JTS Block upgrades fully implemented Interagency training systems fully integrated with JTS 	

Action 4.4.2. Table 1

4.4.2.15. Current Situation/Status of Action: JTSS program for COCOMs is fully funded and implemented. JTSS element for six CSAs is fully funded for complete implementation by FY08. JTSS element for COCOM Joint Interagency Training Specialists is fully funded for complete implementation by FY07.

4.4.2.16. POC: Joint Staff J7/JTD, (703) 614-7481, 693-2436.

4.5. Capability Component: Joint Lessons Learned Program

4.5.1. Action: Fully develop the Joint Lessons Learned Program.

4.5.1.1. Capability: Joint Assessment and Enabling Capability.

4.5.1.2. Capability Component: Joint Lessons Learned Program.

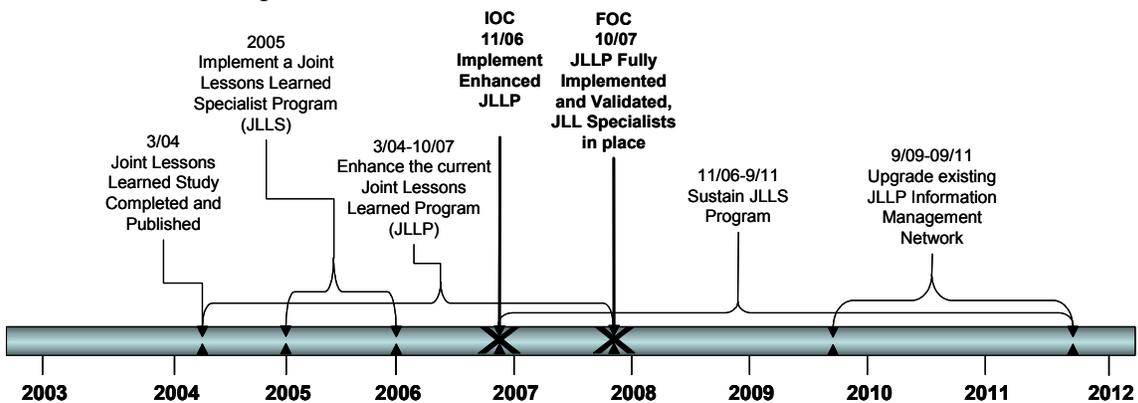
4.5.1.3. Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7).

4.5.1.4. Collaboration Agencies: Services, combatant commands, National Guard Bureau, combat support agencies, other select agencies, JKDDC, and JNTC.

4.5.1.5. 2002 Strategic Plan Action Number: 4.2.2.(h)

4.5.1.6. 2004 Implementation Plan Action Number: 4.5.1.

4.5.1.7. Roadmap:



Action 4.5.1. Figure 1

4.5.1.8. Overall Intent: The purpose of this action is to develop an enhanced and robust joint lessons learned program that captures data from service component perspectives (active and Reserve). Enhancements will be made to the current Joint Lessons Learned Program (JLLP) to make it a much more robust and responsive system. Joint Lessons Learned Specialists (JLLS) are assigned to all the Services and combatant commands to assist each combat command staff to establish programs to capture lessons from operations and training events and feed them into the Joint Lessons Learned Program.

4.5.1.9. Enhance the Current Joint Lessons Learned Program.

4.5.1.9.1. Intent: This task will establish the functional specifications to do active collection, enhanced passive collection, high-level analysis, and feedback and distribution enhancements for joint lessons learned. The personnel, staffing, and organization requirements will be validated and implementation plans developed to execute, test, and provide user education, logistics support, and comprehensive program

management. This task began with the completion in March 2004 of the Joint Lessons Learned Study to analyze existing capabilities and develop alternative courses of action. The study's report provided detailing requirements and an implementation plan for an enhanced JLLP. The report includes explanation of functional and methodological requirements, required customer support capabilities, required linkages to supported and supporting processes and tools, personnel, and technical support necessities.

4.5.1.9.2. Key Milestone: Enhanced JLLP fully developed and fielded. October 2007

4.5.1.9.3. Measure of Success: A fully-distributed and networked Joint Lessons Learned Program, which ensures collection of all significant lessons learned information; augmentation of Joint After Action Report System with video, audio, and graphics; hosting of After Action Reviews on key joint lessons learned; development of lessons-learned information trend analyses; access and distribution of lessons learned for training; development and incorporation of a corrective-action program that includes a validation component; emphasis on the role of senior leadership in lessons learned; completed post-event activities; and deployment of the enhanced JLLP. Linkage is established between the Joint Lessons Learned Information System (JLLIS) and JTS.

4.5.1.10. Sustain JLLS Program

4.5.1.10.1. Intent: Sustain the specialists to enable the full implementation of the Joint Lessons Learned Program throughout the combatant commands, combat support agencies, service components, and the National Guard Bureau.

