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US Transportation Command



Training Transformation Primer

Executive Summary

The purpose of this primer is to describe in a simple, relevant way what Training Transformation (T2) – the DOD initiative to greatly enhance joint training - means to USTRANSCOM. This primer is intended for anyone within USTRANSCOM and its components that determines training requirements and plans, executes, assesses, manages, or funds training.

Before we began to transform training, we had to have a training system that we were transforming *from*. That was (and still is) called the Joint Training System (JTS). The 31 August 2007 version of the *Joint Training Manual for the Armed Forces of the United States*, much as the 1990 version did, describes a training system with four phases: requirements, plans, execution, and assessment. T2 does not change the JTS; it helps create enabling capabilities to improve joint training.

Most authoritative documents mention three general capabilities that have come to stand for T2: Joint National Training Capability (JNTC), Joint Knowledge Development and Distribution Capability (JKDDC), and Joint Assessment and Enabling Capability (JAEC). These are most often seen in documents as JNTC, JKDDC, and JAEC and known as the three pillars of T2. In 2007, mainly for fiscal management reasons, a fourth major area was added under the T2 umbrella: Combatant Command Exercise and Engagement or CE2.

So what does T2 mean to USTRANSCOM? In short, it means we have at our disposal certain enablers (capabilities) to improve our joint training environment and overall joint training program. Within JNTC, the Distribution Environment Support System (DESS) provides our training audience the most realistic simulated play of end-to-end distribution imaginable in today's joint live-virtual and constructive training environment. Also, the Joint Training and Experimentation Network (JTEN) connects the TCJ2, TCJ3, and TCJ5/4 with over 40 sites worldwide. Within CE2, training specialists have been slotted throughout the joint training community, eight alone at USTRANSCOM, to develop and maintain joint training programs. Within the JKDDC, USTRANSCOM has access to the myriad of courseware available through Joint Knowledge Online and will soon field an improved Learning Management System to manage individual training and education similar to the manner in which the Joint Training Information Management System does for collective training.

The 2008 USTRANSCOM Commander's Guidance states the implementation of a command-wide Joint Training System is a key enabling initiative. As this primer will explain, Training Transformation will prove to be a critical factor behind this initiative.

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PART I – INTRODUCTION

A. Definition.

Training Transformation (T2) is an ongoing Department of Defense (DOD) initiative to vastly improve joint training within combatant commands, combat support agencies, and the services through new capabilities and processes.

B. Intended Audience.

This “primer” (*a short informative piece of writing*) is intended for anyone within USTRANSCOM and its components who determines training requirements, plans, executes, assesses, manages, and funds training, or makes decisions on any of the above. Also, it is for those who just want to know more about training transformation.

C. Purpose.

The purpose of this primer is to describe in a simple, relevant way what T2 means to USTRANSCOM. In other words, when you finish reading this you will be able to answer the question: “Training Transformation – so what?”

D. Brief Historical Background.

According to the Government Accountability Office, the idea to transform training in the DOD initially surfaced in the 2001 Quadrennial Defense Review (QDR). The QDR stated that the Department’s approach to transformation rested on four initiatives: strengthening joint operations, experimenting with new approaches to warfare, exploiting US intelligence advantages, and developing transformational capabilities. Within the first initiative, it sought to lay the groundwork for a subsequent training transformation by establishing *joint training* as a critical enabler for strengthening joint operations. Furthermore, this QDR argued that in order to accomplish its operational goals, military training had to undergo three basic changes:

- Remake DOD’s training range infrastructure
- Revise training system acquisition and logistics policies
- Re-engineer individual training through distributed learning technologies

The last bullet is the basis for what we refer to as Joint Knowledge Online (JKO) and Joint Knowledge Development and Distribution Capability (JKDDC), one of the three pillars of T2. Moreover, the 2001 QDR provided the basis for what is now known as the Joint National Training Capability (JNTC),¹ another pillar of T2, when it stated “DOD will explore the need to establish a joint and interoperability training capability, including a Joint National Training Center.”²

¹ Although in the 2001-2002 period the “C” of this acronym stood for Center.

² Quadrennial Defense Review Report, Department of Defense, 30 Sep 2001, page 36.

