HEADQUARTERS
UNITED STATES
EUROPEAN COMMAND

Directive 55-29

USEUCOM Training and Exercise Program

12 December 2002

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400, BOX 1000
APO AE 09131

DIRECTIVE
NUMBER 55-29 12 December 2002

OPERATIONS

USEUCOM Training and Exercise Program

---

1. **Summary**. The purpose of this Directive is to establish the USEUCOM training and exercise program as a means to enhance unit and joint readiness. It implements CJCS's Joint Training System and defines responsibilities, tactics, techniques, and procedures for the management and execution of the program. The basic document defines policies and responsibilities; appendices listed in the Table of Contents define procedures and recommended techniques.

2. **Applicability**. This Directive applies to Headquarters USEUCOM, USEUCOM Component Commands, USEUCOM Joint Task Forces and Joint Force Functional Components that have been in continuous operation for over 120 days, and to Active, Reserve, and National Guard forces that deploy to the USEUCOM area of responsibility for participation in events in the USEUCOM Training and Exercise Program.

3. **Authority**. The authority of combatant commanders and military departments for the training of forces derives from Title 10 of United States Code (USC).

a. 10 USC §164(c) outlines the authority of combatant commanders and includes among these "giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics."

b. 10 USC §165(b) covers the Services and states, "subject to the authority, direction, and control of the Secretary of Defense and subject to the authority of commanders of the combatant commands under section 164(c) of this title, the Secretary of a Military Department is responsible for the administration and support of forces assigned by him to a combatant command." The individual Service sections in Title 10 USC establish additional Service training responsibilities. Specifically, 10 USC §3013(b), §5013(b), and §8013(b) task the Secretaries with recruiting, organizing, training, and equipping the forces assigned to the combatant commands.

4. **Internal Control Systems**. This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program.

5. **Suggested Improvements**. Provide comments and suggestions to this Directive in writing to HQ USEUCOM/ECJ37, Unit 30400, Box 1000, APO AE 09131 or to ECJ37.PG@eucom.mil or ECJ37.PG@eucom.smil.mil.

This Directive supersedes, ED 55-29, dated 14 Dec 98

6. **References**. See Appendix Z.

7. **Explanation of Terms**.

a. Commander, USEUCOM, refers to the office and individual who is the Commander, U.S. European Command.

b. USEUCOM refers to the U.S. European Command to include all assigned and subordinate headquarters and forces.

c. Headquarters, USEUCOM (HQ USEUCOM) refers to the headquarters staff of the Commander, USEUCOM, at Patch Barracks, Germany, and other locations.

d. The USEUCOM Training and Exercise Program includes training and education of individuals, staff elements, entire staffs, and units, by using all available methods, modes, and means of training and sequenced programs of pre-and post-exercise training support for the following training events.

(1) All joint and combined exercises directed by the Chairman of the Joint Chiefs of Staff (CJCS) and executing within the area of responsibility (AOR) of the Commander, USEUCOM;

(2) All joint and combined exercises, seminars, and academic training sponsored or scheduled by the Commander, USEUCOM;

(3) All exercises and training activities involving USEUCOM forces deployed by the Commander, USEUCOM in support of another Unified Commander;

(4) All exercises and training activities involving USEUCOM forces and the military forces of another nation;

(5) All exercises and training activities involving U.S. forces and the military forces of another nation in the AOR of the Commander, USEUCOM;

(6) All exercises and training activities involving U.S. forces and NATO military commands in the AOR of the Commander, USEUCOM;

(7) All joint and combined education programs conducted with U.S. forces among the training audiences in the AOR of the Commander, USEUCOM.

e. Joint training is military training based on joint doctrine or joint tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic and operational requirements deemed necessary by combatant commanders to execute their assigned missions. Joint training involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces or joint staffs or both; and is conducted using joint doctrine or joint tactics, techniques, and procedures.

f. A joint exercise is joint military maneuver, simulated wartime operation, or other CJCS or combatant commander-designated training event involving planning, preparation, execution,

and evaluation. A joint exercise involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces or joint staffs or both; and is conducted using joint doctrine or joint tactics, techniques, and procedures.

g. The USEUCOM Joint Training Plan (JTP) is a plan developed and updated annually to define the strategy for training joint forces, and joint operations headquarters, and senior warfighting commanders (training audiences) in joint doctrine, tactics, techniques, and procedures to accomplish the mission requirements over the selected training period. Specifically, the plan identifies training audiences, joint training objectives, required training resources, and training events comprising the USEUCOM Joint Training Schedule. The USEUCOM JTP is recorded in Joint Training Information Management System (JTIMS).

h. The USEUCOM Joint Training Schedule is the resource-constrained program of theater training events developed and updated annually. The USEUCOM Joint Training Schedule integrates joint training events in the USEUCOM Training and Exercise Program that meet training objectives in the joint training plans and, in addition, selected combined training events that meet both component training objectives and the security cooperation objectives of the Commander, USEUCOM. The USEUCOM Joint Training Schedule is recorded in JTIMS. Component managed events that are part of the USEUCOM Training and Exercise Program but are not part of the USEUCOM Joint Training Schedule will also be recorded in JTIMS for scheduling and information purposes; however, the listing of an event in JTIMS does not make that event part of the Joint Training Schedule. Listing service component major training events in JTIMS will assist all in coordinating a complete theater training plan, as well as the deconfliction of Joint Training Schedule events.

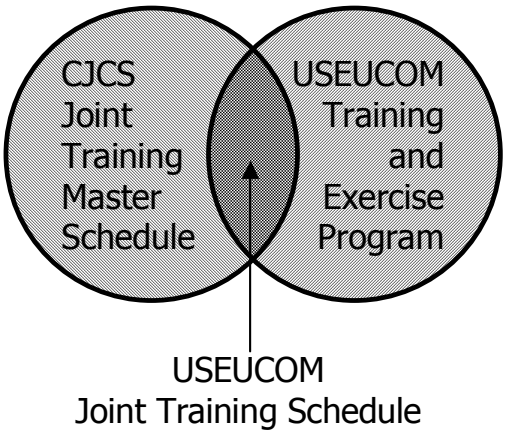


Figure 1, Training Schedule Overlaps

i. The CJCS Joint Training Master Schedule (JTMS) is the annual schedule of the CJCS exercise program training events that integrates the Joint Training Schedules of the combatant commands, Defense Threat Reduction Agency, and the schedule of the CJCS-sponsored

exercises. The schedule includes, as a minimum, exercise summaries for the program year and the following 5 years. Only training events listed in the JTMS are eligible to use certain exercise-specific funds, to include exercise strategic lift funds and service incremental funding for joint training.

j. Joint Force Commander is a general term applied to a combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Not to be confused with US Joint Forces Command (JFCOM).

k. A joint operations headquarters is a headquarters of the commander of a joint force to include HQ USEUCOM as the joint task force commander's headquarters and joint task force headquarters. Commanders of joint functional components may or may not be designated joint force commanders; however, for the purposes of this Directive, the headquarters of joint functional component commanders are considered joint operations headquarters.

l. Senior warfighting commanders are the theater joint force commanders, potential joint force commanders, and Component commanders.

m. The Officer Scheduling the Exercise (OSE) is the commander who originates the training event and orders it to take place. For events on the USEUCOM Joint Training Schedule, the OSE is either CJCS; Commander, USEUCOM; another combatant commander; or a NATO or Host Nation officer. For component command scheduled events on the USEUCOM Training and Exercise Program and not on the Joint Training Schedule, the component commander is the OSE. For NATO and Host Nation scheduled events, the OSE is either a NATO or Host Nation officer. When the OSE is a NATO or Host Nation officer, Commander, USEUCOM, for Joint Training Schedule exercises, or the U.S. Lead Component, for non-Joint Training Schedule events, fulfills OSE responsibilities for U.S. participation. The OSE corresponds to the "Scheduling Command" in the Joint Training Manual.

n. The Officer Conducting the Exercise (OCE) is the commander designated by and responsible to the OSE for all aspects of planning and executing the training event. When the OCE is a NATO or Host Nation officer, the U.S. Lead Component fulfills OCE responsibilities for U.S. participation. The OCE corresponds to the "Sponsoring Command" in the Joint Training Manual.

o. The U.S. Lead Component is the USEUCOM organization (normally a USEUCOM Component) designated in the USEUCOM Training and Exercise Program for providing the OCE for U.S. led training events or fulfilling the OCE responsibilities for U.S. participation in events that are not lead by the U.S.

p. The Exercise or Event Commander is the senior commander of the training audience participating in the exercise and the principle trainer.

q. The Exercise or Event Director is the chief representative of the OSE for the event and ensures the event is conducted to meet all training objectives. If appropriate to the event, the

OCE may nominate to the OSE a Deputy Exercise or Event Director to be the Director's on-site representative.

r. For explanations of other terms see Appendix Y.