4.5.1.10.2. Key Milestone: Joint Lessons Learned Specialists enable the JLLP/JLLIS to be integrated with the JTS and Interagency Lessons Learned Systems (i.e. DoS, DoJ). September 2011.

4.5.1.10.3. Measure of Success: All DoD Components are using the JLLP IAW DoD/CJCSI policy.

4.5.1.11. Upgrade Existing JLLP Information Management Network:

4.5.1.11.1. Intent: Focus of this effort is on upgrading JLLP information network to reflect required JLLP processes and functionality needed to execute the future JLLP and be linked to JTIMS, ESORTS, and the interagency. It establishes JLLP information management block upgrades to satisfy future changes in the JLLP.

4.5.1.11.2. Key Milestones: Upgrades delivered. September 2011.

4.5.1.11.3. Measures of Success: Appropriate upgraded information management products/software are delivered in accordance with defined requirements and directives (DODD and CJCSI/M) to keep the JLLP information network relevant and user friendly.

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

4.5.1.12.1. IOC: November 2006

4.5.1.12.1.1. Intent: Enhanced Joint Lessons Learned Program implemented.

4.5.1.12.1.2. Measure of Success: Initial operation of a fully distributed and networked JLLP. Program ensures all significant lessons-learned information is collected, to include collection of material in multiple formats and media. Program includes hosting after action reviews of key joint lessons learned; analyzing lessons-learned information to develop trend analysis; providing JLLP training; access and distribution of lessons learned; a robust corrective action program, including corrective action validation; and emphasizing the role of senior leadership.

4.5.1.12.2. FOC: October 2007

4.5.1.12.2.1. Intent: A JLLP fully implemented and specialists in place.

4.5.1.12.2.2. Measure of Success: Validation of a fully distributed and networked JLLP. Program includes collection of all significant lessons learned and information (including information collection in multiple formats and media), hosting after action reviews of key joint lessons learned, analyzing lessons learned information to develop trend analysis, providing JLLP training, access and distribution of lessons learned, development and incorporation of a corrective-action program that includes a validation component, funding of the JLLS, filling of the JLLS positions, and completion of the first cycle of lessons-learned activity. Integration with the JTS is established and lessons learned are being linked to the UJTL.

4.5.1.13. Dependencies and Linkages: This action has no dependencies that would hinder or prevent completion. It is linked to JKDDC Action 2.5.1. for subject matter expert reach-back and joint lessons learned technology, and JNTC Action 3.4.1. for lessons learned, and JAEC Action 4.4.1. for linkage to the JTS.

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

Supporting Action 4.5.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Fully develop the Joint Lessons Learned Program								
Enhance the current JLLP								
Implement a Joint Lessons Learned Specialist program			Complete					
Sustain Joint Lessons Learned Specialist Program								
Upgrade existing JLLP Info Management Network			IOC		FOC			
	Outcomes <ul style="list-style-type: none"> All position descriptions defined Technical requirements defined Implementation plans developed Initial JLL Specialists assigned JLLP study completed JLLP policy, documentation adjustment completed 		Outcomes <ul style="list-style-type: none"> Ongoing specialist assignments IOC achieved All JLL Specialist assignments completed ICW Action 4.4.1., linkage is established between JTS and JLLP 		Outcomes <ul style="list-style-type: none"> FOC achieved Enhanced JLLP functional, process, and technical enhancements completed Begin block upgrade of JLLP/JLLIS Lessons learned are being incorporated into UJTL 		Outcomes <ul style="list-style-type: none"> Existing JLLP Information Management Network upgraded JLLP fully integrated with JTS and interagency lessons learned systems 	

Action 4.5.1. Table 1

4.5.1.15. Current Situation/Status of Action: Joint Lessons Learned Specialists are assigned to COCOMs and Services. JLLP study has been completed. The CJCS JLLP Policy and Guidance Instruction was signed. Technical and operational requirements for a JLLP information network/system have been gathered from COCOMs, CSAs and Services. The JLLIS “best of breed” selection will occur in FY06.

4.5.1.16. POC: Joint Staff J7/JTD, (703) 614-7481, 693-2436.

4.6. Capability Component: Track Joint Education, Training, and Experience of DoD Personnel.

4.6.1. Action: Increase the emphasis on the joint aspects of leader development. Analyze and provide recommendations to better integrate joint education, training, and experience within and between personnel management and readiness systems.

4.6.1.1. Capability: Joint Assessment and Enabling Capability.

4.6.1.2. Capability Component: Track Joint Education, Training, and Experience of DoD Personnel.

4.6.1.3. Lead Agency: Split – Chairman, Joint Chiefs of Staff (CJCS) for joint leader development; and the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) for integration of personnel management and readiness systems.

4.6.1.4. Collaboration Agencies: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) (including ODUSD Readiness, ODUSD MPP, ODUSD CPP, and OASD for Reserve Affairs), CJCS, USJFCOM and the other combatant commands, Defense Agencies, Services (including Reserves and National Guard), National Defense University (NDU), JKDDC, and JNTC.

