

AP4. APPENDIX 4

IMPLEMENTATION PLAN TERMS AND DEFINITIONS

TERM	DEFINITION
Accreditation	A determination that a combatant command, service, or component training organization has the capability to provide the training audience with a realistic joint environment for the joint task(s) being trained. Also the process by which an information system is authorized for use on the DoD network.
Advanced Concept Technology Demonstration (ACTD)	A demonstration of the military utility of a significant new technology and an assessment to clearly establish operational utility and system integrity.
Advanced Distributed Learning (ADL)	An evolution of distributed learning (distance learning) that emphasizes collaboration on standards-based versions of reusable objects, networks, and learning management systems, yet may include some legacy methods and media. Advanced distributed learning leverages the full power of computer, information, and communication technologies through the use of common standards in order to provide learning that can be tailored to individual needs and delivered anytime, anywhere. ADL also includes establishing an interoperable “computer-managed instruction” environment that supports the needs of developers, learners, instructors, administrators, and managers.
Application Programming Interfaces	A series of functions that computer programs can use to make the operating system do their work.
Area of Responsibility (AOR)	The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations.
Born Joint	A career-long learning continuum that develops individuals to apply joint operational art.
Budget Change Proposal (BCP)	Components use this mechanism and format to revise the approved budget in the second year of the 2-year budget cycle in lieu of submitting a budget with complete documentation.
Budget Estimate Submission (BES)	Estimates for the biennial budget years and out-years based upon the force levels, program decisions, and the TOA levels contained in the Program Objective Memorandums (POMs).
Capabilities Initiative Improvement Team (CIIT)	A group of subject matter experts and organizations with interest and responsibility in the development of a particular capability. The CIIT deliverable product becomes the means to achieve the goal of improving a joint warfighting capability.

Capability (as in Capabilities-based)	The ability to achieve a desired effect, under specified standards and conditions, through combinations of means and ways to perform a set of tasks.
Capstone Requirements Document (CRD)	A document that contains capabilities-based requirements that facilitate the development of Capability Development Documents and Capability Production Documents by providing a common framework and operational concept to guide their development.
Center for Naval Analyses (CNA)	The Center for Naval Analyses (CNA) is a nonprofit Federally Funded Research and Development Center (FFRDC) with headquarters in Alexandria, Virginia.
Chairman, Joint Chiefs of Staff (CJCS)	US Code, Title 10 identifies the Chairman of the Joint Chiefs of Staff as the senior ranking member of the Armed Forces. As such, the Chairman of the Joint Chiefs of Staff is the principal military adviser to the President. Functions of the Chairman include developing doctrine for the joint employment of the armed forces; formulating policies for the joint training of the armed forces; and formulating policies for coordinating the military education and training of members of the armed forces.
Collaborative environment	Condition where works are created by many people together (collaboratively) rather than individually.
Collective Training	Instruction and training that prepare an organizational team to complete required tasks as a unit.
Combatant Command (COCOM)	A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities.
Combatant Commander	The commander of a combatant command is responsible to the President and to the Secretary of Defense for the performance of missions assigned to that command by the President or by the Secretary with the approval of the President.
Combat Support Agencies (CSA)	Combat Support Agency. Under Title 10, United States Code, section 193c (reference), a CSA is defined as any agency designated as such by the Secretary of Defense
Command, Control, Communications, Computers, and Intelligence (C4I)	Integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications designed to support a commander's exercise of command and control across the range of military operations. Also called C4 systems.
Command, Control, Communications, and Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR)	The integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications that provide functions to support commanders in the exercise of authority and direction across the range of military operations to include intelligence activities, observation operations, and detection activities of all types. C4ISR is a domain of the Joint Technical Architecture.