From Sep 01 (when the QDR came out), to May 02 (when the FY04-09 Defense Planning Guidance was published), DOD explored the need to establish a JNTC and in May 02 the Under Secretary of Defense (USD) Personnel and Readiness (P&R) was tasked to establish a JNTC (i.e., turning the Army's National Training Center into an integrated network of live ranges, simulations and simulators for joint, interoperable and service-training) by the end of FY04. By the time this initial effort was completed, "Capability" had replaced "Center" and other initiatives had been added to this pillar to include the requirement for USJFCOM to accredit and certify service and combatant command (COCOM) joint training programs and the requirement to conduct joint training within the criteria of the elements of joint context.

E. The Pillars of Training Transformation.

By the beginning of 2008, most authoritative documents mentioned three general capabilities that had come to stand for T2: Joint National Training Capability, Joint Knowledge Development and Distribution Capability, and Joint Assessment and Enabling Capability. These are most often seen in documents as JNTC, JKDDC, and JAEC and are known as the three pillars of T2. In 2007, mainly for fiscal management reasons, a fourth major area was added under the T2 umbrella: Combatant Command Exercise and Engagement (CE2).

PART II – AN OVERVIEW OF THE JOINT TRAINING SYSTEM

A. USTRANSCOM Joint Mission Essential Tasks.

The transformation of training builds upon the current model called the Joint Training System (JTS). One of the apparent effects of the 1986 Goldwater-Nichols Act was the development of a formal JTS that recognized: Joint Mission Essential Task Lists (JMETL), the need to link training proficiency with operational readiness, and a cyclic system of training that allowed for continual assessment and feedback loops.

The initial version of the JTS was first formalized in 1990 in a memorandum issued in the name of the Chairman of the Joint Chiefs of Staff (MCM 71-90) and consisted of four phases: requirements, plans, execution, and assessment. This basic framework has survived to this day; the 31 August 2007 version of the *Joint Training Manual for the Armed Forces of the United States* describes a training system with those same four phases.

At USTRANSCOM, we currently have these six JMETs: Strategic National (SN) 1.2 – Conduct Deployment and Redeployment; SN 1.2.8 – Provide Global Patient Movement and Evacuation; SN 2.4 – Produce Strategic Intelligence; SN 4 – Provide Sustainment; SN 5.1 – Operate and Manage Global Communications and Information Systems; and SN 5.7.7 – Manage DOD Distribution Process. All JTS activities begin with, and are linked to, an organization's JMETs. USTRANSCOM validates these annually.

B. Requirements Phase.

During the requirements phase, *trainers*³ analyze our pertinent strategy documents, policies and directives, applicable combatant command OPLANS/CONPLANS, relevant joint doctrine⁴, and the Commander's Guidance for the year and Command Training Guidance.

In all of this, trainers are looking for missions or tasks assigned specifically to USTRANSCOM. They should have the Universal Joint Task List available and review our existing JMETS to see if what we are being directed to do is new.

Finally, trainers should compare what we are doing with all available assessment data to see if any tasks, conditions, or standards should be changed. Armed with this information, trainers are now well prepared to produce, or change if it already exists, the "output" of this phase – the JMETS.

C. Planning Phase.

With a JMETS to work with, the trainer next develops the Joint Training Plan (JTP). By working through the five steps of the plans phase, and using the automated Joint Training Information Management System (JTIMS), training managers produce the desired product for this step: the Joint Training Plan. The plans phase determines *who* is to be trained on *what*, *when*, and *how*.

D. Execution Phase.

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 will be conducted. They are conducted within what is termed the Joint Event Life Cycle (JELC) – a type of standing procedure for how to prepare for, conduct, and evaluate major training events. 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. In the joint training community, especially in the area of joint exercises, the JELC is closely followed, starting approximately 12-18 months prior to the event.

³ For this primer, "trainer" means: someone who is involved in the various actions within the Joint Training System...it is not necessarily someone who is conducting training...it could be someone performing the function of a training manager, at USTRANSCOM it could be what we call Joint Mission Essential Task Office(r) of Primary Responsibility (JMET OPRs), it could be a section/branch/division chief...it is someone authorized to take actions to determine requirements, develop joint training plans, execute training or assess training...it is normally not someone receiving training (that is, a member of the training audience although, for example, a branch chief could first act as a trainer to plan a training event and then participate with the training audience in the training event)

