



Training and Education

JOINT TRAINING AND EDUCATION PROGRAM

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This instruction provides guidance and procedures for management of the Command's Joint Training and Education Program by establishing responsibilities and procedures for the integration of all training and educational activities. It is applicable to all United States Transportation Command (USTRANSCOM) personnel, Transportation Component Commands (TCCs), and Joint Transportation Reserve Unit (JTRU) members mapped to USTRANSCOM for mobilization surge capability. Annually, guidance contained in this instruction will be augmented with the publishing of the USTRANSCOM Joint Training Plan and Commander's Training Guidance. Send comments and suggested improvements to this publication to USTRANSCOM Training and Exercises Division (TCJ3-T).

1. References, Abbreviations, Acronyms, and Terms. Refer to Attachment 1.

2. Introduction. *Commander's Intent for Training and Education* – If USTRANSCOM were to face a national crisis tomorrow, for example a major theater war demanding full mobilization, or a natural disaster of the scope of a Hurricane Katrina, it will be ready to execute its mission to the same high standards with which it conducts day-to-day activities. To maintain this level of readiness, the USTRANSCOM training and education program establishes three goals:

2.1. Maintain steady-state readiness in preparation for an uncertain future. Continue to execute sustainment operations in support of global commitments to high standards while developing individuals and teams to ensure future success. Individual and directorate-level training, including an emphasis on joint logistician development, are key aspects of the overall program.

2.2. Take full advantage of major training events. Use challenging scenarios within Tier 1 exercises to train and assess individual, staff, component and operations center performance. Adopt a "perform outside the business as usual box" attitude and integrate across the staff.

2.3. Treat job performance activities as training events. Link the activity to joint mission essential tasks and distribution process owner requirements and assess them periodically for improved effectiveness, efficiency and readiness.

3. Joint Training and Education Program. In accordance with the Chairman of Joint Chiefs of Staff (CJCS) Joint Training Policy and Guidance, the Joint Training System (JTS) shall be used to manage training throughout the Department of Defense (DOD). The JTS is a familiar process framework that cycles through requirements, planning, execution and assessment, then back to requirements. This process can be applied to both readiness and human capital training and education efforts, providing a baseline methodology to all of our developmental programs. Figure 1 depicts the JTS framework at USTRANSCOM.

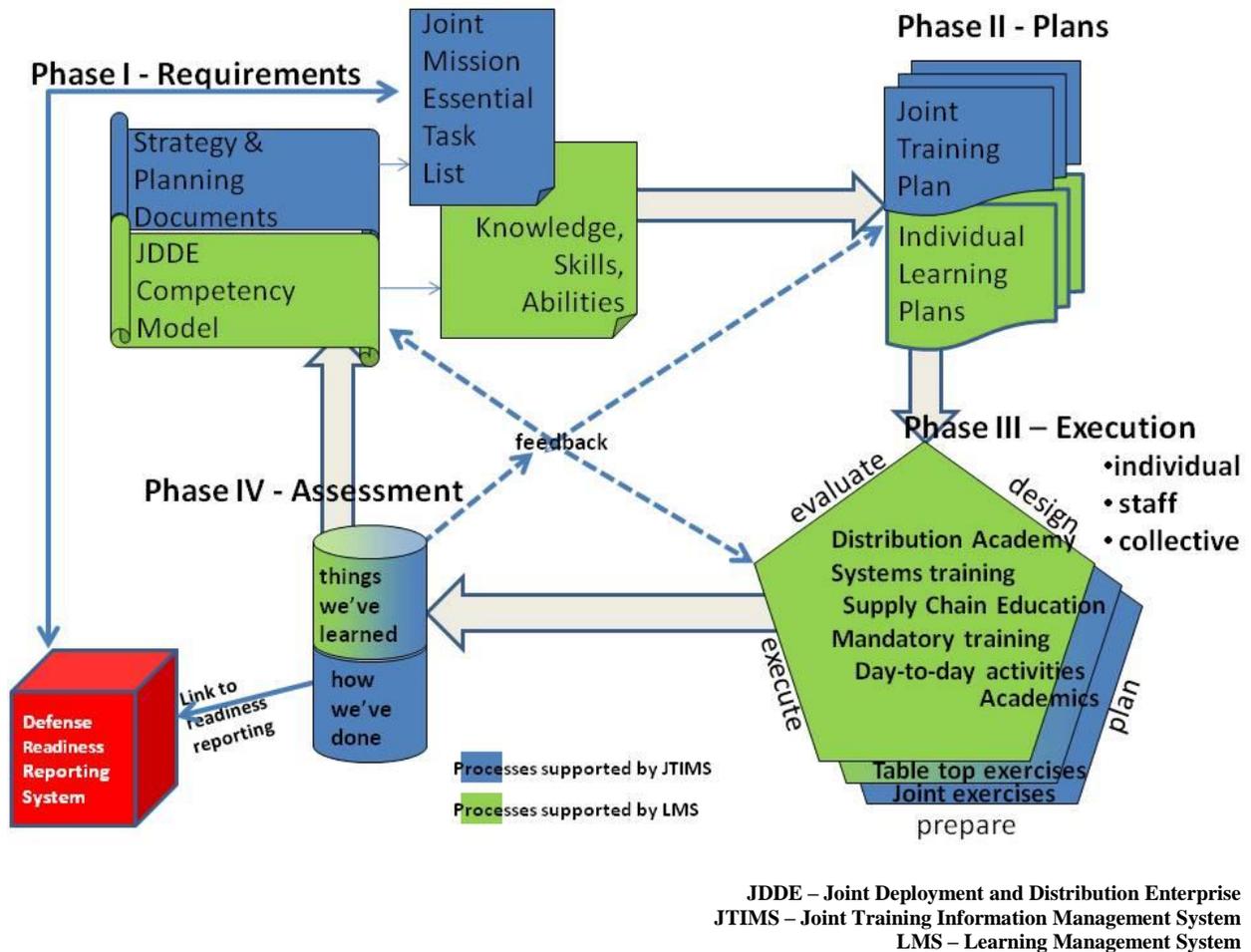


Figure 1. The Joint Training System

3.1. Phase I, Requirements. Pertinent strategy and planning documents are analyzed to determine missions or tasks assigned specifically to USTRANSCOM. For the command as a whole, the existing Joint Mission Essential Task List (JMETL) is reviewed to determine if there are new requirements. Additionally, the data is compared to determine if any tasks, conditions or standards should be changed.

3.1.1. Directorates analyze each of the core Joint Mission Essential Tasks (JMETs) to determine what they do in support of each task. These become staff supporting tasks and are the basis for

both the staff and collective joint training components of the USTRANSCOM joint training program.

3.1.2. Supervisors analyze each staff supporting JMET to determine what individual tasks must be accomplished to successfully perform the staff JMET. These, along with identified knowledge, skills, and abilities (KSA), become the basis of the individual joint training and education program. With this information, the JMETL and its supporting tasks are produced, modified or validated. USTRANSCOM will review the JMETL on an annual basis and when new strategic documents are published.

3.1.3. Analysis is also conducted of the required KSA associated with designated Joint Deployment and Distribution Enterprise (JDDE) billets. These become the source for individual education programs geared for joint logistician development.