8. **Policies**. The USEUCOM training program exists to prepare USEUCOM forces and joint force headquarters to operate successfully. The program trains in-theater forces and senior warfighting commanders, trains and prepares joint operations headquarters, sustains the readiness of global presence and expeditionary forces deployed into the theater, increases coalition and alliance warfighting capabilities, and enhances the ability of U.S. forces to operate with the forces and within the countries across the AOR of the Commander, USEUCOM. The USEUCOM training program will adhere to the following tenets.

a. Commanders train. Training is the commanders' duty. Commanders at all echelons will ensure that their commands are prepared to accomplish assigned missions.

(1) Commanders will establish training objectives and plans, execute and evaluate training events, and assess training proficiency and program effectiveness.

(2) The USEUCOM Inspector General will conduct independent appraisals of selected training events, in accordance with DOD Directive 5106.4 (Reference B), to assist the Commander, USEUCOM, in assessing the overall readiness of participating forces. All portions of events, from planning through execution, commander's evaluation, and lessons learned are subject to appraisal. The Inspector General reports findings to the Commander, USEUCOM.

USEUCOM Joint Training Tenets

- Commanders train
- Focus on the mission
- Train the way we intend to fight
- Use joint and alliance doctrine
- Be efficient in training

b. Focus on the mission. USEUCOM trains to mission-based training objectives derived from mission-essential tasks. Commanders define training objectives based on the assessment of the preparedness of forces and headquarters to perform the tasks essential to accomplish assigned missions. Each event in the USEUCOM Joint Training Schedule is then designed to meet specific training objectives derived from the participating training audiences' joint or service mission essential task lists.

(1) Whenever prudent and consistent with the readiness training objectives of the event, the event will be designed and scheduled to fulfill Theater and Component security cooperation objectives. Events, however, will not be included in the USEUCOM Joint Training Schedule solely to meet security cooperation objectives.

(2) Training event design will exploit opportunities to improve interagency, international and non-governmental agency, coalition, and alliance interoperability and mission capabilities. Training events, however, will not be included in the USEUCOM Joint Training Schedule solely for the training of other nations' forces or headquarters or international headquarters.

(3) USEUCOM training events provide limited opportunities for experimentation with new concepts, equipment, and tactics, techniques and procedures. Unless otherwise directed by the Commander, USEUCOM, events, however, will not be included in the USEUCOM Joint Training Schedule solely to meet experimentation objectives.

c. Train the way we intend to fight. USEUCOM joint training will be as realistic as appropriate to meet training objectives. The training conditions and standards, derived from mission essential tasks, will reflect the physical, military, and civil environments and constraints in which USEUCOM training audiences must be prepared to operate.

(1) Current Commander, USEUCOM, plans and, as possible and prudent, current, real-world scenarios will be employed as a basis for training. Training will be accomplished in appropriate combinations of interagency, alliance, and coalition theater strategic and operational environments, with the involvement of international and non-governmental organizations in the area of operations, and accommodating unique conditions for mission execution at locations within the area of responsibility.

(2) Training resources and training time are limited. The need to train as much of the training audience as possible in a limited number of events generates pressure to grow training events beyond real-world employment plans, resulting in scenarios, forces, or headquarters staffs that do not realistically represent Commander, USEUCOM, plans and operational requirements. The OCE must maintain an appropriate balance so that training artificialities do not obstruct training objectives or create negative learning environments.

d. Use joint and alliance doctrine. USEUCOM will train to approved joint and alliance doctrine. Where the development of doctrine is required, USEUCOM joint training will build upon established joint and alliance doctrine.

e. Be efficient in training. Training resources – funding, transportation, training staff, and available training time (operations tempo and personnel tempo) – are constrained. Accordingly, each training event will be planned and designed to address only required training and, then, to obtain the highest quality results. Joint training builds upon service core competency training; each Component training program must complement and integrate smoothly into the USEUCOM joint training program to reduce duplication of effort and maximize readiness value.

9. <u>Training Concept</u> The USEUCOM training concept focuses on the requirements of the training audiences. The three general categories – training of joint and combined forces, training of joint and combined operations headquarters, and training of senior warfighting commanders – characterize the USEUCOM training audiences.

a. Training Joint and Combined Forces. Joint and combined force training concentrates on the personnel of integral military units accomplishing their primary functions. Preparing the individual and unit skills to perform joint missions is second in priority only to executing these missions.

(1) The foundation of force training is the individual and unit core competency training sponsored and conducted by service components. This training includes both service-specific and

joint forces proficiencies in order to provide the basic skills prerequisite for participation in joint operations. Service components employ the full spectrum of training and evaluation means to accomplish service training. For global presence and expeditionary forces, the majority of this training is performed before forces deploy into the theater. In-theater training is designed to sustain that level of proficiency. Forward-based forces, however, generally must complete the full cycle of service training in-theater.

(2) Multi-service and joint training of USEUCOM forces is conducted in Commander, USEUCOM-sponsored, Component-conducted joint and combined exercises and academic training courses. These training events include a mixture of virtual, live, and constructive (computer-aided) exercises designed to meet training objectives based on the joint and service mission-essential tasks of the forces. The exercise program exploits NATO and Partnership-for-Peace venues, invitations to events hosted by other nations, and U.S. created other multi-national security cooperation opportunities to provide realistic interaction with partner forces, international organizations, and non-governmental organizations. The exercise program necessarily covers a wide spectrum of joint and combined military operations, thus continuous attention is required to ensure a valid mission focus to all training.

b. Training Joint and Combined Operations Headquarters. The goal of joint and combined operations headquarters training is to improve the readiness of the commander and staff of the headquarters to flexibly and rapidly form the task force, execute a variety of specified missions, and, upon meeting the required end state, recover the force. Implicit in this readiness goal is interoperability training – the preparation of the commander and staff to operate effectively with the other headquarters, forces, and agencies that may exist in the operational environments associated with their mission tasking.

(1) In contrast to joint forces, the joint operations headquarters, with the exception of HQ USEUCOM, are crisis establishments that are convened either to train or to execute their mission. A specific joint or combined headquarters is composed of individuals from different services and joint staffs and agencies, from inside and outside the theater. Joint and combined operations headquarters are tailored on activation to a functional composition appropriate to the specific mission and forces assigned. Commander, USEUCOM, has directed the planning and training of the following types of joint operations headquarters.

(a) HQ USEUCOM, as the Joint Force Commander's (JFC) HQ planning and crisis action staffs, with interagency and coalition partners, which are organized for continuous planning and may be organized to perform the functions of a joint task force;

(b) Joint Task Force headquarters (JTF HQ), with interagency and coalition participation, led and organized by USEUCOM Components commands, to perform a range of specified missions;

(c) Joint Forces Functional Component headquarters, led and organized by USEUCOM Component commands with coalition participation. Typical joint functional component headquarters include those of the following commanders:

- Joint Forces Land Component Commander (JFLCC),
- Joint Forces Maritime Component Commander (JFMCC),
- Joint Forces Air Component Commander (JFACC),
- Joint Forces Special Operations Component Commander (JFSOCC).