Command-Linked Tasks	Discrete events or actions designated by a joint force commander that must be performed by commands and combat support agencies outside the command authority of the joint force, if the joint force is to perform its missions successfully. Command linked tasks are selected by the supported command and are normally scheduled for training, evaluated, and assessed by the organization providing the support.
Common Operational Picture (COP)	A single identical display of relevant information shared by more than one command. A common operational picture facilitates collaborative planning and assists all echelons to achieve situational awareness. Also called COP.
Concept of Operations (CONOPS)	A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose.
Constructive Training	Computer-driven simulations using small to large scale, aggregated representations of units to train leaders and staffs to react to changing situations.
Continental United States (CONUS)	United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico.
Defense Acquisition Board (DAB)	The Defense Acquisition Board (DAB) is the Department's senior-level forum for advising the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)) on critical decisions concerning Acquisition Category ID programs. The DAB is composed of the Department's senior acquisition officials.
Defense Information Systems Agency (DISA)	The Defense Information Systems Agency (DISA) is a combat support agency responsible for planning, developing, fielding, operating, and supporting command, control, communications, and information systems that serve the needs of the President, Vice President, the Secretary of Defense, the Joint Chiefs of Staff, the Combatant Commanders, and the other Department of Defense Components under all conditions of peace and war.
Defense Integrated Military Human Resources System (DIMHRS)	When implemented, the Defense Integrated Military Human Resources System for Personnel and Pay (DIMHRS [Pers/Pay]) will provide an end-to-end, integrated military personnel and pay system for all military Services including their Active, Reserve and National Guard components. As the cornerstone of military personnel transformation, DIMHRS (Pers/Pay) is the vehicle for fielding and resourcing a fully integrated human resources system, while concurrently supporting reengineered business processes, replacing failing systems, reducing data collection burdens, enhancing readiness, and connecting Soldiers, Sailors, Airmen and Marines directly to their personnel and pay system.

Defense Planning Guidance (DPG)	The DPG has been replaced by the Strategic Planning Guidance (SPG) and the Joint Programming Guidance (JPG). This document, issued by the Secretary of Defense, provided firm guidance in the form of goals, priorities, and objectives, including fiscal constraints, for the development of the Program Objective Memorandums by the Military Departments and Defense Agencies.
Defense Readiness Reporting System (DRRS)	The Department-wide formal readiness reporting system that measures and reports on the readiness of military forces and the supporting infrastructure to meet mission requirements of the combatant commanders and goals and objectives assigned by the Secretary of Defense.
Delphi Method	The Delphi method was designed by RAND to encourage debate and make decisions that are independent of personalities. Stakeholders discuss their projects and the facilitator calls for a vote of the stakeholders (they prioritize the projects 1 to N). Input from all stakeholders is gathered anonymously and synthesized into an overall/summarized 1 to N prioritized listing of projects. This list is fed back to the stakeholders as a whole for final adjudication and approval.
Director of Operational Test and Evaluation (DOT&E)	The Director, Operational Test & Evaluation (DOT&E) is the principal staff assistant and senior advisor to the Secretary of Defense on operational test and evaluation (OT&E) and live fire test and evaluation (LFT&E) in the Department of Defense.
Distributed Training	Live, virtual, and constructive training conducted at multiple locations that are geographically separated and linked together by computers over a network that interacts through standardized protocols.
Diversity of Means	The means include active and Reserve components of the Services; Federal agencies; international coalitions, alliances, organizations and agencies; and state, local, and nongovernmental organizations.
DoD Balanced Scorecard	Management metrics used by the Secretary of Defense to drive the performance of the Department of Defense.
DoD Components	The DoD Components consist of the Office of the Secretary of Defense, the Military Departments, the Chairman of the Joint Chiefs of Staff, the combatant commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, DoD Field Activities and all other organizational entities within the Department of Defense.
DOTMLPF Change Package	The process for producing capability proposals that considers the full range of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) solutions in order to advance joint warfighting.
Embedded Training	Capabilities built into, strapped onto, or plugged into operational materiel systems to train, sustain, and enhance individual and crew skill proficiencies necessary to operate and maintain the equipment.
Empowering the “Edges”	Providing the guidance, resources, opportunity, training, and delegated authority, that enable forces, units, and individuals to succeed at the lowest organizational level.