3.2. Phase II, Plans. The joint training plan (JTP) and individual development plans are developed. In this phase *who* is to be trained/educated on *what*, *when* and *how* is determined.

3.2.1. The JTP is published annually (May) and delineates the USTRANSCOM training plan for a four year cycle. The plan is built using the Joint Training Information Management System (JTIMS) software application. The JTP consists of Command Training Guidance, mission matrix, JMETL, JMET assessment, training objectives/training audience/training methods matrix, training event summaries, training events timeline, and high interest training requirements.

3.2.2. Individual Development Plans. Individual development plans (IDP) are developed for each military and DOD civilian employee using the automated Learning Management System (LMS). These should be reviewed at least annually when performance evaluations are completed. See USTRANSCOM Instruction 36-13 for detailed instructions.

3.2.3. Implied in this phase is the conduct of periodic training and education meetings by USTRANSCOM and TCC leaders to manage long range (12-48 months) through short range (3-12 months) to near term (up to 3 months) plans.

3.3. Phase III, Execution. The execution phase has five internal stages: design, plan, prepare, execute, and evaluate. The intent of these stages is to add detail to the questions of who, what, when, where and how the training and education will be conducted. The categories of joint training and education executed in this phase are individual (e.g., distribution academy, systems training, joint logistician development in supply chain management, mandatory training requirements), staff (e.g., tabletop exercises) and collective (e.g., joint exercises).

3.3.1. For collective training events, the stages are conducted within the Joint Event Life Cycle (JELC) – a type of standing procedure for how to prepare for, conduct, and evaluate major training events. USTRANSCOM generally implements the steps of the JELC as they support joint exercises. The JELC lays out a series of planning conferences (concept development, initial, main/mid, final) leading up to the training event and addresses scenario, plans, and modeling and simulation data development.

3.3.2. For individual training, the Distribution Academy specifically addresses learning by aligning education and training objectives/courseware to the desired skill-sets defined in the JDDE Competency Model. The Distribution Academy learning program consists of a USTRANSCOM-focused orientation and ongoing professional development. Other individual training and education programs include training on the various Command and Control (C2) and In Transit Visibility (ITV) applications used in the command, and the USTRANSCOM mandatory training topics.

3.4. Phase IV, Assessment. Observations from training events are used by leaders to determine JMET proficiency and provide an assessment of readiness. The ability to execute the USTRANSCOM mission is assessed with the resulting readiness data input to the Defense Readiness Reporting System (DRRS).

3.4.1. Supervisors/JMET Office of Primary Responsibility (OPR) in this phase review observations made on training conducted, performance during actual operations (e.g., support during Hurricane Katrina) and day-to-day activities in order to assess task proficiency. These assessments are integral to deriving overall readiness through mission training assessments. USTRANSCOM is required to conduct monthly assessments of each JMET for readiness reporting as part of DRRS.

3.4.2. Within individual development programs, the Distribution Academy is continuously assessed for relevance, effectiveness, efficiency, and sustainability. Several evaluation methods are used, including surveys, focus groups, and analysis of JDDE Competency Model relevance. Additionally, online courses contain post-course surveys to help with assessment.

3.4.3. Additionally, information gathered from the assessment phase is fed back into the applicable JTS phase in order to improve future iterations.

3.5. Training representatives, JMET OPRs, exercise support personnel and the various working and planning groups work continuously on all phases of the JTS. While determining training requirements, developing training objectives, and publishing the JTP for future years, they are concurrently working each step of Phases III and IV for the current year. As collective training events are executed, assessments are made, and subsequently fed via JTIMS into DRRS, based on the evaluation of stated training objectives. As individual training events and education programs are completed, the results are entered into LMS and the individual development plan is updated.

3.6. Individual, Staff, and Collective Joint Training and Education:

3.6.1. USTRANSCOM training and education activities fall under one of three categories: individual, staff or collective. The elements of individual, staff and collective joint training are part of a larger joint learning continuum that spans the career of the DOD professional and the life of particular organizations. This continuum is based upon four pillars: joint training, joint education, joint experience, and self-development. USTRANSCOM's training and education program recognizes that individuals will be participating in all aspects of the continuum while assigned to this command. Educational opportunities and training needs based on past

experience, and self-developmental activities will be factors that supervisors must consider – even while conducting day-to-day activities and participating in individual, staff, and collective joint training events that are governed by a joint training and education program.

3.6.2. The purpose of the continuum is to aid in understanding a system that produces ready individuals and units. Thus, there is a direct correlation between the caliber of mission performance and the quality of the training and education program. As training requirements are being determined, continuous improvement in readiness must always be considered.

3.6.3. Readiness-based training and education activities that can be traced to our JMETS are referred to as readiness-based training and education. JMETS provide the link between training proficiency and operational readiness. Additionally, educational programs that develop KSA associated with JDDE billets and also support a core or staff-supporting JMET are readiness-based.

3.6.4. Human capital-based training and education activities that can be traced to individual development programs not associated with JMETS are referred to as human capital-based training and education. Individual developmental programs and KSA educational activities not associated with core or staff JMETS fall into this category. The distinction between readiness and human capital-based programs is important. Since they are managed by different directorates at USTRANSCOM, it is essential that training and education programs recognize and accommodate both.

3.6.5. Individual Joint Training Policy. For the purposes of this instruction and in addition to the joint staff definition found in attachment 1, individual joint training is the totality of training and education programs conducted by military and DOD civilians assigned to USTRANSCOM upon arrival and during assignment. Professional development programs are included in this category. Contractors either must have the appropriate clauses in their contracts to allow participation in the command training and education program or the command must make a specific allowance to include contractors in that particular program (e.g., mandatory information assurance training before being assigned Secret Internet Protocol Router (SIPR) and Non-secure Internet Protocol Router (NIPR) accounts).

3.6.5.1. Prior to Reporting. The CJCS joint training policy states that individual joint training processes should include an assessment of an individual's level of competence compared to the performance requirements of the specific joint position; ideally before the individual is assigned to joint duty. This assessment should identify any shortfalls in the individual's level of competence. Then, joint training should be provided resulting in a fully qualified individual. This program recognizes that the current personnel assignment process does not prepare every individual for joint duty assignment prior to arrival at a joint duty station.

3.6.5.2. Upon Arrival. Supervisors review training qualifications of the individual, design an individual development plan and ensure addition of the individual into the LMS. Within the first 90 days, all incoming personnel (except couriers assigned to field stations) will attend the Distribution Academy Block 1. Those assigned to the Deployment Distribution Operations Center (DDOC) / Fusion Center will also attend Blocks IA and III. These introductory blocks of

academic instruction (1) provide the newcomer with an overview of the various organizations and functions involved in the JDDE, and (2) give the DDOC action officer the training needed to begin performing immediately. Additionally, personnel filling JDDE billets will attend the next scheduled Block II, which is a more advanced academic orientation that focuses on supply chain operations. Also, newly arrived personnel will complete their respective directorate's newcomer orientation training within prescribed timelines.

3.6.5.3. During Assignment. There are several categories of individual training and education an individual can or will take part in while assigned to USTRANSCOM.

3.6.5.3.1. Directorate Specific Developmental Programs. The first training category is directorate-specific developmental programs which assist in performing specific assigned duties.