(2) Efficient joint operations headquarters training will focus on the right individuals – those designated to perform the duty in an actual employment. While real-world events employ only the required staff, training events will provide training opportunities to as many members of the training audience as can be trained. Further, joint operations headquarters training encourages the various headquarters to employ common tactics, techniques, and procedures, in order to maximize interoperability among joint operations headquarters and the transferability of qualifications of trained personnel.

(3) Joint operations headquarters training events are designed to meet the training objectives defined by the respective joint force commanders under Commander, USEUCOM, approved operational scenarios. Each training audience derives its objectives from an annual analysis of their assigned missions, a determination of mission essential tasks that the personnel of the headquarters must be prepared to perform, and an assessment of their readiness to perform these essential tasks. Training objectives are met through a combination of individual and group academic training and virtual, live, and constructive exercises.

c. Training Senior Warfighting Commanders. The senior commanders are their own primary trainers. To help meet their training requirements, the Commander, USEUCOM, schedules senior commanders' seminars supported by training staff, senior mentors, and facilitators. These seminars provide controlled venues for the exchange of views on significant warfighting leadership challenges related to the command's joint mission essential task list.

10. **Responsibilities**.

a. **Commanders at all levels** are responsible for the following tasks:

(1) Conducting individual and collective training to accomplish assigned missions.

(2) Assigning staff responsibilities for joint training.

(3) Approving and forwarding joint mission essential task lists (JMETL) to the next higher commander, as appropriate.

(4) Identifying training audiences, establishing training objectives, and publishing training plans.

(5) Reviewing the design of training events to meet unit training objectives.

(6) Executing training events.

(7) Evaluating training events, accounting for training accomplished, and determining the effectiveness of the training event.

(8) Submitting after actions reports, issues encountered, and lessons learned, in accordance with this directive.

(9) Assessing joint training within their command, both the overall effectiveness of JTP to JMETL and the adequacy of the JMETL mission description.

(10) Identifying and reporting resource shortfalls and the impact to accomplishment of joint training.

b. **The Commander, USEUCOM,** unless otherwise directed by the President or Secretary of Defense, is responsible for the tasks listed in this paragraph. All HQ USEUCOM Directors and Chiefs of special staff offices assist the Commander, USEUCOM, in the execution of these responsibilities. The lead Director or Office Chief is listed in brackets after each task.

(1) Giving authoritative direction to the subordinate commands and forces necessary to carry out missions assigned to the USEUCOM, including authoritative direction over all aspects of joint training. [Office of Primary Responsibility (OPR): ECJ3]

(a) Issuing training guidance. [OPR: ECJ3]

(b) Developing, updating, and publishing annually USEUCOM joint training plans and joint training schedules. [OPR: ECJ3]

(c) Publishing the exercise directive for exercises directed by Commander, USEUCOM. [OPR: ECJ3]

(d) Coordinating and approving forces for training in support of other combatant commanders' requirements. [OPR: ECJ3]

(2) Designating an OPR for joint training. [OPR: ECCS]

(3) Providing a General/Flag Officer to chair the Joint Training Review Board (JTRB) and a secretariat to administer the Board. [OPR: ECCS]

(4) Providing independent evaluation of selected joint training events. [OPR: ECIG, ECJ3]

(5) Conducting annual training program assessments. [OPR: ECJ3]

(6) Developing Commander, USEUCOM JMETL with associated conditions and standards. [OPR: ECJ3]

(7) Providing lead coordinating authority for USEUCOM joint capability requirements through approval of changes to the Commander, USEUCOM's JMETL with associated conditions and standards. [OPR: ECJ5]

(8) Developing training objectives for HQ USEUCOM training audiences through the assessment of their ability to perform joint mission essential tasks. [OPR: ECJ3]

(9) Obtaining political clearance to proceed with proposed training events within Host Nations in the AOR. [OPR: ECJ5]

(10) Acting as the OSE for events on the USEUCOM Joint Training Schedule not scheduled by CJCS or another combatant commander. [OPR: ECCS]

(11) Acting as the OCE for USEUCOM participation in CJCS scheduled events and selected events scheduled by Commander, USEUCOM.[OPR: ECCS]

(12) Coordinating and approving those aspects of administration and support of assigned forces necessary to carry out USEUCOM assigned missions. [OPR: ECJ3]

(13) Validating exercise transportation requirements to USTRANSCOM using the Joint Operation Planning and Execution System (JOPES). [OPR: ECJ3]

(14) Coordinating joint and combined training and exercise planning among USEUCOM Components, reserve forces, NATO, Military Representatives at U.S. Embassies, and other combatant commanders. [OPR: ECJ3]

(15) Ensuring that, whenever undertaking exercises or other activities with the military forces of nations in another combatant commander's area of responsibility, those exercises and activities, and their attendant command relationships, will be mutually agreed among the commanders. [OPR: ECJ3]

(16) Managing exercise-related funding and budgets in support of the Joint Staff. [OPR: ECJ3]

(a) Planning and providing programming data and budget submissions and administering allocated exercise strategic airlift and sealift transportation funds. Authorizing expenditure of funds allocated by the Joint Staff for exercise strategic lift. [OPR: ECJ3]

(b) Planning and providing programming data and budget submissions and administering allocated developing country combined exercise program (DCCEP) funds. [OPR: ECJ3]

(c) Planning and providing programming data and budget submissions and administering allocated exercise-related construction (ERC) funds. [OPR: ECJ4]

(d) Planning and providing programming data and budget submissions and administering allocated humanitarian and civic assistance (HCA) funds. [OPR: ECJ4]

(e) Planning and providing programming data and budget submissions and administering allocated exercise communications funds. Authorizing expenditure of funds allocated by the Joint Staff for joint exercise communications support. [OPR: ECJ6]

[Note: The Services are responsible for the actual administration and support of assigned forces, including control of resources and equipment, internal organization, training, and discipline of assigned forces necessary to carry out assigned missions.]

(17) In coordination with Department of the Army, providing budgetary estimates of funding required for HQ USEUCOM support of CJCS exercises and for the administration and management of CJCS exercise incremental funds allocated to HQ USEUCOM by the Department of the Army.

(18) Establishing and sustaining the USEUCOM Lessons Learned Program. [OPR: ECJ3]

(19) Establishing and sustaining the USEUCOM Remedial Actions Program. [OPR: ECJ3]

(20) Ensuring that officers are designated as functional OPR for the review and tracking of Reports of Observation, Reports of Lesson Learned, and Reports of Issue within each Directorate and Staff Office. [OPR: ECCS]

(21) Maintaining currency of information in the Joint Training Information Management System. [OPR: ECJ3]

(22) Providing participation in the worldwide training and scheduling conferences sponsored by the Joint Staff. [OPR: ECJ3]

c. **Supporting Unified Commanders** are responsible for the following tasks:

(1) Obtaining approval of Commander, USEUCOM for proposals for exercise concepts, exercise force lists, and training objectives prior to discussion with NATO representatives or representatives of nations within the AOR of the Commander, USEUCOM.

(2) Establishing direct liaison with other training event participants and planners after proposals for exercise concepts, exercise force lists, and training objectives are approved.

(3) Identifying requirements for airlift and sealift to HQ USEUCOM.

d. **Component Commanders** are responsible to the Commander, USEUCOM, for the following tasks:

(1) Keeping the Commander, USEUCOM, informed of progress and issues related to joint training.

(a) Raising issues impacting the accomplishment of joint training.

(b) Presenting annual training briefings to the Commander, USEUCOM.

(c) Keeping the Commander, USEUCOM, informed on Component managed training events that are part of the USEUCOM Training and Exercise Program.