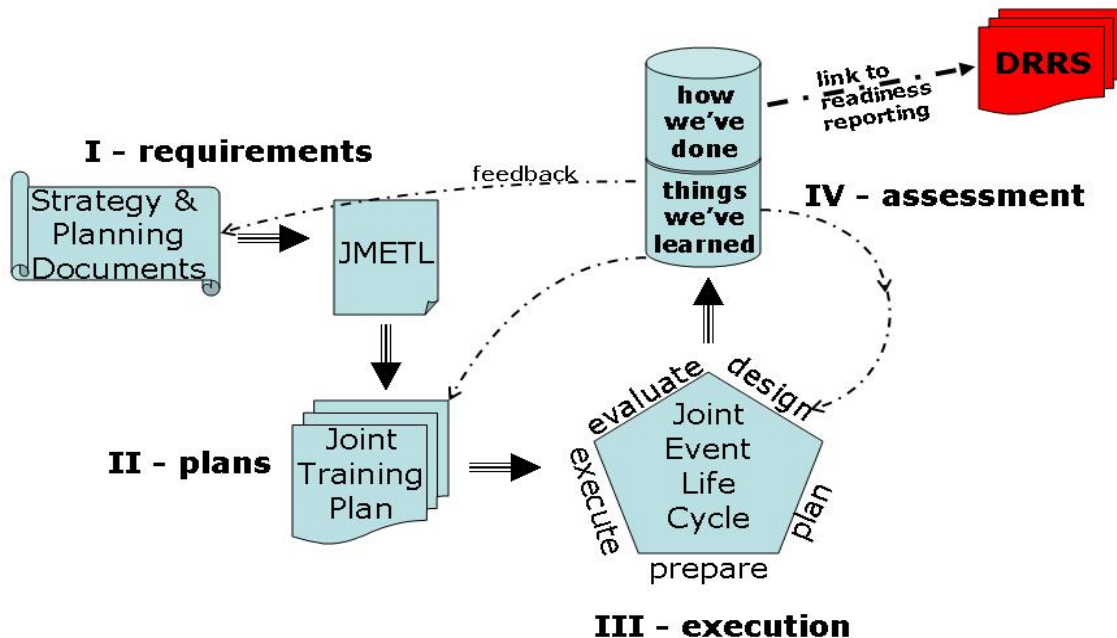
⁴ At a minimum JP 1, 2-0, 2-01, 3-0, 3-07.1, 3-35, 4-0, 4-01, 4-01.1, 4-01.2, 4-01.3, 4-01.5, 4-01.7, 4-02.1, 4-02.2, 4-05, 5-0, 6-0. Why these? They are the ones associated with USTRANSCOM JMETS.

E. Assessment Phase.

In the final phase of the JTS, evaluations from several training events are used to determine JMET proficiency and provide an assessment of training readiness. Trainers in this phase review past performance observations, proficiency evaluations, informal results of training, task completion during actual operations, and lessons learned in order to assess task proficiency. These assessments are integral to deriving overall readiness.

This phase not only ends an internal cycle of the JTS but begins the next as well. While a “Joint Training Plan” and the Command Training Guidance within it may be geared toward a specific year, the JTS continues to revolve (several times per year) in a recurring cycle of requirements-plans-execution-assessment. The following figure provides a visual depiction of the JTS.

The Joint Training System



PART III – AN OVERVIEW OF TRAINING TRANSFORMATION ACROSS DOD

A. General.

“The T2 process is intended to improve dynamic, capabilities-based training for the Department of Defense in support of national security requirements across the full range of integrated operations.”⁵ Translated, this means we should use the enablers developed under T2 (primarily JNTC, JKDDC, CE2) in a flexible manner. We should train on our JMETs and their supporting tasks in accordance with national strategies for all types of operations from peace to war involving elements from joint, interagency, intergovernmental, and multinational organizations.

The five stated objectives⁶ for T2 indicate where this documented process is taking us:

- Obj 1 - Continuously improve joint force readiness by aligning joint education, training capabilities, and resources with combatant command operational needs. This reinforces the focus of our joint training program by placing the emphasis of joint training and education on readiness.
- Obj 2 - Achieve a training unity of effort across services, agencies, and organizations. USTRANSCOM, as a supporting COCOM, requires other COCOMs to act as catalysts and links its major training events/exercises to national level exercises and geographic combatant command exercises.
- Obj 3 - Develop individuals and organizations that intuitively think in joint terms. Wherever possible, the USTRANSCOM training and education program must emphasize and exemplify the importance of operating in an inherently joint manner.
- Obj 4 - Prepare forces for new warfighting concepts and capabilities. The development of a Joint Integrating Concept for Joint Logistics (Distribution) coupled with the subsequent work on the Joint Deployment and Distribution Enterprise competency model hits directly at the center of this objective.
- Obj 5 - Develop individuals and organizations that improvise and adapt to emerging challenges. This relates to *how* we conduct training; trainers should design training events that push units to failure, overload decision makers, depict a continually changing environment, and generally present a volatile, uncertain, complex, and ambiguous – yet possible and realistic - set of problems to the training audience.