4.6.1.5. 2002 Strategic Plan Action Number: 4.1.6.; 4.2.1.(e) and (f); 4.2.3. (d), (e), and (f)

4.6.1.6. 2004 Implementation Plan Action Number: 4.6.1., 4.6.2., 4.6.3., 4.6.4.

4.6.1.7. Roadmap: N/A

4.6.1.8. Overall Intent:

4.6.1.8.1. The T2 Strategic Plan and DoD Directive 1322.18, *Military Training*, established the requirement for individuals to be trained to perform to standard during operations. In support of the policy requirement, this action will continue emphasizing improvements in joint leader development and joint learning to ensure that individuals (military and civilian) are trained to joint standards prior to arrival at joint duty. Achieving this outcome requires a Joint Individual Learning Continuum. It also requires restructured and integrated personnel and training systems that can uniformly and routinely track joint training qualifications and experiences, and provide the necessary data to permit the selection of qualified personnel for joint assignments.

4.6.1.8.2. Progress to date of this action's efforts to emphasize improvements in joint leader development is evident in the collaborative development of the military training directive, the outcome of the Training Capability Analysis of Alternatives, the development of a concept for a Joint Learning Continuum, the Re-engineering Joint Training Study, and the concept for Joint Officer Development.

4.6.1.8.3. One area requiring increased emphasis, and the main thrust of this action, is the integration of the personnel and training systems to provide qualified personnel in joint assignments. Currently, integration involving manpower, personnel management, and training systems is inadequate. The DoD systems do not track certain types of joint experience such as Joint Task Force experience. These shortfalls, at best, impede the effective use of personnel. The goal is to better enable joint operations by ensuring that personnel arriving for joint duty have been properly selected and are qualified for joint duty based on training to established joint standards and on previous experience.

4.6.1.8.4. To achieve systems integration, the JAEC is coordinating efforts to analyze and define the desired interaction between manpower, personnel management, education, and training systems to ensure that these systems and their supporting processes are integrated. The JAEC will investigate the progress of automated systems that already exist and are being created. Examples include the Joint Training Information Management System (JTIMS), the Defense Readiness Reporting System (DRRS), and the Defense Integrated Military Human Resources System (DIMHRS).

4.6.1.8.5. The outcome of this action will be recommendations to DoD leadership for adjustments or corrective actions needed to achieve the desired integration.

4.6.1.9. As a result of Training Transformation's spiral development process, this action is a consolidation of 2004 Implementation Plan Actions 4.6.1, 4.6.2, 4.6.3 and 4.6.4.

4.6.1.10. Key Milestones:

4.6.1.10.1. The DoD Directive 1322.18, *Military Training*, was approved in September 2004. It established policy requiring all personnel and components to train on their Mission Essential Tasks to established standards to provide capabilities in support of combatant commanders and the Joint Operations Concepts.

4.6.1.10.2. A Joint Specialty Officer (JSO) Working Group (WG) from the collaboration agencies was established in 2005 to address issues impacting JSO fill rates of critical billets.

4.6.1.10.3. One month following approval of the findings of the JSO WG, a Joint Personnel Management (JPM) Working Group (WG) from the collaboration agencies will be established, and it will investigate interactions between education, training, personnel management, and readiness systems. The JPM WG shall consider the tenets of the CJCS Vision for Joint Officer Development and the DoD Strategic Plan for Joint Officer Management and Joint Professional Military Education. Milestone due date is dependant upon approval of JSO WG findings.

4.6.1.10.4. JPM WG provides recommendations on the requirements for tracking joint education, training, and experience. Milestone due date is dependant upon approval of JSO WG findings.

4.6.1.10.5. JPM WG provides recommendations to adapt or restructure personnel and

training systems to uniformly define and routinely track joint education and training qualifications and joint experiences. Milestone due date is dependant upon approval of JSO WG findings.

4.6.1.10.6. JPM WG provides recommendations on joint officer/NCO qualifications and certifications. Milestone due date is dependant upon approval of JSO WG findings.

4.6.1.10.7. JPM WG provides recommendations for updating policy and joint standards to track, select, and assign qualified personnel to joint assignments. Milestone due date is dependant upon approval of JSO WG findings.

4.6.1.10.8. As part of the biennial Block Assessment, assess the status of joint duty positions filled with qualified military and civilian personnel and provide recommended corrective actions for consideration in the 2008 T2 Strategic Plan. October 2007

4.6.1.10.9. A Joint Individual Learning Continuum with standards for all joint assignments is developed and implemented. November 2011

4.6.1.10.10. Measures of Success:

4.6.1.10.10.1. Manpower, personnel management, and training systems are integrated.

4.6.1.10.10.2. Systems have the capability to optimally match personnel and their joint training experience to appropriate joint duty positions.