(2) Providing a General/Flag Officer member of the JTRB.

(3) Developing operations and maintenance budget requests to support joint training.

(4) Informing the Commander, USEUCOM, of proposals for exercise concepts, exercise force lists, and training objectives resulting from discussion with NATO representatives or representatives of nations within the AOR of the Commander, USEUCOM.

(5) Establishing direct liaison with other training event participants and planners.

(6) Acting as the OSE for component scheduled and managed events in the USEUCOM Joint Training and Exercise Program that are not on the USEUCOM Joint Training Schedule.

(7) Acting as the OCE (or U.S. Lead Component Commander when NATO or a host nation provides the OCE) when designated by the Commander, USEUCOM, in the Joint Training Schedule.

(8) Identifying requirements for airlift and sealift.

(9) Nominating DCCEP projects in accordance with the annual HQ USEUCOM calling message.

(10) Nominating ERC projects in accordance with the annual HQ USEUCOM calling message and completing the engineering design and construction responsibilities for funded projects.

(11) Nominating and executing HCA projects in accordance with 10 USC 401.

e. **Service Component Commanders** are responsible to the Commander, USEUCOM, for the following tasks:

(1) Training in own Service doctrine, tactical methods, and techniques.

(2) Training, as directed, components of other Services in joint operations for which the Service component commander has or may be assigned primary responsibility, or for which the Service component's facilities and capabilities are suitable.

f. **Commanders of standing joint task forces,** to include joint force functional component commanders, that are operational over 120 days are responsible to the Commander, USEUCOM, for the following tasks:

(1) Establishing an internal joint training program.

(2) Complying with the Training Guidance of the Commander, USEUCOM.

(3) Meeting the requirements of this Directive unless specifically exempted.

g. **Military Representatives at U.S. Embassies** (Chiefs of Military Assistance Groups, Offices of Defense Cooperation, or Defense Attachés, as appropriate) are responsible for the following tasks:

(1) Acting as points of contact for exercise planning with foreign government authorities.

(2) Keeping respective embassies informed of exercises scheduled in or in the vicinity of their Host Nation.

h. The **Officer Scheduling the Exercise** is responsible for the following tasks:

(1) Originating training events.

(2) Scheduling the training event in appropriate calendars.

(3) Appointing the Officer Conducting the Exercise.

(4) Appointing the Exercise/Event Director and, if required, the Deputy Director and the Evaluation Team Leader (authority maybe delegated to the OCE).

(5) Approving the design, force lists, and command directives.

(6) Validating funding requirements.

(7) Issuing the exercise/event directive (or guidance).

(8) Ordering the execution of the training event.

(9) Establishing command relationships between the OCE and participating components for planning and execution.

(10) Establishing command relationship for planning between the Lead Component and the NATO or host nation OCE.

i. The **Officer Conducting the Exercise (or Lead Component Commander)** is responsible for the following tasks:

(1) Coordination to ensure the planning, funding, organizing, conducting, evaluating, and reporting of the event. If the Lead Component is unable to resolve issues among the participants by the close of the Mid-Planning Conference, it will refer the issue to HQ USEUCOM for adjudication.

(2) Appointing and providing oversight to the Exercise/Event Commander.

(3) Nominating the Deputy Exercise/Event Director, if required.

(4) When authority is delegated by the OSE, appointing the Exercise/Event Director and, if required, the Deputy Director and the Evaluation Team Leader.

(5) Directing liaison with NATO or Host Nation supported and supporting headquarters, participating Component headquarters and subordinate commands, and U.S. military teams at U.S. Embassies.

(6) Coordinating Distinguished Visitor actions and itineraries with NATO and Host Nation counterparts, to include scheduling, transportation, billeting, and messing.

(7) Submitting required significant military event briefings and notices to HQ USEUCOM.

(8) Exercising tactical control of all U.S. Forces participating in the event for force protection.

(9) Acting in concert with NATO and Host Nation staffs and commanders responsible for the planning and conduct of the exercise to include U.S. force protection and consolidated logistic requirements.

(10) Coordinating with the Exercise/Event Director.

(11) Developing training event objectives.

(12) Ensuring the analysis, evaluation, and reporting of the training.

j. The **Exercise/Event Commander**, for each training event, as the senior commander of the U.S. training audiences participating in the training event, is responsible to the OCE for the following tasks:

(1) Assisting in the development of the training objectives.

(2) Ensuring the development and publication of exercise support plans for U.S. participants, as required, in coordination with Host Nations and other participants.

(3) Ensuring the development, validation, and publication of harmonized force protection plans for all U.S. participants in coordination with Host Nations and other participants in accordance with Reference W.

(4) Providing oversight of the conduct of U.S. training audiences.

(5) Coordinating with the OCE or Lead Component.

k. The **Exercise/Event Director**, appointed as required for a training event, is responsible to the OSE for the following tasks:

(1) Representing the OSE for the training event.

(2) Ensuring the training event is conducted to meet defined training objectives.

(3) Directing the joint exercise control group.

(4) Facilitating the successful accomplishment of the training event.

(5) Supporting analysis, evaluation, and reporting of the training, especially lessons learned to improve future exercise design.

11. **Procedures**. Executive Agent for the USEUCOM Training and Exercise Program is the Director of Operations, HQ USEUCOM, (ECJ3). The OPR for the joint training and exercise program is ECJ37. For additional procedures, see Appendices A through J.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

JOHN B. SYLVESTER
Lieutenant General, USA
Chief of Staff

RICKEY K. WILLIAMS
LTC, USA
Adjutant General

APPENDICES

See Table of Contents

DISTRIBUTION: P+

Director of Readiness and Training
Office of the Secretary of Defense
4000 Defense
Pentagon, Room 1C757
Washington, DC 20301-4000

Central Intelligence Agency
Attn: Office of Military Affairs
Washington, DC 20505

Defense Threat Reduction Agency
Attn: NS
8725 John J. Kingman Road
MSC 6201
Fort Belvoir, Va. 22060-6201

Defense Intelligence Agency
Attn: DAJ
200 MacDill Blvd
Washington, DC 20340-5100

Defense Contract Management Agency
Attn: OCS
6350 Walker Lane
Alexandria, VA 22310

Commander, Defense Logistics Agency Europe
CMR 443, Box 1000
APO AE 09096

Joint Staff (2)
Attn: J7 (JED, JDETD)
7000 Joint Staff
Pentagon, Washington, DC 20318-7000

Joint Forces Staff College
7800 Hampton Blvd
Norfolk, VA 23511-1702

Headquarters, U.S. Joint Forces Command
Attn: J3/5
1562 Mitscher Avenue Suite 200
Norfolk VA 23551-2488

U.S. Joint Forces Command (10)
Joint Warfighting Center
Attn: J7/JWFC, J73, JW300, JW340, JW356,
JW400, JW4000, JW732E, JW1382, JW2038
116 Lake View Parkway, Suite 100
Suffolk, VA 23435-2697

Headquarters, United States Southern Command
Attn: SCJ34
3511 NW 91 Avenue
Miami, FL 33172-1217

Headquarters, U.S. Central Command
Attn: CCJ3-E
7115 South Boundary Blvd
MacDill AFB, FL 33621-5101

Headquarters, U.S. Pacific Command (3)
Attn: J37, J35, J30-E
Camp H. M. Smith, Hawaii 96861-4028

Headquarters, U.S. Special Operations Command
Attn: SOOP
7701 Tampa Point Blvd
MacDill AFB, FL 33621-5323

Headquarters, U.S. Transportation Command
Attn: TCJ3-OP
509 Scott Drive
Scott Air Force Base, IL 62225-5357

Headquarters, U.S. Northern Command
Attn: NCJ7
250 S Peterson Blvd
Peterson AFB CO 80914

Headquarters, U.S. Strategic Command
Attn: J37
901 SAC Blvd, Suite BB16
Offutt AFB NE 68113-6300