Endangered Species Act (ESA)	The purposes of this act are to provide a means whereby the ecosystems upon which endangered or threatened species depend may be conserved, to provide a program for the conservation of such endangered or threatened species, and to take such steps as may be appropriate to achieve the purposes of the treaties and conventions set forth.
Executive Agent (EA)	A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on the Secretary's behalf.
Executive Steering Group (ESG)	Senior (four-star equivalent) management forum to provide oversight and guidance for the Transformation of DoD Training. Its membership provides expertise, resolves issues, and represents organization perspectives and interests.
Expanded Joint Task Article(s) (EJTA)	Subordinate element(s) of Joint Task Article(s)
Federally Funded Research and Development Center (FFRDC)	A Federally Funded Research and Development Center (FFRDC) is a unique organization that assists the United States government with scientific research and analysis, development and acquisition, and/or systems engineering and integration.
Full Operational Capability (FOC)	The status of a T2 action when completed, when a significant level of operational maturity has been achieved, or when specific advanced performance has been attained.
Full Spectrum Operations	A full range of potential military operations.
Functional Training	Title of a JNTC training thrust focused on providing a dedicated training environment for functional warfighting and complex joint tasks.
Future Years Defense Program (FYDP)	The Future Years Defense Program is the program and financial plan for the Department of Defense as approved by the Secretary of Defense. The FYDP arrays cost data and force structure over a 6-year period (force structure for an additional 3 years), portraying this data by major force program for DoD internal review for the program and budget review submission. It is also provided to the Congress in conjunction with the President's budget.
Globalization Environment	The integration of economies and societies around the world. http://globalization.about.com
Global Joint Training Infrastructure (GJTI)	A persistent joint training infrastructure established by Joint Forces Command to support JNTC events. The communications structure will use the Global Information Grid and other existing networks provided by the Defense Information Systems Agency (DISA) and other agencies.
Global-knowledge Network	Interconnected, globally distributed, and locally administered set of knowledge bases accessible through a variety of user interfaces to accommodate the diverse user community.
High Level Architecture (HLA)	Major functional elements, interfaces, and design rules, pertaining as feasible to all DoD simulation applications, and providing a common framework within which specific system architectures can be defined.

Horizontal Training	Title of a JNTC training thrust focused on the joint training of units that builds on service interoperability training.
Individual Training	Instruction provided to an individual through distributed means, via distance learning venues, or at a centralized organizational facility or in an operational unit, which prepares the individual to accomplish specified tasks.
Initial Capabilities Document (ICD)	Documents the need for a materiel approach to a specific capability gap derived from an initial analysis of materiel approaches executed by the operational user and, as required, an independent analysis of materiel alternatives. It defines the capability gap in terms of the functional area, the relevant range of military operations, desired effects, and time. The ICD summarizes the results of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) analysis and describes why nonmateriel changes alone have been judged inadequate in fully providing the capability.
Initial Operational Capability (IOC)	The status of a T2 action at the attainment of its first major milestone, or when an initial level of operational maturity or specific performance has been attained.
Interagency	A collective term used to describe the presence of or interaction between two or more agencies, usually applying to Federal agencies.
Interagency Coordination	Within the context of Department of Defense involvement, the coordination that occurs between elements of the Department of Defense and engaged US Government agencies, nongovernmental organizations, and regional and international organizations for the purpose of accomplishing an objective.
Interagency Training	Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of interagency operations.
Intergovernmental Operations	Homeland Security-related operations involving Federal, State, and local agencies and non-governmental organizations.
Integration Exercises	Title of a JNTC training thrust focused on the simultaneous joint training of units and headquarters through enhanced joint exercises to address joint interoperability training in a joint context (combined horizontal and vertical training).
Interoperability	The ability of systems, units or forces to provide data, information, materiel, and services to and accept the same from other systems, units or forces and to use the data, information, materiel and services so exchanged to enable them to operate effectively together.
Interoperability Test & Evaluation Capability (InterTEC)	The InterTEC Operational Architecture is a model of the operational architecture concept of the functional components within the distributed interoperability test capability. The InterTEC operational environment attempts to represent a joint battle space in a test environment that is operationally relevant, controlled, and instrumented.

