

5.0 TRAINING TRANSFORMATION MANAGEMENT AND OVERSIGHT

5.1. Concept:

The spiral-development, capabilities-based nature of the Training Transformation Program requires resident processes that examine the status of the Program and modify the program as necessary to ensure that joint education and training are better enabling joint operations and the continuous transformation of the Department of Defense. This section describes the policy-making, strategic planning, and implementation progress tracking processes that are needed to guide, manage, and oversee the Training Transformation Program.

Table of Contents

5.0	Training Transformation Management And Oversight	1
5.1.	Concept:	1
5.2.	Component: Education and Training Policies	2
5.2.1.	Action: Establish, revise, and oversee education and training policies to ensure that individuals, units, and staffs are prepared to conduct joint operations upon arrival in and during employment in the combatant command area of responsibility.	2
5.3.	Component: Training Transformation Plans	5
5.3.1.	Action: Revise Training Transformation Strategic and Implementation Plans.	5
5.3.2.	Action: Report Training Transformation implementation progress and outcomes.	7

5.2. Component: Education and Training Policies

5.2.1. Action: Establish, revise, and oversee education and training policies to ensure that individuals, units, and staffs are prepared to conduct joint operations upon arrival in and during employment in the combatant command area of responsibility.

5.2.1.1. Capability: N/A

5.2.1.2. Component: Education and Training Policies

5.2.1.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) for DoD Directives and Instructions (overall education and training policy), and Chairman, Joint Chiefs of Staff (CJCS) for CJCS Instructions and CJCS Joint Training Guidance (joint education and training policy).

5.2.1.4. Collaboration Agencies: Office of the Secretary of Defense, CJCS, JFCOM, other combatant commands; Services; and Combat Support Agencies.

5.2.1.5. 2002 Strategic Plan Action Number: 4.2.1.(e) and 4.2.1.(f)

5.2.1.6. 2004 Implementation Plan Action Number: 5.1.1.

5.2.1.7. Roadmap: N/A

5.2.1.8. Overall Intent: Establish, revise, and oversee DoD policy to ensure that individuals, units, and staffs deploying to conduct joint operations within a combatant commander's AOR are prepared, through education and training, for joint operations prior to arrival and that joint learning is continued for applicable individuals, units, and staffs while employed in the AOR. The goal is to provide the combatant commander with individuals, units, and staffs with the capabilities to support the combatant commanders and the Joint Operations Concepts across all campaign phases and throughout the full spectrum of operations.

5.2.1.8.1. The T2 biennial Block Assessment will provide data on compliance with DoD education and training directives and instructions.

5.2.1.8.2. Within three months following the approval of the Training Transformation Strategic Plan, a comprehensive education and training policy review will be completed to determine if new DoD policies must be established, or if current policies must be revised to remain consistent with joint training strategy or to address policy deficiencies. In addition, if a lack of compliance with directives or instructions is identified, measures to address noncompliance will be decided.

5.2.1.8.3. Within nine months following the approval of the Training Transformation Strategic Plan, new or revised policies and measures to correct noncompliance with established policies will be submitted for approval.

5.2.1.9. Key Milestones:

5.2.1.9.1. Review policies (Recurring).

5.2.1.9.1.1. Intent. Review education and training policies in view of the strategy and intent of the Training Transformation Strategic Plan and determine if revisions or new policies must be published. Review compliance with established policies and determine if special measures must be taken to address noncompliance.

5.2.1.9.1.2. Measure of Success. Determinations will be completed no later than three months following approval of the T2 Strategic Plan

5.2.1.9.2. Prepare and submit policies for approval (Recurring).

5.2.1.9.2.1. Intent. New or revised DoD Directives or Instructions are submitted to WHS for approval processing. Joint education and training policies requiring revision will follow the established CJCSI revision procedures. Measures to correct noncompliance with established policies will be submitted for approval to USD P&R or CJCS as appropriate.

5.2.1.9.2.2. Measure of Success. No later than nine months following approval of the Strategic Plan, DoD Directives or Instructions will have been coordinated IAW DoD 5025.1-M and submitted to WHS for approval; and CJCSIs or CJCS joint training guidance will have been coordinated and submitted to CJCS for approval. Measures to correct noncompliance with established policies are submitted to USD P&R or CJCS as appropriate.

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

5.2.1.10.1. IOC: Completed with the approval of DoD Directive 1322.18, *Military Training*, September 2004.

5.2.1.10.2. FOC: Occurs when joint training readiness reporting procedures are in place, a joint training readiness baseline has been established, and training readiness of deploying and deployed individuals, units, and staffs has improved over the baseline. October 2009.

5.2.1.11. Dependencies and Linkages: Success of this action is dependent upon the Block Assessment process, the T2 Strategic Plan, the enhancement of Joint Professional Military Education, the full implementation of the Joint Training System and the Defense Readiness Reporting System, and established DoD policy approval processes.

5.2.1.12. Blocks II, III, and IV Projected Outcomes:

5.2.1.12.1. Block II outcomes: Changes are made as necessary to policies, noncompliance with policies is addressed, and a joint training readiness baseline is established.

5.2.1.12.2. Block III outcomes: Changes are made as necessary to policies, noncompliance with policies is addressed, and joint training readiness shows improvement over the baseline.

5.2.1.12.3. Block IV outcomes: Changes are made as necessary to policies, noncompliance with policies is addressed, and joint training readiness shows improvement over Block III levels.