Headquarters, Department of the Army
Attn: G3 GE (DAMO-TRC)
450 Army
Pentagon
Washington, DC 20310-0450

Headquarters, National Guard Bureau
Attn: ARO-Y (USEUCOM Operations)
1411 Jefferson Davis Highway
Arlington, VA 22202-3231

Office for the Coordination of Humanitarian Affairs
United Nations
Palais de Nations
CH-1211 Geneva 10

Commander, US Forces Azores
c/o 65th AB Wing
Unit 7710,
APO, AE 09720

Headquarters, Iceland Defense Force (2)
Attn: IDF/J3, IDF/J5
PSC 1003 Box 1
FPO, AE 09728-0301

Commander, Combined Task Force ONW
Northern Watch
APO, AE 09396

Commander, Sixth Fleet
Attn: N7
Unit 50148
FPO, AE 09501-6002

Headquarters, Third Air Force
Attn: A3
Unit 4840 Box 30
APO AE 09459-8501

Headquarters, Sixteenth Air Force
Attn: A3
Unit 6365, Box 125
APO AE 09604-5125

Commander, U.S. Army Southern European Task Force (Airborne)
Attn: AESE-GO
Unit 31401 Box 4
APO AE 09630

Commander, U.S. V Corps
Attn: G3
Unit 29355
APO AE 09014

TABLE OF CONTENTS

[Listings are hyperlinked to the titled sections; click to navigate.]

USEUCOM Training and Exercise Program	
APPENDIX A	Application of the Joint Training System in USEUCOM
APPENDIX B	Program Management
ANNEX 1 to APPENDIX B	Overview of Training Event Types
ANNEX 2 to APPENDIX B	Funding Joint Training and Related Expenses
TAB A to ANNEX 2 to APPENDIX B	CJCS Exercise Strategic Lift Funds
TAB B to ANNEX 2 to APPENDIX B	Combatant Commander Initiatives Fund
TAB C to ANNEX 2 to APPENDIX B	Warsaw Initiative Funds
TAB D to ANNEX 2 to APPENDIX B	Exercise-Related Construction
TAB E to ANNEX 2 to APPENDIX B	Developing Countries Combined Exercise Program
TAB F to ANNEX 2 to APPENDIX B	Bilateral and Regional Cooperative Programs
TAB G to ANNEX 2 to APPENDIX B	Humanitarian and Civic Assistance
APPENDIX C	Commander's Training Guidance
APPENDIX D	Requirements Basis for Joint Training
APPENDIX E	Forecasting Joint Training
APPENDIX F	Planning Joint Training
APPENDIX G	Execution of Joint Training
ANNEX 1 to APPENDIX G	Joint Event Life Cycle – Design Stage
TAB A to ANNEX 1 to APPENDIX G	Exercise/Event Directive Format
ANNEX 2 to APPENDIX G	Joint Event Life Cycle – Planning Stage
ANNEX 3 to APPENDIX G	Joint Event Life Cycle – Preparation Stage
ANNEX 4 to APPENDIX G	Joint Event Life Cycle – Execution Stage
ANNEX 5 to APPENDIX G	Joint Event Life Cycle – Evaluation Stage
TAB A to ANNEX 5 to APPENDIX G	Commander's Event Evaluation Report
TAB B to ANNEX 5 to APPENDIX G	Task Proficiency Observation/Evaluation Form
TAB C to ANNEX 5 to APPENDIX G	Example Summary Report of Event/Operation
TAB D to ANNEX 5 to APPENDIX G	Example Report of Observation
TAB E to ANNEX 5 to APPENDIX G	Example Report of Lesson Learned
TAB F to ANNEX 5 to APPENDIX G	Example Report of Issue
APPENDIX H	Assessment of Joint Training
ANNEX 1 to APPENDIX H	Assessing Training Program Performance
TAB A to ANNEX 1 to APPENDIX H	Training Assessment Plan Example
TAB B to ANNEX 1 to APPENDIX H	Task Proficiency Roll-up Matrix

TAB C to ANNEX 1 to APPENDIX H	Mission Training Assessment Form
TAB D to ANNEX 1 to APPENDIX H	Training Audience Assessment Matrix
ANNEX 2 to APPENDIX H	USEUCOM Center for Lessons Learned
ANNEX 3 to APPENDIX H	USEUCOM Remedial Actions Program
TAB A to ANNEX 3 to APPENDIX H	Issue Tracking Matrix
APPENDIX I	Joint Training Information Management System
APPENDIX J	International Agreements
APPENDIX V	Points of Contact
APPENDIX W	Glossary of Exercise Models and Simulations
APPENDIX X	Glossary of Abbreviations and Acronyms
APPENDIX Y	Explanation of Terms
APPENDIX Z	References
ANNEX 1 TO APPENDIX	Federal Statutes Relevant to Military Exercises

Return to Table of Contents.

APPENDIX A

Application of the Joint Training System in USEUCOM

1. The USEUCOM Training and Exercise Program rides upon a set of activities, which taken together may be called the USEUCOM Joint Training System. This system of processes is based upon the Joint Training System as defined in Joint Training Policy (Reference I) and the Joint Training Manual (Reference N). The governing principle for these processes is to drive training with training objectives that were derived from mission requirements and, then, to assess the operation of the system and feed the results back. The processes of the USEUCOM Joint Training and Exercise Program form a requirements-based, objectives-driven system.

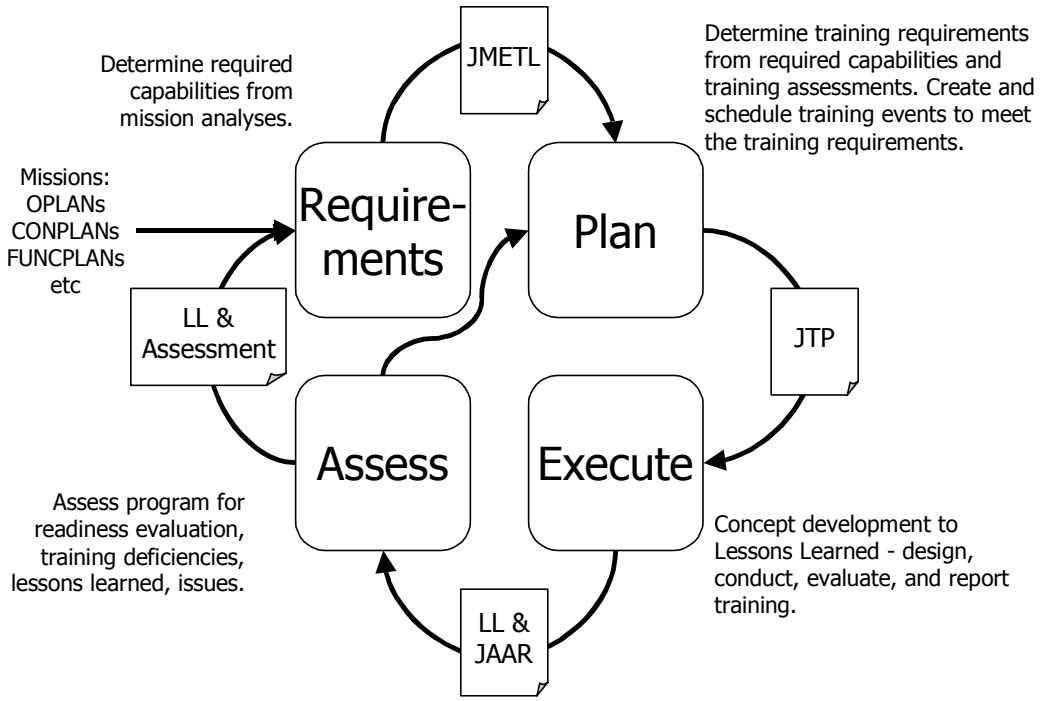


Figure A-1, The Doctrinal Joint Training System Model

2. The doctrinal Joint Training System is a four-phased feedback loop (Figure A-1). The first phase, Requirements, consists of the specification of required operational capabilities identified during the command's deliberate planning process. These required capabilities are expressed in terms of the Universal Joint Task List as a set of tasks, with conditions and standards for performance, in the organization's Joint Mission Essential Task List. The second phase, Planning, derives training requirements by comparing the required capabilities with the commander's assessment of the organization's readiness and applying available modes and methods of training to create a Joint Training Plan. The Joint Training Plan establishes the training objectives for the next training period and the events to meet those requirements. The third phase, Execution, consists of the design, planning, preparation, execution, and evaluation of

the training events. The fourth phase, Assessment, compiles the evaluations of training events; the reports of observations, issues, and lessons learned; and other inputs to produce feedback into both the operational world and the training program.