3.6.5.3.2. JDDE Billet Assignment. The next category contains opportunities based on the specific position. Assignment to a JDDE billet requires specialized education to increase the ability to operate in a variety of deployment and distribution disciplines and to understand the dependencies within the entire supply chain. JDDE billets are mapped to KSAs that are defined in the JDDE competency model. These KSAs have been used to compile education programs for each position. The education programs identified for JDDE billets are in addition to the mandatory basic USTRANSCOM training that already exists. Based on the assessment of that individual's competencies relative to the job requirements, certain training or educational activities may be necessary and will be listed, along with the respective institution at which the program is hosted, in LMS. The individual and supervisor determine a feasible individual development plan.

3.6.5.3.3. Task-Based Requirements. These can be manifest in one of two ways. First, if a particular core JMET has been analyzed and the individual tasks that support this JMET (or its staff supporting tasks) have been identified, periodic training on those individual tasks will be conducted by the immediate supervisor. Second, if during the conduct of day-to-day activities supervisors can monitor (evaluate and assess) the performance of identified individual tasks, those tasks will be included in the command's individual (or staff) training program.

3.6.5.4. Education Resources:

3.6.5.4.1. Joint Knowledge Online (JKO). JKO is an online source for joint training and knowledge services and products. Distance learning through JKO is scheduled with supervisors' approval. Training resources can be accessed from three networks: military unclassified NIPRnet at <http://jko.jfcom.mil>; military classified SIPRnet at <http://jko.jwfc.jfcom.smil.mil>; and public access Internet at <http://jko.cmil.org>. Courseware is available in the following joint functional areas: personnel, intelligence, operations, logistics, plans, communications, training, integration level information, and, experimentation. Complete courseware catalog and course developer guides are available online. Additionally, Army Knowledge Online and Defense Knowledge Online provide additional resources for radio frequency identification and in-transit visibility training.

3.6.5.4.2. DOD and Civilian Institutions. Courses from these resources are scheduled in accordance with (IAW) requirements in the IDP; with chain of command approval through the TCJ1 training office. Available opportunities are reviewed through LMS.

3.6.5.4.3. C2 and ITV Systems training. This training includes Joint Operation Planning and Execution System (JOPES), Single Mobility System (SMS), etc. Training is scheduled with supervisors' approval through TCJ1, TCJ3 or TCJ6, depending on the system.

3.6.5.4.3.1. Outreach Training. Outreach training is a special category of C2 and ITV system training where USTRANSCOM provides training on SMS, Logbook and TransViz systems outside of Scott AFB. This training is managed by government functional managers in TCJ3 in concert with program managers in TCJ6.

3.6.6. Staff Joint Training Policy. For the purposes of this instruction and in addition to the joint staff definition found in attachment 1, staff joint training is training conducted by groups of individuals together, or teams, that does not require the participation of the entire staff.

3.6.6.1. Staff joint training during the joint training plan's execution phase. Staff supporting tasks are derived from the JMETL. Annually staff elements will review their supporting JMETs, make necessary modifications and develop training objectives for the upcoming fiscal year. They then determine when and in which events they plan to address those training objectives.

3.6.6.2. For staff elements, events are either (1) the conduct of day-to-day activities that support global sustainment (e.g., DDOC branches) or USTRANSCOM's functional responsibility as the distribution process owner, (2) an academic session arranged by the supervisor (either for exercise preparation or as a separate event), or (3) participation in an exercise (e.g., command post or table-top) as part of the training audience. In order to make support of day-to-day activities a valid training event, supervisors must apply specific training objectives to those applicable parts of their section's tasks and observe and evaluate the performance of those tasks. Due to personnel turnover, staff joint training events are executed on a recurring basis.

3.6.7. Collective Joint Training Policy. For the purpose of this instruction and in addition to the joint staff definition found in Attachment 1, collective joint training is training and educational activities conducted on core or supporting JMETs by more than one USTRANSCOM directorate. Collective training events may also include TCCs and national partners.

3.6.7.1. Exercises. USTRANSCOM participates in a variety of collective joint training events to include:

3.6.7.1.1. Joint exercises - exercises within the National, Chairman's and Joint Exercise Programs (see Attachment 1) consist of Command Post Exercises (CPX) and Field Training Exercises (FTX); Table Top Exercises (TTX); Senior Leader Seminars (SLS); and Academic Instruction Sessions.

3.6.7.1.2. USTRANSCOM's Joint Exercise Program can be categorized into two types of exercises: battlestaff and functional.

3.6.7.1.2.1. Battlestaff events are typically CPX in nature but may also include elements of an FTX. To optimize cross-combatant command and interagency training opportunities, USTRANSCOM Battlestaff exercises, such as TURBO CHALLENGE or TURBO DISTRIBUTION, are partnered with other National Level, Chairman-sponsored, and combatant command-sponsored exercises.

3.6.7.1.2.2. Functional exercises include TURBO ACTIVATION, ULTIMATE CADUCEUS, TURBO CADS (containerized ammunition distribution system), TURBO INTER-MODAL SURGE, and JLOTS (Joint Logistics Over-the-Shore). The USJFCOM publication *Civilian Partnership and Training Opportunities Catalog* available through JKO explains each of these exercises.

3.6.7.2. In addition to USTRANSCOM-hosted exercises, the USTRANSCOM policy is to support two exercises per year per combatant commander. Levels of participation differ when hosting, vice supporting, an exercise. Levels of participation depend on the priority, or tier, of the exercise as follows:

3.6.7.2.1. Tier 1 – Commander, USTRANSCOM participates in the exercise. The entire USTRANSCOM staff participates driven by respective directorate training objectives. TCC commanders and staffs participate driven by their respective training objectives. Modeling and Simulation (M&S), C2 system and Joint Training and Experimentation Network (JTEN) support is included as applicable.

3.6.7.2.2. Tier 2 – Commander, USTRANSCOM or the Commander's representative participates in the exercise. Directors or their representatives and supporting staff, as required by the Exercise Director, participate as driven by their respective training objectives. TCC staffs participate, as required by USTRANSCOM, driven by their respective training objectives. M&S, C2 system and JTEN support is included as applicable.

3.6.7.2.3. Tier 3 – A tailored USTRANSCOM DDOC-based Exercise Response Cell (ERC) participates as well as tailored ERC support from the required TCCs. JTEN support included; M&S and C2 system support to be determined (TBD) per instance.

3.6.7.2.4. Tier 4 – A tailored ERC from the TCJ3 training and exercise division participates as well as a minimal ERC from required TCCs. Also includes directorate-led table top exercises (e.g./ VISA Venture). JTEN, M&S and C2 system support TBD per instance. Level 3 and 4 events offer an excellent opportunity to conduct staff training.

3.6.7.3. Types of Exercise Support. In addition to training audience and ERC support, USTRANSCOM can also provide training support in the form of M&S and C2 systems, connectivity via JTEN, and Deployable Distribution Command and Control (D2C2) enablers.