Joint (new)	Joined intellectually, operationally, organizationally, doctrinally, and technically, and employs the capabilities of the Total Force: active and reserve components, and civilian members. Joint includes the U.S. Military (active, Reserve, and civilian), and interagency, intergovernmental, and multinational organizations employed in support of joint training or joint operations. (This definition is used in context with Training Transformation)
Joint (old)	Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate. (This definition is not used in context with Training Transformation)
Joint Assessment and Enabling Capability(JAEC)	One of three of Training Transformation Capabilities. It assesses the value of transformational initiatives on individuals, organizations, and processes by assessing training value, training environment integration, and the overall Training Transformation vector to meet validated combatant commander readiness requirements.
Joint Battle Management Command and Control (JBMC2)	JBMC2 consists of the processes, architectures, systems, standards, and command and control operational concepts employed by the Joint Force Commander. The Joint Force Commander executes joint operations by employing the entire array of JBMC2 capabilities during the planning, coordinating, directing, controlling, and assessing of joint force operations from interface with the strategic level through the tactical level.
Joint Capabilities Integration and Development System (JCIDS)	The Joint Capabilities Integration and Development System (JCIDS) is the system used to identify the capability needs of the Services. JCIDS implements a capabilities-based approach that leverages the expertise of all government agencies, industry, and academia to identify improvements to existing capabilities and to develop new warfighting capabilities.
Joint Center for Operational Analysis and Lessons Learned (JCOA-LL)	Located in the Joint Warfighting Center, Suffolk, Virginia, the mission of JCOA-LL is to collect, process, analyze, distribute, and archive lessons learned, issues, and key observations from operations, training events, and other sources to enhance the combat effectiveness and interoperability of joint forces.
Joint Certification	A determination that training sites and systems are baselined to accreditation requirements and compliant with approved architectures, configurations, and standards required to create a realistic joint training environment and are supportable.
Joint Context (for JNTC events)	Training conditions that include: joint training objectives based on joint mission requirements; realistic scenarios; joint C2 tailored to training requirements; joint doctrine, tactics, techniques and procedures; coherent OPFOR planning, integration, and C2; joint exercise control; joint event analysis and feedback (After Action Review); and certified locations and accredited events.

Joint Distributed Engineering Plant (JDEP)	The Joint Distributed Engineering Plant (JDEP) is a DoD and service-funded initiative created to support interoperability. JDEP facilitates access, coordination, scheduling, and technical support to replicate joint operational environments through the reuse of existing hardware- and software-in-the-loop capabilities across the Department of Defense and industry.
Joint Integrated Process Team (JIPT)	The T2 primary collaborative working forum that provides input to T2 oversight groups and responds to their guidance. It consists of senior analysts, planners, and action officers from the staff, agencies, and commands contributing to T2 and is chaired by the Director, Readiness and Training Policy and Programs in OSD.
Joint Knowledge Development and Distribution Capability (JKDDC)	One of three of Training Transformation Capabilities. It focuses on developing joint knowledge, and then distributing it to individuals anytime, anywhere. Joint knowledge includes distance learning/advanced distributed learning courses, human expertise on-line, digital gaming, job aids, decision aids, and digital libraries. The JKDDC will distribute knowledge over a network-centric, joint architecture that is available to joint operators—Department of Defense personnel and international coalition partners, as well as, members of interagency and intergovernmental organizations—wherever they may be. This distribution system will include a learning management system that will track a person’s progress as he or she acquires joint knowledge and experience, feeding that information into personnel systems.
Joint Knowledge Management Architecture	A network-centric joint architecture, available to joint operators, that distributes knowledge anytime, anywhere.
Joint Management Office (JMO)	The JMO collects, merges, and validates requirements, as well as provides management and oversight for T2 capability activities.
Joint Mission-Essential Task (JMET)	A mission task selected by the joint force commander, considered essential to mission completion, and defined using the common language of the Universal Joint Task List.
Joint Mission Essential Task List (JMETL)	A list of JMETs selected by a commander to complete an assigned or anticipated mission. A JMETL includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks.
Joint National Training Capability (JNTC)	One of three of Training Transformation Capabilities. It is joint collective training based on an integrated live, virtual, and constructive simulation environment that is available globally on a 24-hour basis and linked to real-world command and control systems. The Joint National Training Capability can be used to train forces against a general threat, to conduct mission rehearsal against a specific threat, or to experiment with new doctrine, tactics, techniques, procedures, Joint Operational Concepts, and equipment.
Jointness	The state of being “ <i>joint</i> ” which embodies a seamless integration of military forces, other agencies, and multinational/coalition partners.