3. In order to apply the Joint Training System model to the USEUCOM Training and Exercise Program, it was necessary to refine the system related to requirements specification and resource forecasting.

a. The Requirements Phase of the Joint Training System defines the required operational capability, rather than training requirements. An output of the Requirements Phase are the organization's joint mission essential tasks. These capability requirements are a fundamental and necessary input to the training program; however, the requirement definition is not part of the training program. The identification of those capabilities that need training occurs in the planning Phase of the Joint Training System.

b. Creation of the training plan is a long-term forecasting activity to identify, justify, and obtain resources to conduct training in future years followed by near-term training definition to be accomplished in a constrained environment.

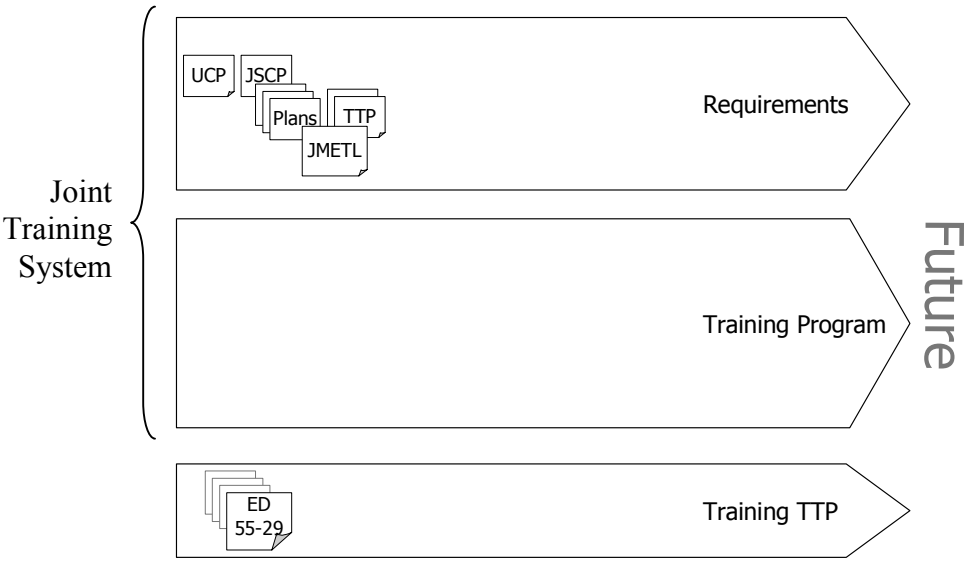


Figure A-2, Training Program Framework

4. Operational capability requirements are the foundation of the training system (at the top of figure A-2). These requirements are articulated through the deliberate planning process and supplemented with operational tactics, techniques, and procedures (TTP). Theater Security Cooperation planning establishes requirements for venues and associations for combined training. Additionally (not shown in the diagram), training guidance; the planning, programming, and budgeting system, and other sources provide programmatic requirements that frame the program.

a. Those elements of the requirements definition process necessary for the joint training program are detailed in Appendix D.

b. The joint training and exercise program, including the training system, and the associated training TTP, is defined in the Joint Training Policy, the Joint Training Manual, and this Directive.

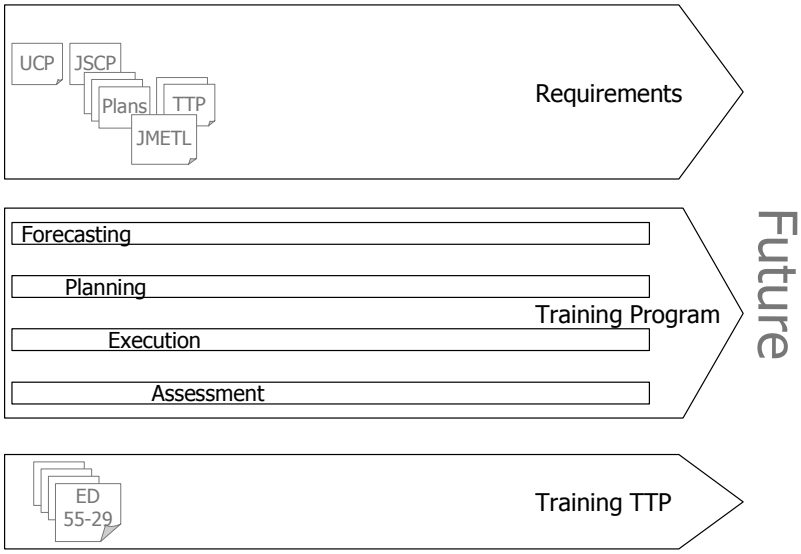


Figure A-3, USEUCOM Training Program in Context

5. In USEUCOM, the Joint Training Program includes four activities, three of which correspond to the planning, execution, and assessment phases of the doctrinal Joint Training System (Figure A-3). The fourth activity is the long-term planning, or forecasting, of potential events and resources. This fourth activity can be seen as an extension of the Planning Phase of the Joint Training System.

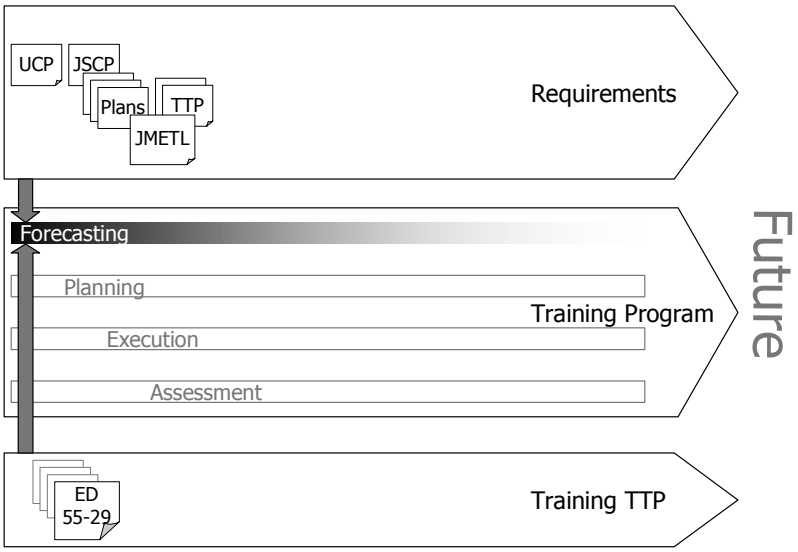


Figure A-4, Forecasting

a. The training and exercise program begins seven or more years in advance of the training event with the forecasting of resource requirements (Figure A-4). This activity is based on analyses of commander's guidance (Appendix C), anticipated force structures and capability requirements, and military judgment. Requirements, for example, for joint command and control, medical operations in Africa, and rapid infiltration with specific force structures, might lead to training events for joint operations HQ, medical deployments, air drops, maritime force offload, etc. Forecasting develops anticipated training requirements so that HQ USEUCOM and Component Commands can program money, trainers, facilities, and other training resources to be available for future training. The actual training scenarios and training objectives are defined much closer to the execution dates. The USEUCOM Training Planning Conference supports forecasting. The long-term theater forecasting activity is detailed in Appendix E.