4.6.1.10.10.3. Joint leader development improvements better enable joint operations.

4.6.1.10.10.4. Joint Individual Learning Continuum (JILC) framework, essential enablers, curriculum, skill courses analyses, and individual capabilities and standards are established.

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

4.6.1.11.1. IOC: Occurs when the Joint Personnel Management Working Group is formed. Due date is dependant upon approval of JSO WG findings.

4.6.1.11.2. FOC: Occurs when manpower, personnel management, and training systems achieve desired integration. October 2009

4.6.1.12. Dependencies and Linkages: This action is dependent on the development and implementation of Joint Training Information Management System (JTIMS), the Defense Readiness Reporting System (DRRS), and the Defense Integrated Military and Human Resources System (DIMHRS). This action is further dependent upon and linked to the full implementation of the Joint Training System (Action 4.4.1.). This action also is linked to JKDDC Actions 2.5.1. and 2.6.1. for learner tracking, technologies, and management.

4.6.1.13. Blocks I and II Projected Outcomes: (Horizontal dashed lines are estimates that are dependant upon approval of JSO WG findings)

Supporting Action 4.6.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Establish DoD policy for tracking joint education, training, and experience	Completed							
Establish Joint Specialty Officer Working Group		Completed						
JSO WG assesses issues impacting JSO fill rates		■ ■ ■ ■						
Establish Joint Personnel Management Working Group (JPM WG)			■ ■					
Recommend requirements for tracking joint education, training, and experience			■ ■ ■					
Recommend systems capabilities for tracking joint education, training, and experience			■ ■ ■					
Recommend joint officer/NCO qualifications and certification			■ ■ ■					
Recommend policy and standards for Joint tracking and assignment processes			■ ■ ■					
Assess status of joint duty positions filled with qualified military and civilian personnel				—————		—————		—————>
Joint Individual Learning Continuum developed and implemented			IOC TBD	—————			FOC	—————>

Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> • DoD Directive 1322.18 Approved • JSO Working Group established 	<ul style="list-style-type: none"> • JSO Working Group recommends changes to improve JSO fill rate for critical billets • Joint Personnel Management Working Group established • IOC achieved • JPM WG recommends requirements for tracking joint education, training, and experience • JPM WG provides recommendations for adapting or restructuring personnel and training systems to track joint education and training qualifications and joint experiences • JPM WG provides recommendations for joint officer/NCO qualifications and certifications • JPM WG recommends policy and standards for tracking, selecting, and assigning qualified personnel to joint assignments • Block II Assessment preparation to assess status of joint duty positions filled with qualified personnel for completed • Joint Individual capabilities and standards established 	<ul style="list-style-type: none"> • Block II Assessment completed • Status of joint duty positions filled with qualified personnel for joint assignments provided to leadership • Recommendations for improving status of joint duty positions filled with qualified personnel for joint assignments are provided for incorporation into the T2 strategic planning process • Block III Assessment preparation to assess status of joint duty positions filled with qualified personnel for completed • JILC framework established 	<ul style="list-style-type: none"> • Block III Assessment completed • Status of joint duty positions filled with qualified personnel for joint assignments provided to leadership • Recommendations for improving status of joint duty positions filled with qualified personnel for joint assignments are provided for incorporation into the T2 strategic planning process • FOC achieved • Manpower, personnel management, and training systems are integrated. • Systems track joint education and training qualifications and joint experiences and matches qualified personnel with joint duty positions • Joint leader development improvements better enable joint operations • (If necessary) Block IV Assessment preparation to assess status of joint duty positions filled with qualified personnel for completed • Joint Individuals qualified for their first joint duty assignment

Action 4.6.1. Table 1

4.6.1.14. Current situation/status: JSO Working Group analysis and assessments ongoing.

4.6.1.15. POC: Director, Joint Assessment and Enabling Capability, (703) 575-4386.

4.7. Capability Component: Link Requirements.

4.7.1. Action: Link Joint Training System to DRRS-compliant readiness systems.

4.7.1.1. Capability: Joint Assessment and Enabling Capability.

4.7.1.2. Capability Component: Link Requirements.

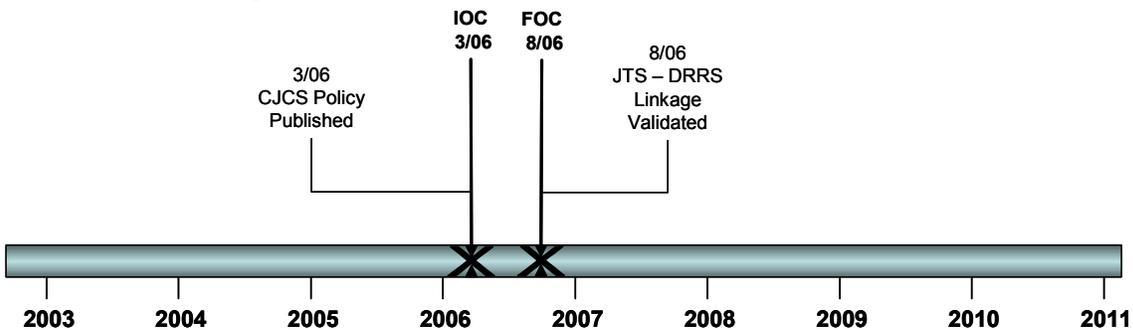
4.7.1.3. Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7).