The following capabilities describe how T2 will help enable joint commands, services, and agencies in reaching those objectives.

⁵ CJCSI 3500.01D, Joint Training Policy and Guidance for the Armed Forces of the United States, 31 May 2007, page A-3.

⁶ Strategic Plan for Transforming DOD Training, Department of Defense, 8 May 2006, page 13.

B. Joint National Training Capability.

This includes live fire ranges, instrumented training areas, virtual training devices, communications networks, simulations, simulators, trainers, opposing forces, and support personnel that can be combined in any manner to (1) accomplish the desired training objectives and (2) train within the most realistic training environment desired. The JNTC includes the provision of a constructive simulation environment provided by a federation of modeling/simulation systems along with the communications infrastructure to connect to the training audience.

One of JNTC's primary enablers is the Joint Training and Experimentation Network (JTEN). JTEN supports T2 by providing a global network of Live, Virtual, and Constructive (LVC)⁷ components that help produce a realistic training environment for the services and COCOMs. The JTEN helps standardize joint training, scope investment strategy, promote distributive joint training, and enhance assessment of our JTP. The JNTC supports staff and collective joint training and is managed at USJFCOM by a Joint Management Office (JMO).

The JNTC JMO is also responsible for the accreditation and certification program of JNTC sites of which USTRANSCOM is one. In this program, COCOMs, services, and components must have the joint tasks they want to train 'accredited' and have the sites (support systems) where they want training to be conducted 'certified' if they want to be considered and participate effectively in the T2 investment process. From the JNTC accreditation CONOPS,⁸ we have the following terms defined:

- Accreditation – A determination that a COCOM, service, or component training program or organization has the capability to conduct training on joint tasks; thereby, providing the training audience a realistic joint environment that includes the appropriate elements of joint context for the joint tasks, or portions of joint tasks, being trained.
- Joint Context – The joint environment necessary to accurately and realistically train individuals, units, and organizations on a specific joint task or a portion thereof. Training within the joint context is said to be achieved when all required joint systems, personnel, and equipment to execute the task in real-world operations are present or accurately replicated, realistically exercised, and evaluated.
- Elements of Joint Context – Such components as an appropriate mix of LVC forces required to accomplish joint training objectives, opposing

⁷ Live components feature real personnel using real equipment in training; Virtual is the use of simulated equipment by real personnel; Constructive simulates both the people and the equipment.

⁸ Joint National Training Capability Accreditation Concept of Operations, USJFCOM Joint Warfighting Center, 7 Mar 2005, page 3.

forces, realistic joint command and control (C2), appropriate joint trainer support, suitability with joint doctrine, and a scenario that supports joint tasks/training objectives.

- Certification – A determination that training sites and systems are compliant with specified DOD and JNTC architectures, configurations, and standards required to create a realistic joint training environment and are supportable.

C. Joint Knowledge Development and Distribution Capability.

This is a distributed learning capability focused on individual joint training and education. A Joint Warfighting Center (JWFC)-based JMO holds responsibility for this capability. It is basically a portal-based capability, currently accessible on NIPRnet through JKO - <http://jko.jfcom.mil/>; through the internet at <http://jko.cmil.org/>; and through the SIPRnet through JKO-S – <http://jko.jwfc.jfcom.smil.mil>. These sites contain individual training and education resources, online lessons, and courses. Users can request specific course/lesson material be developed through the JMO and the subsequent product will be posted on JKO. Additionally, a learning management system is being integrated into this capability in order to facilitate the management of individual joint training requirements and resources.

D. Joint Assessment and Enabling Capability.

Based out of the Office of the Deputy Under Secretary of Defense (ODUSD) readiness office, responsible for evaluating the performance of training transformation plans, programs, and investments. According to the T2 implementation plan, this office assesses how well joint training meets validated combatant commander readiness requirements. They also provide ‘support tools’ and ‘processes’ to enable and enhance JNTC, JKDDC, and the entire JTS. The JAEC office conducts what is termed a ‘Block Assessment’ every 2 years and provides a written report containing feedback on training transformation initiatives and joint training readiness.