3.6.7.3.1. M&S and C2 Systems. USTRANSCOM has developed an M&S solution called Distribution Environment Support System (DESS). DESS is a process using a federation of systems, both models/simulations and C2 systems, which simulates the DOD deployment and distribution process. These systems include the Joint Flow and Analysis System for Transportation (JFAST), the Joint Deployment Logistics Model (JDLM), the Global Transportation Network (GTN) Exercise System (GES), the Global Decision Support System (GDSS), the Consolidated Air Mobility Planning System (CAMPS), Exercise SMS, Exercise Integrated Command, Control, Communications (IC3), Global Command and Control System Common Operational Picture (GCCS COP) and JOPES. The synthetic logistics environment produced by the use of DESS during collective joint training events provides the training audience with very detailed logistics data that more accurately replicates the effects that logistics can have on operations. The training audience views the results of the DESS process (i.e., simulation of distribution operations) in exercise versions of ITV and C2 systems. DESS models force deployment by drawing time phased force and deployment data (TPFDD) from JOPES. It models sustainment by drawing logistics consumption and tactical attrition information from theater warfight models to replicate supply chain activities. Incorporating DESS into training events allows for the most realistic logistics play currently possible using constructive and virtual simulations.

3.6.7.3.2. The use of M&S capability requires coordination with TCJ6, Air Mobility Command (AMC) Communications Directorate (A6), and United States Joint Forces Command (USJFCOM).

3.6.7.3.3. JTEN. JTEN serves as the communications infrastructure for distributive joint training. JTEN capabilities include network transport, voice over internet protocol (VoIP), secure video teleconferencing (SVTC), email and support for collaboration tools such as Defense Connect Online (DCO). Within the staff elements, USTRANSCOM possesses workstations within the TCJ2, TCJ3, TCJ5/4, and TCJ6 directorates. JTEN can be integrated as a stand-alone network, supporting the command's joint training program (collective and staff joint training primarily). The VoIP and video teleconference (VTC) capabilities should be used during the execution phase of the JTS to effect pre-exercise coordination; monitor and control exercise execution, and provide ground truth and real-time feedback. Additionally, those same capabilities should be used during exercise execution by the Joint Exercise Control Group (JECG) to coordinate efforts and provide overall control of the exercise.

3.6.7.3.4. D2C2 support. These enablers include: Joint Task Force – Port Opening; Joint Deployment and Distribution Operations Center augmentation; and, Director Mobility Forces – Air and/or Surface.

3.6.7.3.5. Exercise Planning and Coordination. Exercise and M&S planners attend the JELC events for each exercise USTRANSCOM supports and disseminate information/coordinate support immediately after each event. Additionally, exercise planners host concept development, initial, mid, and final planning conferences for USTRANSCOM Tier 1 exercises for the training audience, Joint Exercise Planning Group (JEPG), and TCCs. M&S planners conduct event tests for those exercises that include the DESS federation. Finally, as a near and mid-term

coordination technique, exercise planners conduct monthly exercise synchronization briefings for the applicable training audience, JEPG and TCCs.

3.6.7.4. Experiments and wargames as joint training events – With TCJ5/4, an analysis is conducted for each joint experiment and Joint Capability Technology Demonstration (JCTD) for training and education benefits. If deemed feasible, training objectives linked to JMETs will be developed by the event lead and the performance of those objectives observed during the experiment. Experiment and JCTD objectives will have priority over training objectives in these situations if a decision or trade-off must be made in experiment / demonstration design. Any new Information Technology (IT) systems capability demonstrations must be coordinated with TCJ6, Exercise Readiness Branch.

3.6.7.5. Joint Exercise Transportation Program (JETP). The Joint Chiefs of Staff (JCS) JETP is the Chairman's principal vehicle for supporting joint and multinational training with strategic lift. The JETP funds the transportation of personnel and equipment to exercises worldwide. The program provides the primary means for combatant commands to train battle staffs and forces in joint and combined operations, evaluate war plans, and execute engagement strategies.

3.6.7.5.1. The Chief, Joint Training and Exercises Division (TCJ3-T) is responsible for overall program management of the USTRANSCOM JETP and executes the program as a part of the Combatant Commander's Exercise and Engagement Training Transformation (CE2T2) account (see USTC Pamphlet 36-33 for more on CE2T2). JTIMS is the designated system of record for JETP funding management.

3.6.7.5.2. To properly manage the JTIMS Strategic Lift (Stratlift) Module and Expense Tab, Joint Staff has assigned roles and responsibilities. Stratlift managers at each combatant command, including USTRANSCOM, ensure exercise transportation requirements are input into JTIMS. Joint Staff Stratlift administrators monitor estimates to ensure combatant command JETP exercises are executed within funding targets. USTRANSCOM Stratlift Administrators in the DDOC are responsible for the allocation of transportation assets and enter cost estimates for exercise transportation into JTIMS.

3.6.7.5.3. Detailed procedures are outlined in the USTRANSCOM JTIMS roles and responsibilities. Additional information about the program, to include exercise prioritization, operating practices, and execution and reporting requirements can be found in CJCSI 3511.01A, *Joint Exercise Transportation Program*.

3.6.7.6. Lessons Learned Program. As the JTP is executed throughout the year within the phases of the JTS, lessons learned are reviewed to determine impact on requirements, plans and training execution. Subsequently, during the execution of training events and in the conduct of day to day activities, observations are collected and issues are nominated for analysis and inclusion in the lesson learned program. For details on the process used, refer to USTRANSCOM Instruction 10-14.

3.6.7.7. After Action Reporting System. The critical importance of training assessment and feedback dictates that USTRANSCOM ensures that the after action reporting system is applied

to every major training and educational event. For details refer to USTRANSCOM Instruction 10-14.

3.7. Training Transformation Overview. Refer to USTRANSCOM Pamphlet 36-33, *Training Transformation Primer*. OPR is TCJ3, Training Transformation Branch.

3.8. Training and Education Responsibilities.

3.8.1. Commander, USTRANSCOM:

3.8.1.1. Establish and conduct joint training in accordance with DOD Directive 1322.18, *Military Training*.

3.8.1.2. Direct the training and education of assigned forces.

3.8.1.3. Provide JMETLs and joint training requirements to the Commander, USJFCOM for the USTRANSCOM staff, Joint Task Force – Port Opening, and any allocated and apportioned forces.

3.8.1.4. Guide TCCs on operational requirements and priorities to be addressed in respective military department training programs for assigned reserve component forces not on active duty or when on active duty for training.

3.8.1.5. Coordinate and approve participation in joint training events and exercises by assigned reserve component forces when on active duty for training or performing inactive duty for training.

3.8.1.6. Approve monthly Mission Training Assessments (MTA).

3.8.2. USTRANSCOM Deputy Commander (TCDC).

3.8.2.1. Be advocate of collective and individual training and education programs.

3.8.2.2. Provide oversight of the Joint Training and Education Synchronization Council (JTESC).

3.8.3. USTRANSCOM Chief of Staff (TCCS).

3.8.3.1. Be advocate of collective and individual training and education programs.

3.8.3.2. Provide oversight of the Deputies Council as it relates to training and education.

3.8.4. Senior Enlisted Leader. Provide input to the joint training and education program on matters regarding enlisted individual joint training and education and enlisted joint professional military education.

3.8.5. USTRANSCOM Director of Manpower and Personnel, (TCJ1):

3.8.5.1. Lead for individual military and ancillary training and execution of USTRANSCOM's civilian development, training policies and procedures. Execute training, education, development programs, and systematic identification of command military and civilian training requirements.