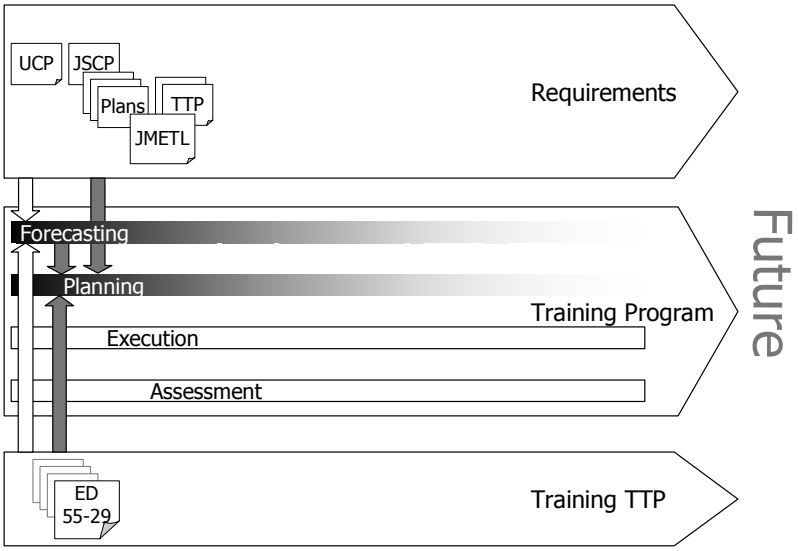


Figure A-5, Planning

b. Approximately three years out (Figure A-5), the Planning activity defines specific training audiences and major training objectives, refines the events, and schedules events in the constrained Joint Training Schedule. The major training objectives are those that are used to justify and shape specific training events. About two years out, the command confirms resourcing, refines event specifications, and sets the schedule. The annual USEUCOM Training Synchronization Conference supports this process, detailed in Appendix F.

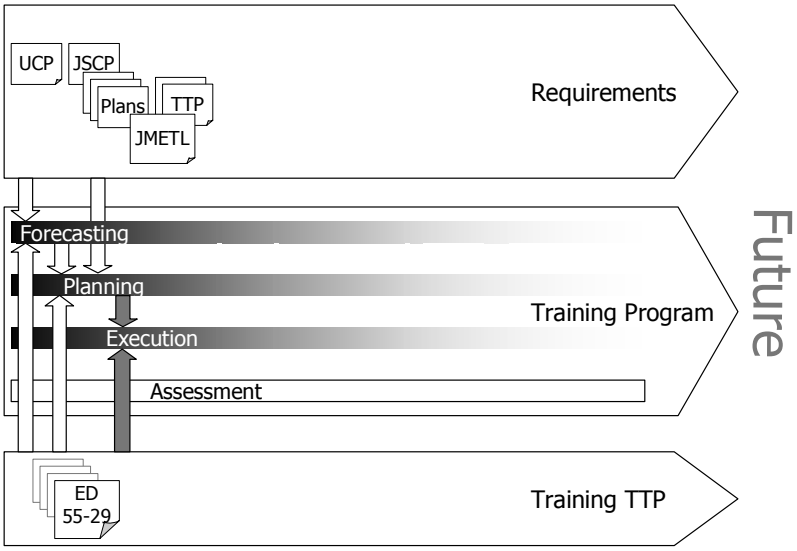


Figure A-6, Execution

c. From 18 to 12 months out through ENDEX +60 days, event planning teams and staffs receive the event specifications, design the events, plan and prepare the training, and conduct and evaluate the event (Figure A-6). While doing so, they collect and report observations, issues, and lessons learned. The event execution activity is detailed in Appendix G.

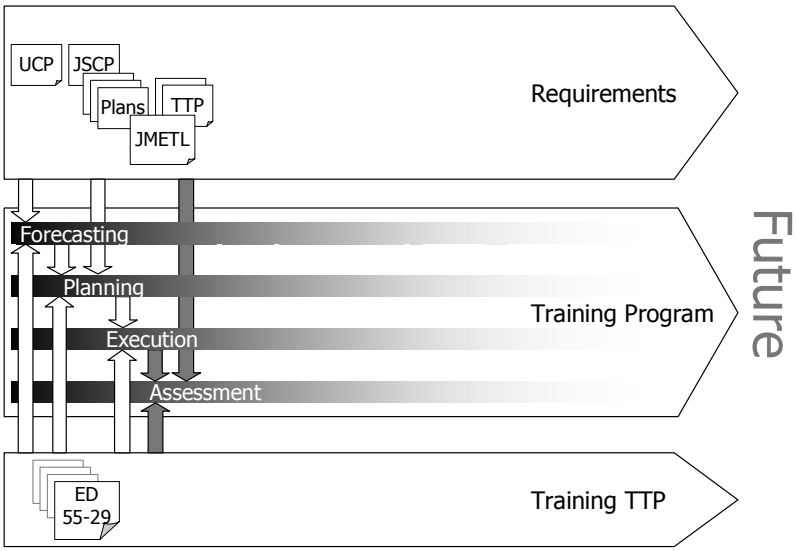


Figure A-7, Assessment

d. Program assessment (Figure A-7) is a continuous activity at multiple levels. Through the USEUCOM Center for Lessons Learned, HQ USEUCOM collects training event evaluations, after action reports from both training and operations, and reports of observations. Annually, HQ USEUCOM combines those reports and other input, for example, Component Commanders' Training Briefings, to assess the accomplishments of the program.

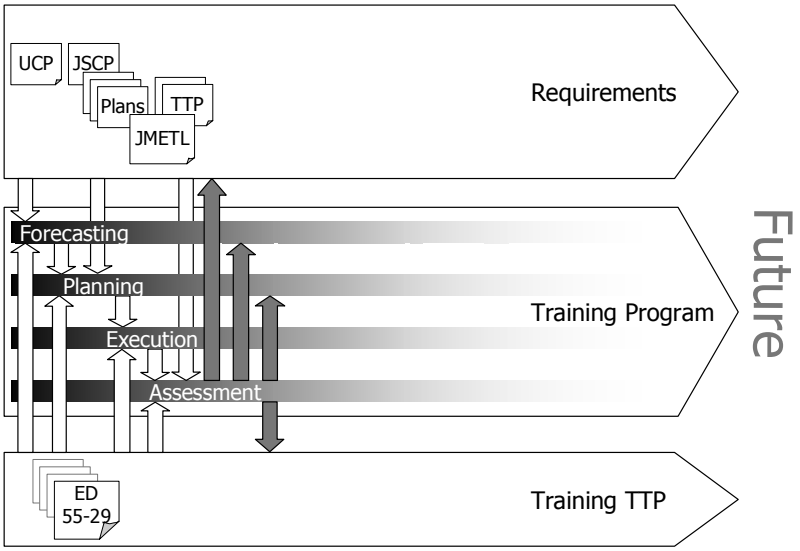


Figure A-8, Feedback

e. Critical to the assessment activity is the insertion of the feedback from training and operations into operational and deliberate planning and into the training program activities. The USEUCOM Center for Lessons Learned directs reports of observation, issue, and lessons learned to the offices of primary responsibility for the subjects addressed, and then tracks each item to closure. Both specific lessons and the overall assessments are used to tune the annual forecasting and planning cycles. These specific lessons are distributed also to the specific training audiences and exercise planners, who continuously fine tune and improve exercise designs and training requirements. The USEUCOM assessment activity is detailed in Appendix H.