5.2.1.13. Current situation/status: Awaiting the 2006 T2 Strategic Plan.

5.2.1.14. POC:

5.2.1.14.1. DoD Directives and Instructions: Readiness and Training Office, OUSD (P&R), (703) 693-4367.

5.2.1.14.2. CJCSI and Chairman's Training Guidance: Joint Staff J7/JDET/D/JTB, (703) 692-6291/692-7279.

5.3. Component: Training Transformation Plans

5.3.1. Action: Revise Training Transformation Strategic and Implementation Plans.

5.3.1.1. Capability: N/A

5.3.1.2. Component: Training Transformation Plans

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

5.3.1.4. Collaboration Agencies: Office of the Secretary of Defense; Chairman, Joint Chiefs of Staff (CJCS); JFCOM; other combatant commanders; Services (including Reserves and National Guard); and Combat Support Agencies.

5.3.1.5. 2002 Strategic Plan Action Number: N/A

5.3.1.6. 2004 Implementation Plan Action Number: N/A.

5.3.1.7. Roadmap: N/A

5.3.1.8. Overall Intent: The Training Transformation Program is a continuous, adaptive process designed 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. The Program applies a "build-a-little, test-a-little" approach to assess continuously the ways and means to achieve the policy end state, and then adjust as necessary within continuous transformation to adapt to new challenges. Every two years the program uses an incremental, block-development approach with formal program assessments to measure impacts of the program on joint training readiness and use those assessments to help leaders decide strategy modifications and subsequent investments. These strategic decisions are then codified into T2 Strategic and Implementation Plans

5.3.1.9. Key Milestones:

5.3.1.9.1. Publish revised T2 Strategic Plans (Recurring).

5.3.1.9.1.1. Intent. In the first quarter of every even-numbered fiscal year, the T2 program will enter into a process of strategy assessment and revision. This process will determine modifications to the Program's strategy by applying directions from the Quadrennial Defense Review and the Strategic Planning Guidance and considering the data and recommendations gathered from the Block Assessments.

5.3.1.9.1.2. Measure of Success. A new T2 Strategic Plan will be submitted for approval in the 2nd quarter of every even-numbered fiscal year, but no earlier than the approval of the DoD Strategic Planning Guidance.

5.3.1.9.2. Publish revised T2 Implementation Plans (Recurring).

5.3.1.9.2.1. Intent. Produce a T2 Implementation Plan that reflects the new T2 strategy and the most recent approved T2 Program Plan and approved Program Change Proposals.

5.3.1.9.2.2. Measure of Success. No later than the 2nd quarter of every odd-numbered fiscal year, implementation planning and coordination is conducted and it reflects the new strategy and the most recent approved T2 Program Plan and approved Program Change Proposals. An Implementation Plan is submitted for approval no later than the 4th quarter of every odd-numbered fiscal year.

5.3.1.10. Initial Operational Capability (IOC)/Full Operational Capability (FOC): N/A

5.3.1.11. Dependencies and Linkages: This action depends directly upon the directions and timing of the DoD Quadrennial Defense Review, the Strategic Planning Guidance process, the T2 Block Assessments, and approved T2 Program Plans and Program Change Proposals.

5.3.1.11.1. Blocks II, III, and IV Projected Outcomes: A T2 Strategic Plan and a T2 Implementation Plan are submitted for approval in each Block.

5.3.1.12. Current situation/status: Preparing for the 2006 T2 Strategic Plan.

5.3.1.13. POC: Readiness and Training Office, OUSD (P&R), (703) 693-4367.

5.3.2. Action: Report Training Transformation implementation progress and outcomes.

5.3.2.1. Capability: N/A

5.3.2.2. Component: Training Transformation Plans

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

5.3.2.4. Collaboration Agencies: All organizations having responsibility for T2 Implementation Plan Actions—Office of the Secretary of Defense; Chairman, Joint Chiefs of Staff (CJCS); and JFCOM.

5.3.2.5. 2002 Strategic Plan Action Number: N/A

5.3.2.6. 2004 Implementation Plan Action Number: N/A.

5.3.2.7. Roadmap: N/A

5.3.2.8. Overall Intent: Assist the management of the Training Transformation Program by tracking the quarterly progress and status of Implementation Plan actions, milestones, IOCs, FOCs, and funding. Collect reports from the T2 Action POC organizations on the Block Outcomes of T2 Implementation Plan Actions and provide a consolidated report for the biennial T2 Block Assessment.

5.3.2.9. Key Milestones:

5.3.2.9.1. Report implementation progress (recurring quarterly).

5.3.2.9.1.1. Intent. Establish an implementation progress reporting process that gathers reports from T2 Implementation Plan POCs on the status and progress of T2 Implementation Plan Actions, milestones, IOCs, FOCs, and funding.

5.3.2.9.1.2. Measure of Success. In accordance with procedures outlined in T2 Implementation Plan, Appendix 3, provide a consolidated implementation progress report each fiscal quarter to the chairperson of the T2 Joint Integrated Process Team.

5.3.2.9.2. Report T2 Implementation Plan Action Outcomes (recurring biennially).

5.3.2.9.2.1. Intent. Collect reports from the T2 Action POC organizations on the Block Outcomes of T2 Implementation Plan Actions and provide a consolidated report for the biennial T2 Block Assessment.

5.3.2.9.2.2. Measure of Success. A consolidated report is provided to JAEC in accordance with the biennial Block Assessment schedule.

5.3.2.10. Initial Operational Capability (IOC)/Full Operational Capability (FOC): N/A

5.3.2.11. Dependencies and Linkages: This action depends directly upon the T2 Implementation Plans and the Block Assessment process.

5.3.2.12. Blocks II, III, and IV Projected Outcomes: Block Outcome reports are provided to JAEC IAW the Block Assessment schedule.

5.3.2.13. Current situation/status: Quarterly Implementation Progress Reports have been produced since the 4th quarter FY 03. A Block I Outcome report was provided to JAEC in October 2005.

5.3.2.14. POC: Readiness and Training Office, OUSD (P&R), (703) 693-4367.