4.7.1.4. Collaboration Agencies: Combatant commands, Services (including Reserve and National Guard), combat support agencies, and Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).

4.7.1.5. 2002 Strategic Plan Action Number: 4.1.1., 4.2.1.(a), 4.2.1.(b), 4.2.1.(c), 4.2.1.(d), 4.2.1.(e), and 4.2.1.(f)

4.7.1.6. 2004 Implementation Plan Action Number: 4.7.1.

4.7.1.7. Roadmap:



Action 4.7.1. Figure 1

4.7.1.8. Overall Intent: Establish processes used to identify requirements for designing, developing, and implementing links between the Joint Training System and DRRS-compliant readiness systems. A requirements identification study will be accomplished that will include a comprehensive quantitative and qualitative analysis, design proposal production, and documentation of methods linking the Joint Training System with readiness. Once the design is completed and approved, this task oversees the development, testing, deployment, evaluation/assessment processes, and system implementation.

4.7.1.9. Key Milestones:

4.7.1.9.1. Milestone 1: Publish CJCS policy. March 2006

4.7.1.9.1.1. Measure of Success: CJCS policies must include requirements for linking joint training and readiness reporting.

4.7.1.9.2. Milestone 2 (IOC): First report linking training with readiness assessment is completed. March 2006

4.7.1.9.2.1. Measure of Success: Report must link assessment of training requirements in Universal Joint Task List language to readiness assessment.

4.7.1.9.3. Milestone 3 (FOC): Linkage is validated between the Joint Training System and the DRRS-compliant readiness systems. August 2006

4.7.1.9.3.1. Measure of Success: Methodology, policy, and software to establish linkage of training assessment to readiness assessment in Universal Joint Task List language is supported by validated, integrated, standard measures of joint training effectiveness with readiness assessment reporting systems.

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

4.7.1.10.1. IOC: March 2006

4.7.1.10.2. FOC: August 2006

4.7.1.11. Dependencies and Linkages: This action has multiple linkages that include the Joint Lessons Learned Program and Joint Training System Phase IV assessments. The outcome of this action will link directly to readiness and assessment reporting systems.

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

Supporting Action 4.7.1.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Publish CJCS policy	████████████████████		██████████					
First report of linkage	████████████████████		██████████					
Linkage between JTS and DRRS validated	████████████████████		██████████					
	Outcomes		Outcomes <ul style="list-style-type: none"> • CJCS policy published • First report linking training with readiness assessment completed • IOC achieved • Linkage between JTS and DRRS-compliant readiness systems validated • FOC achieved 		Outcomes		Outcomes	

Action 4.7.1. Table 1

4.7.1.13. Current Situation/Status: The DoD Directives (1322.18 and 4630.5) requiring a readiness to training link were published. CJCS Joint Training Policy and Guidance will be published by March 2006. This CJCS Joint Training Policy Instruction requires and defines the JTS (JTIMS) –DRRS (ESORTS) link. A Plan to Task Study showing linkage between JMETs and Service unit METs has been completed.

4.7.1.14. POC: Joint Staff J7/JTD, (703) 614-7481, 693-2436.

4.7.2. Action: Establish appropriate linkages between unit mission essential tasks and joint mission essential tasks, and develop automated support tool for current and future Universal Joint Task List uses.

4.7.2.1. Capability: Joint Assessment and Enabling Capability.

4.7.2.2. Capability Component: Link Requirements.

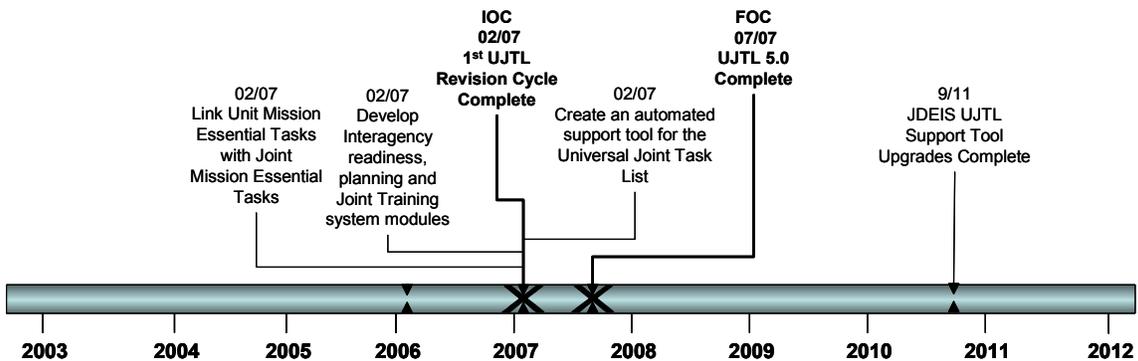
4.7.2.3. Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7).