3.8.5.2. Administer and manage LMS and ensure all command LMS users receive training tailored to their roles.

3.8.5.3. Manage the Joint Knowledge Development and Distribution Capability (JKDDC) and other online courseware requirements for the command.

3.8.5.4. Assist supervisors/leaders in identifying individual training and education requirements and manage/ track these requirements in LMS.

3.8.5.5. Co-chair the JTESC.

3.8.5.6. Provide O6-level representation on the JTESC separate from the co-chair.

3.8.5.7. Provide permanent action officer-level representation on the Joint Training Working Group (JTWG) and the JEPG.

3.8.5.8. Manage training funds in support of command individual training and education requirements.

3.8.5.9. Obtain fully qualified USTRANSCOM augmentees for joint exercises, when requested.

3.8.5.10. Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by the JMET OPR.

3.8.5.11. Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.

3.8.5.12. Ensure appropriate directorate personnel are trained in LMS and JTIMS.

3.8.5.13. Approve monthly Task Performance Assessments (TPA) in JTIMS.

3.8.6. USTRANSCOM Director of Intelligence, (TCJ2):

3.8.6.1. Manage, coordinate, schedule, and monitor professional and joint intelligence training for Defense Intelligence Agency (DIA) and other civilians as applicable.

3.8.6.2. Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by the JMET OPR.

3.8.6.3. Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.

- 3.8.6.4.** Ensure appropriate directorate personnel are trained in LMS and JTIMS.
- 3.8.6.5.** Provide O6-level representation on the JTESC.
- 3.8.6.6.** Provide permanent action officer-level representation on the JTWG and JEPG.
- 3.8.6.7.** Perform initial and recurring Special Compartmented Information (SCI) security training, education, and indoctrination for the command as well as the directorate.
- 3.8.6.8.** Ensure execution of Joint Intelligence Operations Center- USTRANSCOM (JIOC – TRANS) training policies.
- 3.8.6.9.** Approve monthly TPA in JTIMS.

3.8.7. USTRANSCOM Director of Operations and Plans, (TCJ3):

- 3.8.7.1.** Act as lead agent for the Joint Training Program and Joint Exercise Program and manage and integrate staff and collective joint training and education.
- 3.8.7.2.** Provide a co-chair and at least one other O6-level representative on the JTESC.
- 3.8.7.3.** Assist the TCCs and directorates in development of joint training requirements and training objectives and develop events to validate training proficiency.
- 3.8.7.4.** Administer and manage the JTIMS and ensure all command JTIMS users receive training tailored to their roles.
- 3.8.7.5.** Manage and integrate CE2T2 funds and initiatives in the joint training program.
- 3.8.7.6.** Manage and administer the JETP fund in accordance with CJCSI 3511.01A, *Joint Exercise Transportation Program*.
- 3.8.7.7.** Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by all JMET OPRs.
- 3.8.7.8.** Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.
- 3.8.7.9.** Ensure appropriate directorate personnel are trained in LMS and JTIMS.
- 3.8.7.10.** Ensure DDOC personnel and augmentees are trained and ready to provide expeditionary support to combatant commands.
- 3.8.7.11.** Manage the command's lessons learned program and after action reporting system.
- 3.8.7.12.** Annually, lead development of the JTP.

- 3.8.7.13.** Manage the Joint Exercise Program.
- 3.8.7.14.** Provide permanent action officer-level representation on the JTWG and JEPG.
- 3.8.7.15.** Lead the JEPG.
- 3.8.7.16.** Lead the JTWG.
- 3.8.7.17.** Functionally manage the JTEN.
- 3.8.7.18.** Provide modeling and simulation design support to exercises.
- 3.8.7.19.** Provide action officer-level support to assist in capturing lessons learned.
- 3.8.7.20.** Manage Blocks I, IA, and III of the Distribution Academy. Work with TCJ5/4 to coordinate assessment and improvements.
- 3.8.7.21.** In collaboration with the TCJ6, plan and incorporate the command's congressionally mandated annual information assurance and interoperability assessment into the JTP.
- 3.8.7.22.** Approve monthly TPA in JTIMS.
- 3.8.7.23.** Coordinate monthly MTA in JTIMS for TCCC approval.
- 3.8.7.24.** Conduct periodic training meetings with directorates and components to manage long range through near-term training and education plans.
- 3.8.8. USTRANSCOM Director of Strategy, Policy, Programs and Logistics, (TCJ5/4):**
 - 3.8.8.1.** Ensure the staff is trained and ready to support development of future initiatives; future mobility concepts; evolving logistics constructs; traffic management policy; integrated business strategies; and command relationships.
 - 3.8.8.2.** Support joint logistician development through the establishment and maintenance of the JDDE Competency Model and associated education opportunities.
 - 3.8.8.3.** Provide O-6 level representation on the JTESC.
 - 3.8.8.4.** Provide permanent action officer-level representation on the JTWG and JEPG.
 - 3.8.8.5.** In coordination with TCJ3, manage and promote USTRANSCOM-sponsored Joint Container Exercise Program (JCEP) exercises TURBO CADS and TURBO INTERMODAL SURGE; maintain oversight of the DOD JLOTS Program including planning an annual JLOTS exercise with geographic combatant commands and the biannual evaluation of the Offshore Petroleum Discharge System (OPDS), Voluntary Intermodal Service Agreement (VISA) Venture, and Civil Reserve Air Fleet (CRAF) table-top exercises.

3.8.8.6. Provide supported combatant commanders technical expertise in exercise planning for deployment, redeployment, sustainment, and retrograde operations utilizing intermodal containers, commercial intermodal systems, and petroleum and liquids transport.

3.8.8.7. Integrate experimentation and JCTD evaluations with joint exercises, where appropriate.

3.8.8.8. Assess JDDE education and Distribution Academy effectiveness and provide recommendations for improvement.

3.8.8.9. Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by the JMET OPR.

3.8.8.10. Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.

3.8.8.11. Ensure appropriate directorate personnel are trained in LMS and JTIMS.

3.8.8.12. Approve monthly TPA in JTIMS as applicable.

3.8.9. USTRANSCOM Director of Command, Control, Communications and Computer Systems, (TCJ6):

3.8.9.1. Identify training requirements and incorporate them into the Command's exercise schedule.

3.8.9.2. As required, provide instructors to conduct training in support of the command's Office Information System and select C2 applications.

3.8.9.3. Provide O6-level representation on the JTESC.

3.8.9.4. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.9.5. Conduct information assurance, computer network defense initial, refresher, and recurring training.

3.8.9.6. Provide exercise simulation systems and support (system and database administration) for applicable training requirements.

3.8.9.7. Manage the JTEN and associated equipment.

3.8.9.8. Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by the JMET OPR.

3.8.9.9. Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.

3.8.9.10. Ensure appropriate directorate personnel are trained in LMS and JTIMS.

3.8.9.11. Approve monthly TPA in JTIMS.

3.8.10. USTRANSCOM Director of Program Analysis and Financial Management, (TCJ8):

3.8.10.1. Ensure staff is trained, ready to develop and integrate the command's responsibilities in budget formulation, budget execution, and management of command fiscal resources into applicable training events.

3.8.10.2. Provide O6-level representation on the JTESC.

3.8.10.3. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.10.4. Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by the JMET OPR.

3.8.10.5. Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.