Joint Operational Art	An intermediate field of study and practice between strategy and tactics, regarding the employment of military forces to attain strategic and/or operational objectives through the design, organization, integration, and conduct of strategies, campaigns, major operations, and battles. Operational art translates the joint force commander's strategy into operational design and, ultimately, tactical action, by integrating the key activities at all levels of war.
Joint Professional Military Education (JPME)	That portion of professional education concentrating on the instruction of joint matters.
Joint Programming Guidance (JPG)	A fiscally constrained document that records the decisions reached in the enhanced planning process. The JPG replaced the programmatic elements of the Defense Planning Guidance.
Joint Requirements Oversight Council (JROC)	In addition to other matters assigned to it by the President or Secretary of Defense, the Joint Requirements Oversight Council shall (1) assist the Chairman of the Joint Chiefs of Staff in identifying and assessing the priority of joint military requirements (including existing systems and equipment) to meet the national military strategy; (2) assist the Chairman in considering alternatives to any acquisition program that has been identified to meet military requirements by evaluating the cost, schedule, and performance criteria of the program and of the identified alternatives; and (3) as part of its mission to assist the Chairman in assigning joint priority among existing and future programs meeting valid requirements, ensure that the assignment of such priorities conforms to and reflects resource levels projected by the Secretary of Defense through defense planning guidance.
Joint Specialty Officer (JSO)	An officer on the active duty list who is particularly trained in, and oriented toward, joint matters.
Joint Staff	The Joint Staff assists the Chairman and, subject to the authority, direction, and control of the Chairman, the other members of the Joint Chiefs of Staff in carrying out their responsibilities.
Joint Tactical Tasks	Tasks in the Universal Joint Task List (Term is no longer used—replaced with “Joint Tasks”).
Joint Task Article (JTA)	The outcome of qualitative analysis of the existing universal joint tasks to establish required conditions, critical elements, and measures with common sense “yes/no” criteria in order to conduct joint training in a joint context. The resultant detailed breakdown of Joint Tasks through this analysis is termed Joint Task Articles or Expanded Joint Task Articles.
Joint Task Force (JTF)	A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a sub-unified commander, or an existing JTF commander.
Joint Technical Architecture (JTA)	A set of standards to facilitate flow of information in support of the warfighter. JTA provides for interoperability among systems, mandates information technology standards, and ensures seamless communications.

Joint Test and Evaluation (JT&E)	The JT&E program provides quantitative information used for analyses of joint military capabilities and potential options for increasing effectiveness.
Joint Training	Training, including mission rehearsals, of individuals, units, and staffs using joint doctrine or joint tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by combatant commanders to execute their assigned or anticipated missions. Joint Training is conducted in accordance with the combatant commander's Joint Training Plan under the command of the commander or a subordinate Joint Task Force Commander.
Joint Training Information Management System (JTIMS)	A Web-based system providing integrated, automated support to the Joint Training System.
Joint Training System (JTS)	The JTS is designed to support the armed forces in identifying capabilities-based training requirements, developing joint training plans to support these requirements, executing the plans, and assessing training proficiencies against mission requirements.
Key Performance Parameter	Those minimum attributes or characteristics considered most essential for an effective military capability. KPPs are validated by the JROC for JROC Interest documents, and by the DOD Component for Joint Integration or Independent documents.
Knowledge	The rules, environment, and systems that form the structure humans use to process and relate to information, or the information a computer system must have to behave in an intelligent manner.
Knowledge Management	A strategic initiative designed to gather, store, retrieve, and disseminate knowledge. Effective KM initiatives result when people, processes, and technology combine to create a culture in which knowledge sharing is vital to achieving an organization's strategic goals. In the context of the DoD, technology-enabled KM can be employed to enhance battlefield effectiveness by providing the warfighter with real-time lessons learned.
Knowledge Object	A knowledge object is a way to organize a database (knowledge base) of content resources (text, audio, video, and graphics) so that a given instructional algorithm (predesigned instructional strategy) can be used to teach a variety of different contents.