4.7.2.4. Collaboration Agencies: Services, USJFCOM, other combatant commands, combat support agencies, and Joint Staff J3/J5.

4.7.2.5. 2002 Strategic Plan Action Number: 4.1.3.

4.7.2.6. 2004 Implementation Plan Action Number: 4.7.2.

4.7.2.7. Roadmap:



Action 4.7.2. Figure 1

4.7.2.8. Overall Intent: This action will establish appropriate linkages between unit mission essential tasks and joint mission essential tasks, and develop an automation support tool for current and future uses of the Universal Joint Task List by both active and Reserve forces. With the establishment of Northern Command, the Universal Joint Task List will expand to cover domestic crisis and consequence management tasks, conditions, and standards. The Universal Joint Task List increasingly underpins planning, training, readiness reporting, lessons learned, and resource allocation. Linking joint mission essential tasks to unit mission essential tasks provides the foundation for mission-related readiness reporting, resource requirement allocation, and congruent mission preparedness at all echelons. The linkage of joint mission essential tasks to subordinate unit mission essential tasks relies upon the common language of the Universal Joint Task List and individual service task lists. It is extremely difficult to ensure unit mission essential tasks are properly supporting joint mission essential tasks without an accessible, transportable, and adaptable support tool. An automation support tool for the Universal Joint Task List will satisfy all the aforementioned requirements while simultaneously minimizing resource requirements (e.g., manpower) and processing

time.

4.7.2.9. Link unit mission essential tasks with joint mission essential tasks.

4.7.2.9.1. Intent: This task will define and analyze requirements, as well as design a process linking unit mission essential tasks and joint mission essential tasks. This task will be conducted through a plan-to-task study based on a mission-to-task analysis of a representative war plan. This study will define vertical and horizontal organization mapping and formatting requirements; reassess tasks, conditions, and standards within the Universal Joint Task List; reassess service/unit tasks, conditions, and standards; and document terms of reference. The analysis portion of this study will examine the mission-to-task process requirements and data requirements to identify methodology, format, and technology requirements; and compile requirements for use in the design process. The design process of this study includes efforts to determine the best top-to-bottom integration approach, develop functional specifications, develop a systems model based on functional specifications, and incorporate feedback into the model. Finally, given the study's findings, recommended adjustments to policies and procedures will be published, and a technology tool design proposal will be completed.

4.7.2.9.2. Key Milestone: Policy and processes are published linking unit mission essential tasks and joint mission essential tasks, and technology tool is available and in use. February 2007

4.7.2.9.3. Measure of Success: Policies and procedures effectively link mission essential tasks among units and joint organizations – links joint tasks with supporting unit tasks.

4.7.2.10. Develop interagency, readiness, planning, and Joint Training System modules.

4.7.2.10.1. Intent: This task will enable interfacing between UJTL 5.0 and systems and processes associated with the interagency, readiness assessment and reporting, war planning, Crisis and Consequence Management planning, and the Joint Training System (via the Joint Training Information Management System). This effort uses the same approach as that used for the UJTL 5.0 software development to develop the software for each of the modules, i.e., scope, design, development, testing, documentation, deployment, and post implementation review. At the end of this task, functional UJTL 5.0 modules will be developed and delivered to the users along with necessary training and supporting documentation.

4.7.2.10.2. Key Milestone: Complete development of interagency, readiness, planning, and Joint Training System software/content modules. February 2007

4.7.2.10.3. Measure of Success: Software must include a mechanism to accomplish vertical and horizontal linkage for interagency, DRRS, planning, and Joint Training System modules.

4.7.2.11. Create an automated support tool for the Universal Joint Task List.

4.7.2.11.1. Intent: This task develops a Universal Joint Task List support tool (UJTL 5.0) and will comprise part of the execution phase of the preceding task. This task includes a scoping phase, tool development phase, and a tool certification phase. The scoping phase will be used to develop and publish Universal Joint Task List automation requirements and refine its process and content. The scoping phase also includes a study to determine the best automation systems approach to satisfy UJTL 5.0 requirements and how to ensure interoperability between the Department; Federal, state, and local governments; and the National Guard. The development phase includes automation support tool design, development, testing documentation, deployment, and post deployment review processes. The design process develops functional specifications, an information technology plan, and a prototype of the UJTL 5.0 automation support tool. The development process identifies modular and tiered design parameters, creates the code, and institutes initial developer debugging tests. The testing process includes an incremental testing program that segues from unit testing to integration testing and concludes with pilot beta testing. The documentation process will develop user manuals and help documentation. The deployment process will establish a deployment strategy, a methodology, and will deliver the tool to the users. This process will also include development and delivery of training materiel to ensure users receive adequate training on or before software delivery. The post implementation review process provides necessary user feedback by documenting lessons learned, creating a software maintenance plan, and correcting and updating software code and documentation materiel. Finally, the certification process will include a formal field application and certification methodology to fully certify the UJTL 5.0 software for all appropriate systems.