E. Combatant Command Exercise and Engagement Program.

The 2006 Strategic Planning Guidance (SPG) directed the Office of the Secretary of Defense (OSD), Deputy Under Secretary of Defense for Personnel and Readiness (DUSD (P&R)) to conduct a review of all Joint Training Programs. The review’s purpose was to “develop a joint training program strategy and associated program recommendations to realign and consolidate joint training and education programs and apply resulting efficiencies against new mission areas and existing joint training gaps and shortfalls.”⁹ The result was the establishment of the Combatant Command Exercise and Engagement program within T2, supported by a defense-wide resource account through

⁹ Training Transformation Program Plan FY09-13, Department of Defense, 4 Feb 2008, page AP3-1.

Program Budget Decision 709. The CE2 program is managed by the Joint Staff (JS) J7 with OSD oversight and USJFCOM support.

For FY09-13, the CE2 program will support the combatant commands and JS as outlined below:

- Provide support for all four phases of the Joint Training System
- Provide an integrated suite of automated support tools, including the JTIMS and lightweight simulations/tools
- Provide task-based specialist and support element resources including Joint Training System Specialists (JTSS), Joint Interagency Training Specialists (JIATS), Joint Lessons Learned Specialists (JLLS), Joint Training Facilitator Specialists (JTFS), and Joint National Training Capability Support Elements (JNTC SE)

PART IV – TRAINING TRANSFORMATION AT USTRANSCOM

A. General.

In this next section, we will examine how the training transformation capabilities discussed previously fit into USTRANSCOM's joint training system. This will enable readers to see how they and their directorate can benefit from T2 capabilities and services.

B. Joint National Training Capability.

The JNTC generally contains federations of models and simulations (virtual and constructive) and the communications infrastructure used to support staff and collective joint training. USTRANSCOM fielded JTEN in 2007 which serves as the JNTC communications infrastructure for distributive joint training. JTEN capabilities include network transport, Voice over Internet Protocol (VoIP) phones, SECRET video teleconferencing, email, and support for collaboration tools such as Defense Connect Online (DCO).

Within the staff elements, USTRANSCOM possesses 14 JTEN workstations at the following directorates in the quantities shown: TCJ2 (1), TCJ3-Exercises (4), TCJ3-Training (1), Deployment and Distribution Operations Center (DDOC) (5), TCJ5/4 (2), and a test bed in TCJ6 (1). It is projected that the Transportation Component Commands (TCC) will have JTEN by the end of FY08. JTEN can be integrated as a stand-alone network, supporting the command's joint training program (collective and staff joint training primarily) and will allow even greater connectivity once the TCCs have the capability. To date, both the VoIP and VTC capabilities have been used during the execution phase of the JTS, primarily by the Joint Exercise Control Group (JECCG), to affect pre-exercise coordination, monitor, and control exercise execution and provide ground truth and real-time feedback. Additionally, those same capabilities have been used during exercise execution by the JECCG to coordinate efforts and provide overall control of the exercise.

Leveraging JNTC services, and particularly JTEN capabilities, is critical to the success of USTRANSCOM's joint training program. USTRANSCOM directorates must maximize the use of JTEN during the entire JELC. Recommended uses are:

J2 - Consider using the several service intelligence virtual simulators in JNTC's Joint LVC federation to help stimulate the J2 training audience and meet exercise and training objectives. Additionally, the JTEN workstation with associated equipment could be used by the J2 representative to the JECG or trusted agent to monitor, observe, and control intelligence exercise play.

J3-TE - The JECG should use JTEN equipment to control and coordinate exercise execution. Lead exercise planners schedule and coordinate master scenario events list events between linked commands, participate in white cell secure VTCs, monitor commander and battle update briefings, and access and post exercise information on pertinent exercise portals. Finally, J3-TE lead planners and exercise designers should become familiar with the services and capabilities available at all persistent JTEN nodes and consider incorporating those into USTRANSCOM's exercises in order to enhance the joint training environment and individual training experience.

J3-TR - JTEN equipment should be used by J3-T's designated Modeling and Simulation (M&S) POC to coordinate and monitor all M&S requirements for linked and supported joint exercises and events.

DDOC - The training audience, blue team participants, and service and COCOM LNOs could use JTEN equipment installed in their particular areas to coordinate requirements, disseminate information, monitor Common Operating Picture (COP), overall exercise situation awareness (SA), and to process requests for information. Displaying the COP of participating commands is critical to training audience SA.