3.8.10.6. Ensure appropriate directorate personnel are trained in LMS and JTIMS.

3.8.10.7. Approve monthly TPA in JTIMS.

3.8.11. USTRANSCOM Reserve Component Directorate, (TCJ9):

3.8.11.1. Ensure JTRU reserve element personnel are trained and ready to perform assigned tasks.

3.8.11.2. Coordinate with directorate and command support group on annual training support as appropriate.

3.8.11.3. Provide O6-level representation on the JTESC.

3.8.11.4. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.11.5. Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by the JMET OPR.

3.8.11.6. Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.

3.8.11.7. Ensure appropriate directorate personnel are trained in LMS and JTIMS.

3.8.11.8. Approve monthly TPA in JTIMS.

3.8.12. USTRANSCOM Command Surgeon General Directorate, (TCSG):

3.8.12.1. Ensure tactics, techniques, and procedures for the Global Patient Movement Requirements Center (GPMRC) and Joint Patient Movement Team (JPMT) are provided to TCJ1 (individual) and TCJ3 (collective joint) for integration into the USTRANSCOM training program.

3.8.12.2. Lead the integration of patient movement training objectives into joint exercises.

3.8.12.3. Maximize training opportunities (if supportable) through appropriate service specific and combatant command exercises, including USTRANSCOM's biennial patient movement exercise.

3.8.12.4. Monitor the joint training of divisions/branches within the directorate. Ensure monthly training proficiency assessments are made in JTIMS by the JMET OPR.

3.8.12.5. Monitor the fulfillment of annual training and education requirements IAW IDPs within the directorate. Utilize the LMS.

3.8.12.6. Ensure appropriate directorate personnel are trained in LMS and JTIMS.

3.8.12.7. Provide O6-level representation on the JTESC.

3.8.12.8. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.12.9. Augment the DDOC during exercises as required.

3.8.12.10. Approve monthly TPA in JTIMS.

3.8.13. USTRANSCOM Public Affairs, (TCPA):

3.8.13.1. Provide O6-level representation on the JTESC.

3.8.13.2. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.13.3. Lead the integration of public affairs training objectives into applicable joint exercises.

3.8.13.4. Approve monthly TPA in JTIMS.

3.8.14. Joint Interagency Coordination Group, (JIACG):

3.8.14.1. Provide O6-level representation on the JTESC.

3.8.14.2. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.14.3. Integrate USTRANSCOM training and education with applicable interagency participation and/or academic sessions.

3.8.14.4. Identify training and education opportunities provided by other agencies.

3.8.15. USTRANSCOM Director of Acquisition, (TCAQ):

3.8.15.1. Provide O6-level representation on the JTESC.

3.8.15.2. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.15.3. Approve monthly TPA in JTIMS.

3.8.16. USTRANSCOM Staff Judge Advocate, (TCJA):

3.8.16.1. Provide O6-level representation on the JTESC.

3.8.16.2. Provide permanent action officer-level representation on the JTWG and JEPG.

3.8.16.3. Manage, coordinate, develop, schedule, and monitor mandated annual ethics training for identified billets.

3.8.16.4. Provide ethics and fiscal training to executive officers to command senior leaders.

3.8.16.5. Provide training as necessary on fiscal, civil, contract, insurance, and personnel legal issues to meet identified command needs.

3.8.16.6. Provide representation on the command battle staff during exercises as required.

3.8.16.7. Manage all aspects of Continuing Legal Education training for licensing compliance.

3.8.16.8. In coordination with TCJ5/4 and TCJ8, manage and promote USTRANSCOM-sponsored sealift, to include VISA Venture, and airlift, to include CRAF, table-top insurance and claims exercises.

3.9. Training and Education Oversight:

3.9.1. Directors, Division and Branch Chiefs:

3.9.1.1. Determine directorate/division/branch/section training requirements. Plan, conduct, and evaluate training as part of this command's execution of the joint training system.

3.9.1.2. Provide oversight of assigned JMET(s) and supporting tasks within the DRRS and the Joint Force Readiness Review (JFRR) processes.

3.9.1.3. Conduct monthly training assessments electronically in JTIMS for assigned JMETL, as applicable. Contribute to mission training assessments.

3.9.2. Joint Training and Education Synchronization Council (JTESC):

3.9.2.1. Provides O-6 level leadership of the USTRANSCOM joint training and education program and synchronizes human capital-related training and education with readiness-related training and education.

3.9.2.2. The JTESC is comprised of O-6 level representatives from each directorate and CSG. Larger directorates are encouraged to have more than one O-6 level representative to ensure sufficient representation of the directorate's activities and responsibilities. The TCJ1 and TCJ3-T serve as JTESC co-chairs only; not as directorate representatives.

3.9.3. Joint Training Working Group (JTWG). Provides action officer level work for tasks stemming from the USTRANSCOM joint training and education program. Participates in the joint training system processes to ensure the command's joint training program is aimed at improving readiness and human capital development. Facilitates JTP planning and execution. Supports actions of the JEPG (and may involve many of the same members) for exercise preparation. Works training and education issues for the JTESC. TCJ3-T provides the lead for the JTWG.

3.9.3.1. Directorate Joint Training Working Group Representative:

3.9.3.1.1. Develop or modify respective JMETs to include OPRs, Offices of Coordinating Responsibility (OCRs), conditions and standards associated with the task or supporting tasks (staff tasks, subordinate unit task, command-linked tasks). The JMET OPR will make changes, with director approval, in DRRS to conditions and standards when required, to keep standards meaningful. Changes to JMETL tasks will be submitted to TCJ3-T as needed for incorporation in the JMETL task revision process.

3.9.3.1.2. Serve as the focal point for JMET-related issues in the lessons learned issue resolution program to include reviewing, assigning and monitoring the issue(s) until validated and resolved in JTS.

3.9.3.1.3. Assist respective leaders to input monthly task performance assessments in JTIMS.

3.9.4. Joint Exercise Planning Group (JEPG). The JEPG consists of event leads from each directorate and participates in JELC activities for USTRANSCOM Tier 1 exercises and other combatant command linked joint training events. The JEPG and JTWG work in tandem (and may in fact be the same representative from a directorate/TCC) to help define and address training requirements for a given training event. TCJ3-T provides the lead for the JEPG.

3.9.5. Joint Exercise Control Group (JECG- also known as the White Cell). The JECG provides all administrative command and control for a given training event. The TCDC is normally assigned as the JECG Director for Tier 1 Exercises. The JECG is run on a day-to-day

basis by TCJ3-T and provides control functions during exercise execution to manage and synchronize scenario events, conduct observation and data collection of training audience performance, and record observations, lessons learned, and issues for after action reporting.

4. Automated Training Management:

4.1. JTIMS. JTIMS is the system of record for the command's JTP. It will be used by all directorates to manage activities (except lessons learned) associated with the joint training plan. JTIMS supports the four phases of the JTS with the following capabilities:

4.1.1. Requirements: JTIMS supports linkage to DRRS/Enhanced Status of Resources and Training System (ESORTS). USTRANSCOM JMETL is developed in ESORTS and imported into JTIMS.

4.1.2. Plans: JTIMS supports the preparation of the USTRANSCOM JTP. It also supports the collaborative development/production of global and local joint training schedules to include an online scheduling and deconfliction application. Finally, JTIMS automates the initial development of joint training events (to include joint exercises).