<p>Live, Virtual, and Constructive (LVC) Simulation</p>	<p>A broadly used taxonomy for classifying simulation types with no clear division between these categories. The degree of human participation in the simulation is infinitely variable, as is the degree of equipment realism. Live Simulation: A simulation involving real people operating real systems. Virtual Simulation: A simulation involving real people operating simulated systems. Virtual simulations inject humans-in-the-loop in a central role by exercising motor control skills (e.g., flying an airplane), decision skills (e.g., committing fire control resources to action), or communication skills (e.g., as members of a C4I team). Constructive Model or Simulation: Models and simulations that involve simulated people operating simulated systems. Real people stimulate (make inputs) to such simulations, but are not involved in determining the outcomes.</p>
<p>Live, virtual, and constructive (LVC) training</p>	<p>A dynamic training and operational environment, using live, virtual, and constructive simulations, that provides an interoperable, networked, training capability that includes mission-rehearsal.</p>
<p>Major Defense Acquisition Program (MDAP)</p>	<p>An acquisition program that is not a highly sensitive classified program (as determined by the Secretary of Defense) that is estimated to require an eventual total expenditure for Research, Development, Test & Evaluation of more than \$365M, or, for procurement, of more than \$2.19B--both in FY00 constant dollars; or, as otherwise designated by the Under Secretary of Defense (Acquisition, Technology, & Logistics).</p>
<p>Management Initiative Decision (MID)</p>	<p>A decision document similar to a Program Budget Decision, but designed to institutionalize management reform decisions. A MID may be issued at any time during the year. The Comptroller will incorporate any funding adjustments into the next President's Budget.</p>
<p>Marine Mammal Protection Act (MMPA)</p>	<p>The 1972 Marine Mammal Protection Act established a Federal responsibility to conserve marine mammals with management vested in the Department of Interior for sea otter, walrus, polar bear, dugong, and manatee. The Department of Commerce is responsible for cetaceans and pinnipeds, other than the walrus.</p>
<p>Millennium Challenge 2002 (joint field experiment) (MC02)</p>	<p>Millennium Challenge 2002 (MC02) was this nation's premier joint integrating event, bringing together both live field exercises and computer simulation July 24-Aug. 15, 2002. Sponsored by U.S. Joint Forces Command (USJFCOM), MC02 focused on exploring the military's ability to conduct Rapid Decisive Operations (RDO) against a determined adversary.</p>
<p>Mission Essential Tasks (METs)</p>	<p>A task based on mission analysis and approved by a commander or leader that is absolutely necessary, indispensable, or critical to the success of the mission.</p>
<p>Mission Essential Tasks List (METL)</p>	<p>A compilation of mission essential tasks, approved by the commander, that must be performed successfully if an organization is to complete its mission.</p>

Multinational Operations	National Security-related operations involving U.S. Government agencies, allies, coalition partners, and international, regional, and non-governmental organizations.
Multinational Training	Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of multinational operations, including coalition operations.
National Defense University (NDU)	The National Defense University educates military and civilian leaders through teaching, research, and outreach in national security strategy, national military strategy, and national resource strategy; joint operations; information strategies, operations, and resource management; acquisition; and regional defense and security studies.
Navy Marine Corps Intranet (NMCI)	The Navy Marine Corps Intranet (NMCI) is a comprehensive, enterprise-wide initiative that will make the full range of network-based information services available to sailors and marines for day-to-day activities and in war. NMCI will give the Navy and Marine Corps secure, universal access to integrated voice, video, and data communications.
Network-centric Training	Training that occurs in an overarching, open-architecture environment with plug-and-play interoperability in a full range of integrated live, virtual, and constructive training that is adaptable and networked to provide critical knowledge assets such as on-line interactive instruction, comprehensive digital libraries, and real-world C4ISR.
Network-Centric Enterprise Services (NCES)	A pilot project being run by DISA to enable the military and intelligence communities to access information relevant to their missions regardless of what agency operates the network or where the data resides.
Nongovernmental Organization (NGO)	Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief).
Off Years	Years number one and three in a presidential term
On Years	Years number two and four in a presidential term
Opposing Force (OPFOR)	An Opposing Force (OPFOR) is a training tool that allows forces to train against a challenging and plausible sparring partner.
Outside the Continental United States (OCONUS)	Outside the United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico.
Performance Aiding	The act of improving performance through the application of processes, devices, or other tools designed for use on the job and providing guidance on or assistance in performing a specific task or skill.
Performance Assessment Architecture	An evolving and interlocking set of strategic performance measures and assessment capabilities that guide transformation of training, including associated plans, programs, policies, and investments.
Performance Measures	Metrics for evaluating whether performance achieves expected outcomes.