J5/4 - JTEN workstations could be used to incorporate and monitor Advanced Concept Technology Demonstrations (ACTD) and other experiments incorporated in an exercise or event.

J6 - The JTEN workstation is used as a test bed to monitor JTEN connectivity, maintenance, and technical aspects of the JTEN network.

In conjunction with the LVC simulation component of JNTC, USTRANSCOM 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 Joint Flow and Analysis System for Transportation (JFAST), Joint Deployment Logistics Model (JDLM), Global Transportation Network (GTN) Exercise System (GES), Global Decision

Support System (GDSS), Consolidated Air Mobility Planning System (CAMPS), Exercise Single Mobility System (SMS), Exercise Integrated Command, Control, Communications (IC3), Global Command and Control System Common Operational Picture (GCCS COP), and the Joint Operations Planning and Execution System (JOPEs). Logistics support systems are continually being researched and evaluated for inclusion in the federation.

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 in-transit visibility (ITV) and C2 systems. DESS models force deployment by drawing time phased force deployment data 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. This JNTC simulation mainly supports the execution phase of the JTS.

The JNTC JMO is also responsible for the accreditation of joint tasks and certification of training sites and systems used by the joint training community. For USTRANSCOM, the initial accreditation/certification process took place from May 2006 when we nominated our Joint Training Program to begin the JWFC accreditation and certification process. The process concluded in March 2007 when the USTRANSCOM Joint Training Program Accreditation and Certification Review Report was published. The report contained the following findings¹⁰:

- Accreditation - USTRANSCOM's Joint Training Program is conditionally accredited on all 10 of the tasks reviewed. As previously defined in the *Joint National Training Capability Accreditation Concept of Operations (CONOPS)*, this indicates that USTRANSCOM's Joint Training Program is considered "capable of providing a training audience an adequate, realistic joint training environment but will require assistance to improve to consistently meet the criteria for all elements of joint context." Issues surfaced during the accreditation review were wide ranging, from shortages in personnel, to the need to further develop and institutionalize processes and procedures.
- Certification - The USTRANSCOM Training Program is conditionally certified to support the conduct of all joint tasks that were included in the accreditation review as outlined in the *Joint National Training Capability Certification CONOPS*. This level of certification confirms that

¹⁰ US Transportation Command Joint Training Program Accreditation and Certification Review Report, USJFCOM Joint Warfighting Center, 12 Mar 2007, page iv.

USTRANSCOM has a partial capability to support training on specified joint tasks. The site, when augmented with USJFCOM technical support, will be capable of implementing the required LVC elements for a limited number of joint tasks. The site and associated systems are compliant with JNTC and DOD architectures, configurations, and standards required to create a realistic joint training environment that is logistically supportable.

The accreditation/certification aspect of JNTC is not associated with any specific phase of the JTS but has to be conducted after JMETs are developed or modified and JTEN site locations are determined. Additional visits by JWFC are planned to accredit and certify the remaining command JMETs and supporting tasks. This will continue until all tasks have been accredited by the JWFC.

C. Joint Knowledge Development and Distribution Capability.

USTRANSCOM leverages the capabilities of the JKDDC and JKO to utilize, design, and develop relevant individual educational support packages. Specifically, the command identified to JKDDC JMO several unique courseware requirements:

- Introduction to Defense Distribution
- Joint Deployment Distribution Operations Center
- Medical Asset Tracking/Visibility
- Joint Task Force – Port Opening
- Defense Courier Service Operations
- JDDE Performance Metrics Framework for Sustainment Distribution
- Patient Movement Quality Safety Program
- Patient Movement Items Course
- Joint Air Logistics Information System Training
- Joint Planning Process Training Course
- TRAC2ES Web Based Training System

The ability of individuals inside and outside the command to access USTRANSCOM-initiated JKDDC courseware is a very effective individual training capability, and indications are that a growing number of requests for support will be tendered by the command for FY10-14. In addition to the courses listed above, over 200 joint and multinational courses, supplementary presentations, and instructional resource links are available online in these joint functional areas: personnel, intelligence, operations, logistics, plans, communications, training, integration level information, and, experimentation. The complete course catalog is at the JKO link. This type of support is a result of JTS phase I: when training requirements are first examined; phase II as the Joint Training Plan is developed; and phase III as these courses are actually taken.