4.1.3. Execution: JTIMS supports training event planning, coordination, execution, review and analysis. It automates the JELC down to the component and unit level. This includes capabilities to support execution; design, development, and execution of the Joint Master Scenario Event List (JMSEL), collection of task performance observation (TPO), development of training proficiency evaluations (TPEs), collection management plan (CMP), event training assessments (ETAs), and the commander's summary report (CSR).

4.1.4. Assessment: JTIMS supports assessment of joint training events by automating our ability to produce TPAs derived from the TPEs from the execution phase of the JTS. JTIMS then publishes, via World Wide Web services, the TPA information to the DRRS training tab in support of MTA. The TPA in ESORTS provides input to the task readiness assessment.

4.2. LMS:

4.2.1. The USTRANSCOM LMS provides comprehensive management of command-wide military and civilian individual learning (training and education) activities to include government-mandated contractor requirements and pre-deployment and ancillary requirements (vaccinations, small arms qualifications, etc.).

4.2.2. LMS access is through the NIPRnet portal using the common access card (CAC).

4.2.3. Members are notified of individual requirements, submit requests and forms, complete requirements, and have visibility into their overall individual development plans with minimal requirement for drill down. The resulting paperless environment helps protect personal information.

4.2.4. Supervisors have individual and supervisory views of LMS data. The supervisory view provides visibility of subordinate learning records, completions, new requirements and analytical data (completion rates, etc.).

4.2.5. Online learning programs are posted, completed and validated through the LMS. The command has identified a requirement for an information sharing interface with the joint community.

4.2.6. The LMS provides the following capabilities:

4.2.6.1. Current and historical records management to include classes, students, curricula, development plans, access by students/supervisors/training managers/command training office;

4.2.6.2. Auto messaging (announcements and notifications);

4.2.6.3. Assigning record management viewing and action roles;

4.2.6.4. Providing historical data of the command's OnTrack for Training legacy LMS;

4.2.6.5. Extensive help screens and online new user tutorials.

Attachment 1
GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS

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Section B – Abbreviations and Acronyms

AKO	Army Knowledge Online
AMC	Air Mobility Command
C2	Command and Control
CAC	Common Access Card
CADS	Containerized Ammunition Distribution System
CAMPS	Consolidated Air Mobility Planning System
CE2T2	Combatant Command Exercise and Engagement Training Transformation
CEP	Chairman’s Exercise Program
CJCS	Chairman of the Joint Chiefs of Staff
CMP	Collection Management Plan
COP	Common Operational Picture
CPX	Command Post Exercise
CRAF	Civil Reserve Air Fleet
CSG	Command Support Group
CSR	Commander’s Summary Report
DCO	Defense Connect Online
D2C2	Deployable Distribution Command and Control
DDOC	Deployment and Distribution Operations Center
DESS	Distribution Environment Support System
DIA	Defense Intelligence Agency
DKO	Defense Knowledge Online
DOD	Department of Defense
DRRS	Defense Readiness Reporting System
ERC	Exercise Response Cell
ESORTS	Enhanced Status of Resources and Training System
ETA	Event Training Assessment
FAAR	Facilitated After Action Review
FCC	Federal Coordinating Center
FTX	Field Training Exercise
GCCS	Global Command and Control System
GDSS	Global Decision Support System
GES	GTN (Global Transportation Network) Exercise System
GPMRC	Global Patient Movement Requirements Center

GTN	Global Transportation Network
IC3	Integrated Command, Control, Communications
IDP	Individual Development Plan
IT	Information Technology
ITV	In-Transit Visibility
JAAR	Joint After-Action Report
JCEP	Joint Container Exercise Program
JCS	Joint Chiefs of Staff
JCTD	Joint Capability Technology Demonstration
JDDE	Joint Deployment and Distribution Enterprise
JDLM	Joint Deployment Logistics Model
JECG	Joint Exercise Control Group
JELC	Joint Event Life Cycle
JEP	Joint Exercise Program
JEPG	Joint Exercise Planning Group
JETP	Joint Exercise Transportation Program
JFAST	Joint Flow and Analysis System for Transportation
JFRR	Joint Force Readiness Review
JIACG	Joint Interagency Coordination Group
JIATS	Joint Interagency Training Specialist
JIOC	Joint Intelligence Operations Center
JKDDC	Joint Knowledge Development and Distribution Capability
JKO	Joint Knowledge Online
JLLS	Joint Lessons Learned Specialist
JLOTS	Joint Logistics Over-The-Shore
JMSEL	Joint Master Scenario Events List
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JNTC	Joint National Training Capability
JOPEs	Joint Operation Planning and Execution System
JPMT	Joint Patient Movement Team
JTEN	Joint Training Experimentation Network
JTESC	Joint Training and Education Synchronization Council
JTFS	Joint Training Facilitator Specialist
JTIMS	Joint Training Information Management System
JTP	Joint Training Plan
JTRU	Joint Transportation Reserve Unit
JTS	Joint Training System
JTSS	Joint Training System Specialist
JTWG	Joint Training Working Group
KSA	Knowledge, Skills, and Abilities
KSAA	Knowledge, Skills, Attitudes, and Abilities
LMS	Learning Management System
MSC	Military Sealift Command
MSEL	Master Scenario Events List
M&S	Modeling and Simulation

MTA	Mission Training Assessment
NEP	National Exercise Program
NIPR	Non-secure Internet Protocol Router
OCR	Office of Coordinating Responsibility
OPDS	Offshore Petroleum Discharge System
OPR	Office of Primary Responsibility
SCI	Secret Compartmented Information
SDDC	Surface Deployment and Distribution Command
SE	Support Element
SIPR	Secret Internet Protocol Router
SLS	Senior Leader Seminar
SMS	Single Mobility System
SOP	Standing Operating Procedures
SVTC	Secure Video Teleconferencing
TCC	Transportation Component Command
TPA	Training Proficiency Assessment
TPE	Training Proficiency Evaluation
TPFDD	Time-Phased Force and Deployment Data
TPO	Task Performance Observation
TTX	Table Top Exercise
UC	ULTIMATE CADUCEUS
USJFCOM	U.S. Joint Forces Command
USTRANSCOM	U.S. Transportation Command
VISA	Voluntary Intermodal Sealift Agreement
VoIP	Voice-over-Internet Protocol

Section C – Terms

Battle Staff – Designated trained and qualified staff personnel assigned to the DDOC, augmenting the DDOC, supporting the DDOC, or assigned to one of the teams (e.g., Joint Planning Group) working parallel with the DDOC.

Certification – The fourth level of learning along the joint learning continuum (defined later in this section). Involves meeting medium criteria in order to be deemed “certified” in the performance of one’s duties or execution of individual or collective tasks. Implies a recurring step in a cyclic process.

Chairman’s Exercise Program - The CEP consists of five named events sponsored by the Chairman of the Joint Chiefs of Staff (U.S./Russian Federation Missile Defense Cooperation Program, Crisis Management Exercise North Atlantic Treaty Organization, Positive Force, Positive Response, and Eligible Receiver). The CEP is the only dedicated means for the Chairman of the Joint Chiefs of Staff, through the Joint Staff, to coordinate interagency and combatant command participation in strategic-national level joint exercise. These events are listed in the JTIMS and have access to JETP funding as required.