Planning, Programming, Budgeting, and Execution Process (PPBE)	The DoD internal 2-year Planning, Programming, Budgeting, and Execution (PPBE) process that guides the Department's strategy development, identification of needs for military capabilities, program planning, resource estimation and allocation, acquisition, and other decision processes.
President's Budget	The budget for a particular fiscal year transmitted to the Congress by the President in accordance with the Budget and Accounting Act of 1921, as amended.
Program Budget Decisions (PBDs)	A budget decision document issued during the joint review of Service budget submissions by analysts of the Office of the Secretary of Defense (OSD) and the Office of Management and Budget (OMB). The PBDs reflect the decisions of the Secretary of Defense as to appropriate program and funding to be included in the annual Defense budget request which, in turn, is included in the President's Budget.
Program Change Proposals (PCPs)	Components use this mechanism to revise in the second year of the 2-year program and budget cycle the programs approved by a Program Decision Memorandum in lieu of submitting a Program Objectives Memorandum (POM).
Program Decision Memorandums (PDMs)	A document containing the decisions by the Secretary of Defense on the program and resource levels identified in the Program Objectives Memorandum.
Program Objectives Memorandum (POM)	The final product of the programming process within the Department of Defense, the Components Program Objective Memorandum (POM) displays the resource allocation decisions of the Military Departments in response to and in accordance with Strategic Planning Guidance (SPG).
Quadrennial Defense Review (QDR)	A comprehensive defense review conducted every four years by DoD to assess the future security environment and determine the focus to prepare for the future threats. It serves as the strategic planning document for the Department. At the completion of the review, the Secretary of Defense submits a QDR Report to Congress.
Rapid Spiral Development	Rapid spiral development is an acquisition approach to speed the development and acquisition of weapon systems. It has been adapted by T2 as an approach for achieving agility in the T2 process. It concentrates on rapid, incremental changes to exploit improvements in technology, processes, and organization that contribute to larger jumps in concept and capabilities.
Readiness	The ability of US military forces to fight and meet the demands of the national military strategy. Readiness is the synthesis of two distinct but interrelated levels. (a). Unit readiness--The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. (b). Joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute assigned missions.

<p>Readiness Range Preservation Initiative (RRPI)</p>	<p>In 2002, DoD submitted to Congress an eight-provision legislative package, the Readiness and Range Preservation Initiative (RRPI). Congress enacted three of the provisions that year, including two that allow DoD to cooperate more effectively with third parties on land transfers for conservation purposes. The third accommodates the unintentional taking of migratory birds during military readiness activities without resulting in a violation of the Migratory Bird Treaty Act. In 2003, Congress passed two more of the RRPI provisions. One authorizes the use of Integrated Natural Resource Management Plans (INRMP) that benefit threatened and endangered species to substitute for critical habitat designation under the Endangered Species Act, but only if approved by the Secretary of the Interior. The second amended the definition of “harassment” under the Marine Mammal Protection Act and provided for a national security exemption. The remaining three provisions were resubmitted to Congress on 6 April 2004. These provisions reaffirm the principle that military lands, marine areas, and airspace exist to ensure military preparedness, while also ensuring DoD remains fully committed to environmental stewardship of the lands under its care.</p>
<p>Regional Security Cooperation Network (RSCN)</p>	<p>Provides education and training capabilities to combatant commanders in an effort to strengthen cooperation strategies within their area of operation. The RSCN works as a central coordinating program to advise and facilitate capabilities enhancement supporting worldwide coalition-based education and training programs.</p>
<p>Reserve Component (RC)</p>	<p>Reserve Components of the Armed Forces of the United States are the Army National Guard, the Army Reserve, the Naval Reserve, the Marine Corps Reserve, the Air National Guard, the Air Force Reserve, and the Coast Guard Reserve. Also called RC.</p>
<p>Senior Advisory Group (SAG)</p>	<p>Senior (three-star level) management forum to provide oversight and guidance for the Transformation of DoD Training. Its membership provides expertise, resolves issues, and represents organization perspectives and interests.</p>
<p>Spiral Development</p>	<p>See Rapid Spiral Development</p>
<p>Staff Training</p>	<p>Collective training conducted by an organization’s or operational unit’s staff that produces a fully functional staff capable of coordinating, integrating, and synchronizing assigned forces for the commander or director.</p>
<p>Stakeholder</p>	<p>An enterprise, organization, or individual having an interest or a stake in the outcome of the T2 program.</p>
<p>Standards</p>	<p>The foundation or minimum acceptable level of performance.</p>
<p>Standing Joint Force Headquarters (SJFHQs)</p>	<p>A joint force headquarters established in each regional combatant command, trained and capable of conducting routine, day-to-day training and pre-crisis assessment at the operational level and responding immediately to a developing crisis as a true joint force headquarters.</p>