4.7.2.11.2. Key Milestone 1: Automated UJTL 5.0 support tool completed and fielded. February 2007

4.7.2.11.2.1. Measure of Success: Universal Joint Task List automated support tool, assists in the development and maintenance of the Universal Joint Task List, assists in training and warplans development, and includes a system to fully exploit the Universal Joint Task List database. The automated support tool must be functional at all echelons of command and interoperable with key training and planning systems, and with the Defense Readiness Reporting System (DRRS). The Universal Joint Task List definition includes vertical and horizontal organization mapping and formatting. The Universal Joint Task List, measures, criteria of performance, and terms of reference are described.

4.7.2.11.3. Key Milestone 2: The Joint Doctrine, Education, and Training Electronic Information System (JDEIS) UJTL support tool block upgrades are completed. September 2011

4.7.2.11.3.1. Measure of Success: Joint capability areas are automatically mapped to UJTL and JDEIS is linked to DRRS on SIPRNET.

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

4.7.2.12.1. IOC: February 2007

4.7.2.12.1.1. Intent: An automated support tool for the Universal Joint Task List is deployed.

4.7.2.12.1.2. Measure of Success: One revision cycle for the Universal Joint Task List is complete using the automated Universal Joint Task List tool to include interagency, readiness, planning, and Joint Training System applications.

4.7.2.12.2. FOC: July 2007

4.7.2.12.2.1. Intent: Appropriate linkages between unit mission essential tasks and joint mission essential tasks are established and Universal Joint Task List support tool is developed.

4.7.2.12.2.2. Measure of Success: UJTL 5.0 complete, one revision cycle complete, unit and joint mission essential task linkages integrated with other user communities and interagency; and linkage process and automated Universal Joint Task List supports joint training, unit training, and the Joint National Training Capability.

4.7.2.13. Dependencies and Linkages: This supporting action is dependent on the Universal Joint Task List serving as the common operational framework language among stakeholder organizations. The resulting outcome capabilities of this supporting action will directly link to and affect the DRRS-compliant readiness assessment and reporting systems. It will also directly affect the Joint Training System and the Joint Training Information Management System. All linkages among supporting actions are identified in their work breakdown structures.

4.7.3. Action: Develop a common set of interagency, intergovernmental, and multinational “Joint” Mission Essential Tasks.

4.7.3.1. Capability: Joint Assessment and Enabling Capability

4.7.3.2. Capability Component: Link Requirements.

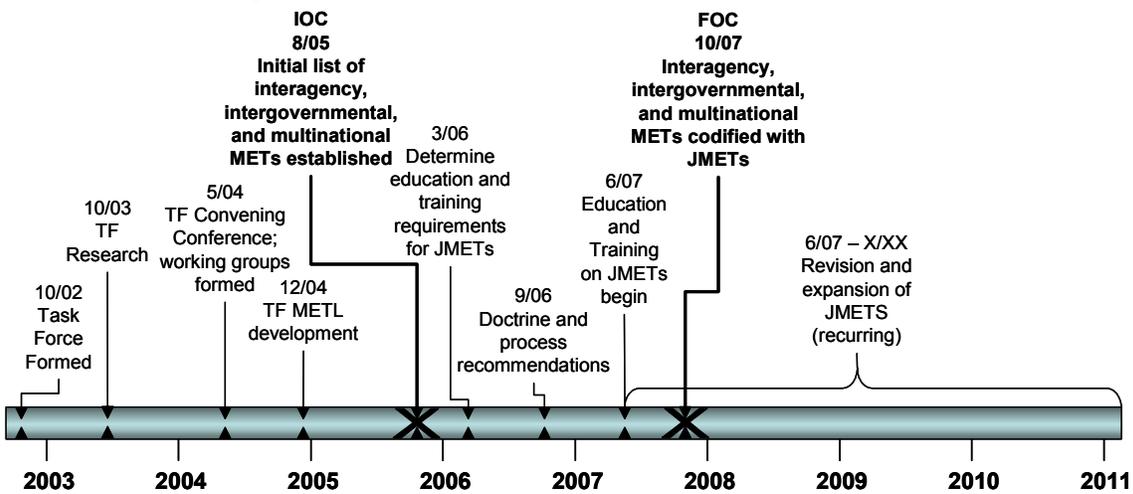
4.7.3.3. Lead Agency: Office of the Under Secretary of Defense for Policy (OUSD (P))

4.7.3.4. Collaboration Agencies: Chairman, Joint Chiefs of Staff (CJCS), JFCOM, NORTHCOM, Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (SO/LIC), Office of the Assistant Secretary of Defense for Homeland Defense, and Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)).