Collective Joint Training – Instruction and applied exercises that prepare an organizational team to complete required tasks as a unit.

Collective Preparation – The sum of individuals' preparation, staff training and collective training that determines a unit's readiness at the time an assessment of mission readiness is compiled.

Education – 1. The act or process of imparting or acquiring general knowledge, developing the powers of reasoning and judgment, and generally preparing oneself or others intellectually for mature life. 2. The act or process of imparting or acquiring particular knowledge or skills, as for a profession.

Execution – The sixth and final level of learning along the joint learning continuum (defined later in this section). Involves leaving the training environment and performing mission related tasks in a real world situation.

Exercise Director – The senior USTRANSCOM member of the JECG for an exercise. For tier 1 exercises normally the TCDC; for lesser tier exercises the exercise director can be the TCJ3 or TCJ3-T.

Experience – The sum of relevant assignment histories a military or government civilian has when assuming a billet subject to the Joint Training System.

Familiarization – The second level of learning along the joint learning continuum. Involves receiving more specialized, though still fairly general knowledge.

High Interest Training Issues - High Interest Training Issues. HITIs are SecDef and CJCS special interest items that commanders should consider for special emphasis in their training programs. USTRANSCOM considers these when determining its High Interest Training Requirements.

Human Capital – The collection of unique capabilities and expertise of individuals within an organization.

Individual Development Plan – A document or electronic file that identifies an individual's learning and developmental goals to acquire knowledge, skills, attitudes (if applicable) and abilities required for their position.

Individual Joint Training – Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems. Individual staff training ensures that individuals know, are proficient in, and have the joint competencies and skills to apply joint doctrine and procedures necessary to function as staff members. Individual joint training can be conducted by the Office of the Secretary of Defense, the Joint Staff, combatant commands, and activities and agencies responsive to the Chairman, Services, Reserve forces, or Combat Support Agencies.

Individual Preparation – The sum of education, individual training, self-development and experience that determines an individual’s readiness at the time an assessment of mission readiness is compiled.

Indoctrination – The first (chronologically along the joint learning continuum timeline), lowest, most basic level of learning. Involves being taught the doctrine, principles, and/or ideology of the organization to which you have been assigned.

Joint Deployment and Distribution Enterprise (JDDE) – The complex of equipment, procedures, doctrine, leaders, technical connectivity, information, shared knowledge, organizations, facilities, training, and material necessary to conduct joint distribution operations in accordance with the Joint Logistics (Distribution) Joint Integrating Concept.

JDDE Billet – Billets manned by personnel who operate in a variety of deployment and distribution disciplines and understand the dependencies with the entire supply chain.

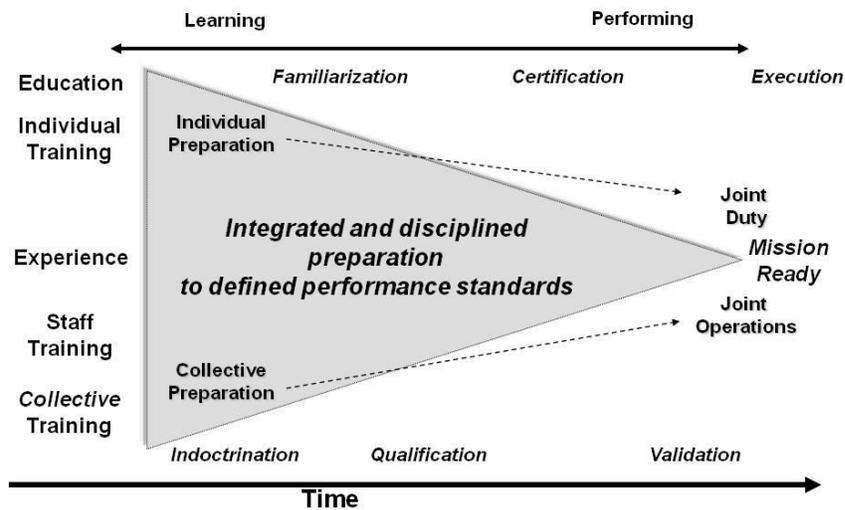
JDDE Competency Model – A construct which defines the Knowledge, Skills, and Abilities (KSA) that lay the foundation to develop joint logisticians.

Job Performance Aids – Guides, step-by-instructions, standing procedures, etc., that one can refer to while executing job functions.

Joint Duty – Experience gained in a joint organization.

Joint Exercise Program - The JEP is a principal means for combatant commanders to maintain trained and ready forces, exercise their theater security cooperation plan, and achieve joint and multinational training. These combatant commander sponsored exercises are listed in the JTIMS and compete for available JETP funding to include airlift, sealift, port handling, and inland transportation.

Joint Learning Continuum – Introduced and partially explained in the Joint Training Manual. A coordinated progression of integrated and disciplined processes and events that qualifies DOD personnel to defined joint performance standards through *education, training, self-development, and experience* to inculcate habits of mind, skills, abilities, and values in the Total Force. Terms used in the diagram below are defined in this section.



Joint Mission Essential Task - A mission task selected by a 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 Operations – Operations involving individuals or organizations from more than one uniformed service, other (than DOD) U.S. government office, state and local offices, and/or multinational/ international organizations (military and non-military).

Joint Training – Training, including mission rehearsals, of individuals, units, and staffs using joint doctrine or tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the combatant commanders to execute their assigned or anticipated missions.

Learning – The process of gaining knowledge, ability and/or skill. In the context of the joint learning continuum, one is either learning or performing over time with learning preceding performing.

Lesson Learned - A technique or work around that enabled task accomplishment to standard. It is used to document assessments of implemented corrective actions intended to produce an improved performance or capability; i.e., a fixed lesson is a lesson learned.

National Exercise Program - The NEP is a top-down driven exercise framework under the leadership of the White House through the Exercise and Evaluation Sub-Policy Coordination

Committee (E&E Sub-PCC). The E&E Sub-PCC functionally runs the program and has representatives from all federal departments and agencies that participate in exercises. The NEP provides the overall framework for the coordination of all federal exercises. The Department of Defense participates in the NEP through the CSEP.

Performing – In the context of the joint learning continuum, doing what you have learned.

Qualification – The third level of learning along the joint learning continuum. Connects learning with performing; there is almost always an aspect of “doing” involved with qualification. Normally contains minimum (least stringent) criteria that must be achieved.

Readiness - (DOD) 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. 1. 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. 2. joint readiness--The combatant commander's ability to integrate and synchronize ready combat and support forces to execute their assigned missions.

Self Development – The educational pursuit of knowledge, skills and abilities by military and government civilians *throughout* their professional career intended to balance specialized with general expertise within a joint, interagency, intergovernmental and multinational environment.

Staff Joint Training – Joint individual or collective training conducted by an organization’s or operational unit’s staff.

Training – Instruction and applied exercises for acquiring and retaining skills, knowledge, and abilities required to complete specific tasks. In the context of the Training Transformation Vision, training includes training, education (specifically professional military education) and job performance aids.

Validation – The fifth level of learning along the continuum. Involves meeting maximum (most stringent) criteria in order to prove a concept, new doctrine, new tactics, techniques and procedures or demonstrate proficiency in order to deem oneself or the unit mission ready.