Within the past 2 years, USTRANSCOM has greatly matured its individual training and education requirements through the development of a Joint Deployment and Distribution Enterprise (JDDE) competency model. This work was done in order to (1) help engineer a competency-based distribution workforce for the future and (2) optimize the distribution system from the source of supply to the end customer. The competency model is currently used for education and training, and in the future will also be used for recruiting, performance management, and succession planning. It will identify JDDE training and education requirements for approximately 350 military and civilian positions and is applicable for JTS phases I-III.

For automated support of individual joint training, USTRANSCOM is preparing to field a new Learning Management System (LMS). This program will support individual training and education management throughout the JTS. The USTRANSCOM LMS will feature the following capabilities:

- Operate at the UNCLASSIFIED level
- Provide easy access using the common access card or local area network user ID
- Provide global access
- Provide individual learning paths for each billet
- Provide catalog access
- Allow self-registrations
- Process electronic SF-182s (Authorization, Agreement, and Certification of Training)
- Allow training notifications by e-mail
- Provide complete/incomplete notifications to supervisors
- Provide supervisor/director training oversight
- Allow online training

Currently, TCJ6 and TCJ1 are working on integration issues in anticipation of conducting training administrator testing, finalization of workflows, development of instructional pamphlets, and system deployment. The target for the new LMS full implementation across the command is currently planned for 2009. Over the past few years, the JKDDC JMO has added an LMS capability to JKO.

D. Joint Assessment and Enabling Capability.

Every quarter, USTRANSCOM supplies training data in response to a request from JAEC PMO. This is the extent of this COCOM's interaction with this T2 'capability.' The 2007 block assessment, prepared by JAEC PMO for the DUSD (P&R), contained little information of use for this command. Therefore, at this time, it seems as if this element of T2 is probably a 'capability' only from the OSD standpoint. From the COCOM standpoint, it is not a joint training enabler. However, from the 2007 Block Assessment, several of the questions the report meant to answer deal specifically with COCOM joint training

programs. Consider this extract: “To determine how well the T2 Program is enhancing training, the 2007 Block Assessment organized its evaluation around five attributes of joint training, which can be expressed as questions:

- Are we training individuals, staffs, and units in the right skills and tasks?
- Are we training the right audience?
- Are we achieving the right learning outcomes?
- Is training adaptable to changing requirements?
- Is joint training efficient?”¹¹

These are questions that both the final stage of Phase III of the JTS and the entire JTS Phase IV are meant to answer. Thus, the existence of a JAEC will continue to affect COCOM training programs.

E. Combatant Command Exercise and Engagement Program.

This ‘capability’ strongly supports all phases of the command’s Joint Training Program. This is the source of training support personnel found in combatant command headquarters. Each COCOM has a joint training system specialist charged with helping to develop and manage the Joint Training Plan within the automated Joint Training Information Management System (JTIMS).

Additionally, a joint interagency training specialist charged with “improving the combatant commander’s military preparation, planning, and execution of interaction with integrated operations¹² partners during operations, exercises, and other venues,”¹³ is assigned to the command. To manage the command’s joint lessons learned program, a joint lessons learned specialist is assigned. Moreover, three joint training facilitator specialists who help integrate individual and staff joint training into the command’s overall joint training program are spread throughout each COCOM. Finally, a JNTC support element that leverages JNTC services and capabilities and coordinates JWFC support to COCOM Tier 1 exercises and events is positioned within the staff.

In Dec 06, Program Budget Decision (PBD) 709 established the COCOM Exercise and Engagement Training Transformation (CE2T2) account applying

¹¹ 2007 Training Transformation Block Assessment, Final Report, Dec 2007, Volume I, Department of Defense, Joint Assessment and Enabling Capability, Office of the Under Secretary of Defense for Personnel and Readiness, pages 6-7.

¹² Per the 2006 Strategic Plan for Transforming DOD Training, integrated operations are unified policy, planning, or execution actions of the US interagency community, to advance US Government goals and objectives. Integrated operations are inclusive of joint and service operations, and involve the Department of Defense and elements of the interagency community, which may include Federal agencies, State and local governments, foreign governments singularly or in alliances or coalitions, international and nongovernmental organizations, and private sector companies and individuals.