Strategic Planning Council (SPC)	Overarching board of executives chaired by the SecDef established to drive strategy and frame major planning issues, review joint needs and solutions, and assess feedback on execution performance within the Joint Defense Capabilities Process.
Strategic Planning Guidance (SPG)	A single, fiscally informed document that replaces the policy/strategy sections on the Defense Planning Guidance (DPG). The SPG may include programmatic guidance on a few issues of paramount importance.
T2 Investment Framework (T2IF)	A framework or set of "guardrails" which will funnel each T2 Capability Office and stakeholders toward a common set of investment imperatives.
T2 vector	The established goals and objectives outlining course, direction, and rate of progression in Training Transformation.
Task Order	A method used to task and to disseminate to components, subordinate units, and command and control agencies projected targets and specific missions. In addition, the tasking order provides specific instructions concerning the mission planning agent, targets, and other control agencies, as well as general instructions for accomplishment of the mission. Federal Acquisition Regulations
Test and Training Enabling Architecture (TENA)	The Test and Training Enabling Architecture provides advanced capabilities for semantic interoperability for the test and training communities through the establishment of an architecture, building on common language and context for communication that efficiently and effectively enables software sharing, reuse, and interoperability among their associated resources.
Training	Instruction and applied exercises for acquiring and retaining of skills, knowledge, and attitudes required to accomplish specific tasks.
Training Transformation (T2)	The title of DoD's objective to provide dynamic, capabilities- based training for the Department and its armed forces in support of the national security requirements across the full spectrum of joint, interagency, intergovernmental, and multinational operations.
Training Transparency	Conditions where training and operations appear the same to participants.
Transformation	Transformation is "a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people, and organizations that exploit our nation's advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world." DoD Transformation Planning Guidance, April 2003
United States Joint Forces Command (USJFCOM)	Headquartered in Norfolk, Va., U.S. Joint Forces Command is one of nine unified commands in the Department of Defense. The commander of USJFCOM oversees the command's roles in transformation, experimentation, joint training, interoperability, and force provision as outlined in the Department of Defense's Unified Command Plan. USJFCOM develops future concepts for joint warfighting.

United States Northern Command (USNORTHCOM)	The command's mission is homeland defense and civil support. The U.S. Northern Command plans, organizes, and executes homeland defense and civil support missions, but has few permanently assigned forces. The command will be assigned forces whenever necessary to execute missions as ordered by the President.
Unit Training	Individual or collective training conducted by an organization or operational unit.
Universal Joint Task List (UJTL)	Serves as a common language and common reference system for joint force commanders, combat support agencies, operational planners, combat developers, and trainers to communicate mission requirements. It is the basic language for development of a joint mission essential task list (JMETL) or agency mission essential task list (AMETL) that identifies required capabilities for mission success. When augmented with the service task lists, it is a comprehensive integrated menu of functional tasks, conditions, measures, and criteria supporting all levels of the Department of Defense in executing the National Military Strategy.
Vertical Training	Title of a JNTC training thrust focused on training joint headquarters staffs and subordinate staffs for joint planning and execution.
Waypoint	A point on a route, as along a track.
Web-based	Activities resident on the Internet (World-Wide Web)