4.7.3.5. 2002 Strategic Plan Action Number: 4.1.8.

4.7.3.6. 2004 Implementation Plan Action Number: 4.7.3.

4.7.3.7. Roadmap:



Action 4.7.3. Figure 1

4.7.3.8. Overall Intent: OUSD (P) organizes and leads a collaborative task force that broadens the “Joint” construct and expands DoD capabilities and mission essential tasks to include interagency, intergovernmental, and multinational operations. The OUSD (P&R) and the Joint Staff/J7 will ensure that these JMETS are introduced into the Joint Training System and that appropriate education and training are determined and implemented to prepare forces for these tasks.

4.7.3.9. Key Milestones:

4.7.3.9.1. Expand coordination of interagency, intergovernmental, and multinational tasks and revise/refine METL. This is a recurring spiral-development activity.

4.7.3.9.2. Submit joint mission essential tasks (JMETs) for interagency, intergovernmental, and multinational operations to JFCOM for inclusion in the Universal Joint Task List (UJTL) and introduction into Joint Training System (JTS). This is a recurring spiral-development activity.

4.7.3.9.3. Determine education and training requirements for the new JMETs. Office of Primary Responsibility: Joint Staff/J7. March 2006

4.7.3.9.4. Assess doctrine. Office of Primary Responsibility: Joint Staff/J7. June 2006

4.7.3.9.5. Develop recommendations on doctrine, education, and training. Office of Primary Responsibility: Joint Staff/J7. September 2006

4.7.3.9.6. Implement education and training for JMETs supporting interagency, intergovernmental, and multinational operations. Office of Primary Responsibility: Joint Staff/J7. June 2007

4.7.3.9.7. Codify the broadened JMETs with other T2 efforts. Office of Primary Responsibility: OUSD (P&R). (FOC) October 2007

4.7.3.10. Measures of Success:

4.7.3.10.1. JMETs established for interagency, intergovernmental, and multinational operations; added to the UJTL; and introduced into JTS.

4.7.3.10.2. Education and training established to prepare individuals, staffs, and units for interagency, intergovernmental, and multinational operations.

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

4.7.3.11.1. IOC: Achieved in August 2005 when the initial JMETs for interagency, intergovernmental, and multinational operations were submitted to JFCOM.

4.7.3.11.2. FOC: Occurs when the broadened JMETs are codified with other Training Transformation (T2) efforts. October 2007

4.7.3.12. Dependencies and Linkages: This task is dependent on the participation of Federal agencies for interagency tasks, the full activation of HQ NORTHCOM for intergovernmental tasks, and the cooperation of foreign militaries and governments, international organizations, the NATO Alliance, and non-governmental organizations for multinational tasks. This task is further dependent on and linked to the full implementation of the JTS – Action 4.4.1., as well as requiring support from other Implementation Plan Actions – 2.5.1., 3.3.2., 4.4.2., 4.6.1., and 4.7.2.

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

Supporting Action 4.7.3.	Block I		Block II		Block III		Block IV	
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Form task force for IA, IG, and MN Joint METs	Complete							
Task research, identify participants, develop White Papers	Complete							
TF Convening Conf., establish WGs	Complete							
TF METs development and refinement		Complete						
JMETs in UJTL & JTS								
Determine education & training requirements; assess doctrine								
Recommend doctrine, education, and training methods and processes								
Implementation of education and training for IA, IG, MN JMETS								
Codification of JMETS for IA, IG, MN		IOC			FOC			
	Outcomes <ul style="list-style-type: none"> Task Force formed and funding determined Participants identified, requirements determined, White Papers developed Task Force conference convened, Working Groups established Working Groups preliminary assessments METS developed and refined Coordination of Interagency, Intergovernmental, and Multinational METs expanded 		Outcomes <ul style="list-style-type: none"> JMETs (IA, IG, & MN) added to UJTL and JTS (IOC achieved) Education and training requirements determined; doctrine & process requirements assessed Methods for education and training and changes to doctrine & process recommended Education and training for JMETS supporting IA, IG, and MN operations implemented Broadened JMETS codified with other T2 efforts 		Outcomes <ul style="list-style-type: none"> FOC achieved Recurring activity within JTS to revise and expand JMETS 		Outcomes <ul style="list-style-type: none"> Recurring activity within JTS to revise and expand JMETS 	

Action 4.7.3. Table 1

4.7.3.14. Current situation/status: Task Force was convened, Working Groups established, preliminary assessments initiated, METs developed and forwarded, and T2 Program Plan funding provided. Currently expanding the list of participating agencies and organizations. Oversight and advisory bodies are being established.

4.7.3.15. POC: ODASD/Resources and Plans, (703) 697-4553.