¹³ Joint Staff Performance Work Statement under Contract W74V8H-05-D-0018, Delivery Order 002501, Period of Performance 28 August 2007 – 27 August 2008

resulting efficiencies (funds) against existing training capability shortfalls/gaps and new programs. This concept benefits USTRANSCOM and other COCOMs through level funding of the Commander's exercise program. Specifically, this initiative:

- Provides funds that support combatant commander's joint training and exercise program.
- Funds Tier 1 exercises: TURBO CHALLENGE and TURBO DISTRIBUTION.
- Funds functional exercises: TURBO ACTIVATION, ULTIMATE CADUCEUS, TURBO CADS, TURBO INTER-MODAL SURGE, and Joint Logistics Over-the-Shore (JLOTS).
- Funds JTEN and DESS.

Because of this initiative, USTRANSCOM now has greater visibility, accountability, and flexibility in planning, executing, and managing funding for joint exercises and training. After CE2T2 was instituted, USTRANSCOM realized a funding increase in FY08 from \$1.46M to \$4.67M.

PART V – CONCLUSION

So what does T2 mean to USTRANSCOM? In short, it means we have at our disposal certain enablers (capabilities and services) to improve our joint training environment and overall joint training program. DESS provides our training audience the most realistic simulated play of end-to-end distribution imaginable in today's LVC joint training environment. JTEN connects not only our directorates but over 40 sites worldwide. Additionally, the human capital investment has been vast as teams of training specialists have been dispatched throughout the joint training community, eight alone at USTRANSCOM, to develop and maintain joint training programs.

Would we still be conducting joint training without the T2 capabilities within JNTC, JKDDC, JAEC, and CE2? The short answer is 'yes.' The JTS predated the T2 program by at least a decade. But the improvements resulting from JNTC, JKDDC, JAEC, and CE2 initiatives have gone a long way in improving how joint training is conducted at USTRANSCOM. The 2008 USTRANSCOM Commander's Guidance states that the implementation of a command-wide Joint Training System is a key enabling initiative. As we have described, the many capabilities and services provided by the various T2 programs will certainly assist us in implementing an effective training program.

To receive additional information on these T2 programs or to discuss implementation of these capabilities, contact the USTRANSCOM Training Transformation Branch located in the J3 Training Division.

PART VI - APPLICABLE REFERENCES

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PART VI – ACRONYMS

ACTD	Advanced Concept Technology Demonstration
CAMPS	Consolidated Air Mobility Planning System
CE2	Combatant Command Exercise and Engagement
CE2T2	Combatant Command Exercise and Engagement Training Transformation
COCOM	Combatant Command
COP	Common Operational Picture
CONOP	Concept of Operation
C2	Command and Control
DCO	Defense Connect Online
DDOC	Deployment and Distribution Operations Center
DESS	Distribution Environment Support System
DOD	Department of Defense
DUSD	Deputy Under Secretary of Defense
GCCS	Global Command and Control System
GDSS	Global Decision Support System
GES	GTN Exercise System
GTN	Global Transportation Network
IC3	Integrated Command, Control, Communications
ITV	In-Transit Visibility
JAEC	Joint Assessment and Enabling Capability
JDDE	Joint Deployment and Distribution Enterprise
JDLM	Joint Deployment Logistics Model
JECG	Joint Exercise Control Group
JELC	Joint Event Life Cycle
JFAST	Joint Flow and Analysis System for Transportation
JIATS	Joint Interagency Training Specialist
JKDDC	Joint Knowledge Development and Distribution Capability
JKO	Joint Knowledge Online
JLLS	Joint Lessons Learned Specialist
JLOTS	Joint Logistics Over-The-Shore
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JMO	Joint Management Office
JNTC	Joint National Training Capability
JNTCSE	JNTC Support Element
JOPEs	Joint Operations Planning and Execution System
JS	Joint Staff
JTEN	Joint Training Experimentation Network
JTFS	Joint Training Facilitator Specialist
JTIMS	Joint Training Information Management System
JTP	Joint Training Plan
JTS	Joint Training System
JTSS	Joint Training System Specialist

JWFC	Joint Warfighting Center
LMS	Learning Management System
LVC	Live, Virtual, Constructive
M&S	Modeling and Simulation
OSD	Office of the Secretary of Defense
OUSD	Office of the Under Secretary of Defense
PBD	Program Budget Decision
P&R	Personnel and Readiness
QDR	Quadrennial Defense Review
SA	Situational Awareness
SMS	Single Mobility System
SN	Strategic National
SPG	Strategic Planning Guidance
T2	Training Transformation
USD	Under Secretary of Defense
VoIP	Voice-over-Internet Protocol