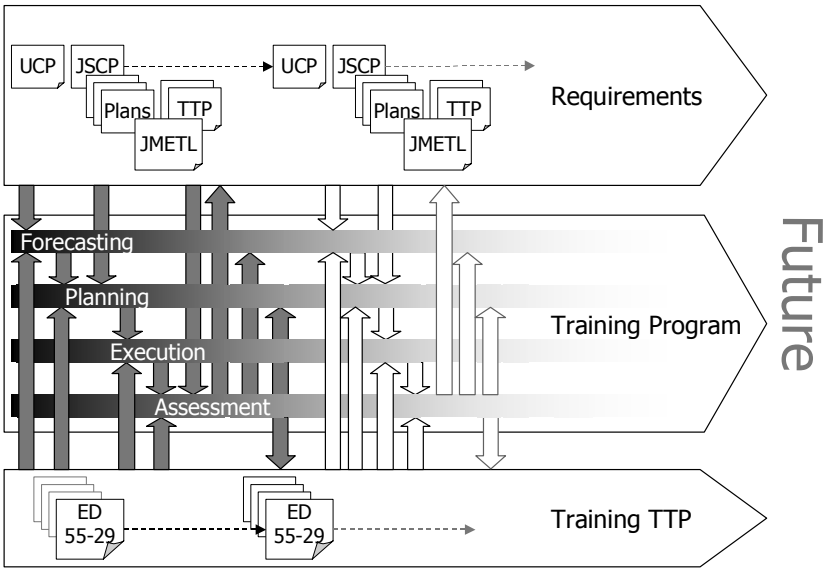


Figure A-9, Iteration

6. The framework for the joint training program is dynamic. The requirements foundation is in flux, sometimes evolving deliberately through review and update of plans, sometimes changing rapidly, with the assignment of new missions and changes to the AOR. Training TTP changes to reflect lessons learned as well as new training options. The training itself must be recurring to train new audience members and refresh members previously trained. Accordingly, the activities of the program are iterative (Figure A-9).

7. The joint training system as implemented in USEUCOM provides structure and discipline to the USEUCOM Training and Exercise Program over its almost one decade long span of interest, continually tuning the program to the theater's training requirements and objectives.

Return to Table of Contents.

APPENDIX B

Program Management

1. **Overview**. The HQ USEUCOM and Component training staffs manage the USEUCOM Training and Exercise Program. Commanders provide program oversight individually through normal command channels and in concert through three levels of quarterly coordination groups at which the Commander, USEUCOM, and all Component Commanders are represented: the Component Commanders' Conference, the Joint Training Review Board, and the Quarterly Training Coordination Meetings. The Component Commander Training Briefings to the Commander, USEUCOM, provide annual venues to focus on each Commander's assessment, perspective, and plans on meeting that Component's joint training requirements. In addition, two annual theater conferences, the USEUCOM Training Planning Conference and the USEUCOM Training Synchronization Conference, craft the near-term and long-term programs.

2. **Annual Joint Training and Exercise Program Management Calendar**. Figure B-1 is an overview of the milestones of the program management calendar. The following table lists important events in the Joint Training and Exercise Program annual calendar.

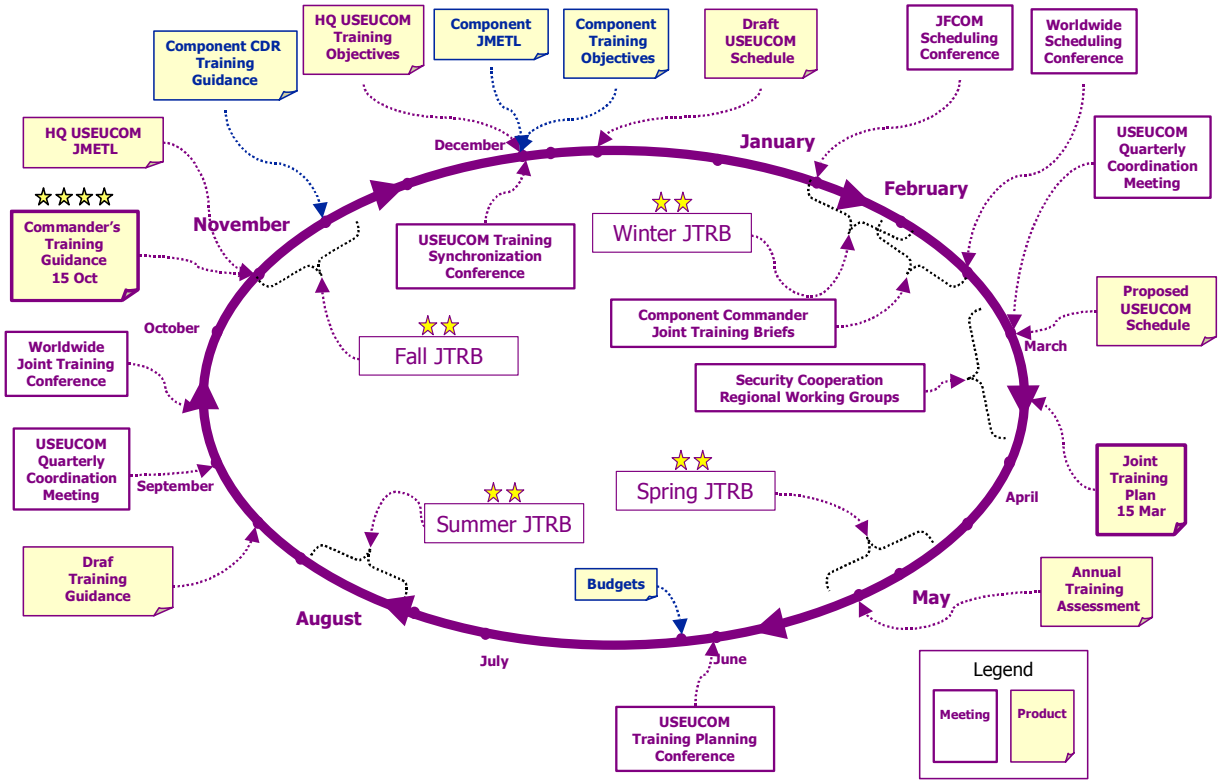


Figure B-1, USEUCOM Training Program Annual Calendar

Date	Action
15 Oct	Publish Commander, USEUCOM, Training Guidance (FY+2 – FY+7) Complete annual review and approval of HQ USEUCOM JMETL Complete annual review of JTF and Joint Functional Component Commanders' JMETLs
Nov	Component Commander's Training Guidance (FY+2 & +3)
1 Dec	Training Audiences and major Training Objectives (FY+2 & +3)
1 Dec	Security Cooperation Objectives (FY+2 & +3)
15 Dec	Complete annual review of Component JMETLs
Mon-Fri of 1st full week in Dec	USEUCOM Training Synchronization Conference, including the Quarterly Coordination Meeting on Monday
30 Dec	Publish draft USEUCOM Joint Training Schedule (FY+2 & +3)
Jan	JFCOM Scheduling Conference (FY+2 & +3)
Jan-Feb	Winter JTRB
Feb	Component Commanders' Training Briefings to Commander, USEUCOM
Feb	Worldwide Scheduling Conference (FY+2 & +3)
Thu of 1st full week in Mar	Quarterly Coordination Meeting
Mar	Security Cooperation Regional Working Groups
15 Mar	USEUCOM Joint Training Plan (FY+2 & +3)
15 Mar	USEUCOM Joint Training Schedule (FY+2 & +3)
15 Mar	USEUCOM Annual Training Program Assessment
May	Spring JTRB
Tue-Thu of 1st full week of Jun	USEUCOM Training Planning Conference (FY +4 to +7), including the Quarterly Coordination Meeting on Tuesday
1 Jul	Submit input to strategic lift budget estimate submission and program objective memorandum input for Joint Staff budget process
Aug	Summer JTRB
1 Sep	Coordinate Draft Commander, USEUCOM, Training Guidance
Thu of 1st full week of Sep	Quarterly Coordination Meeting
Sep	Worldwide Joint Training Conference

a. The chart in Figure B-2 illustrates the coverage of the major products and conferences. The June Planning Conference refines the future plan and adds a year to the JTP produced the previous March.

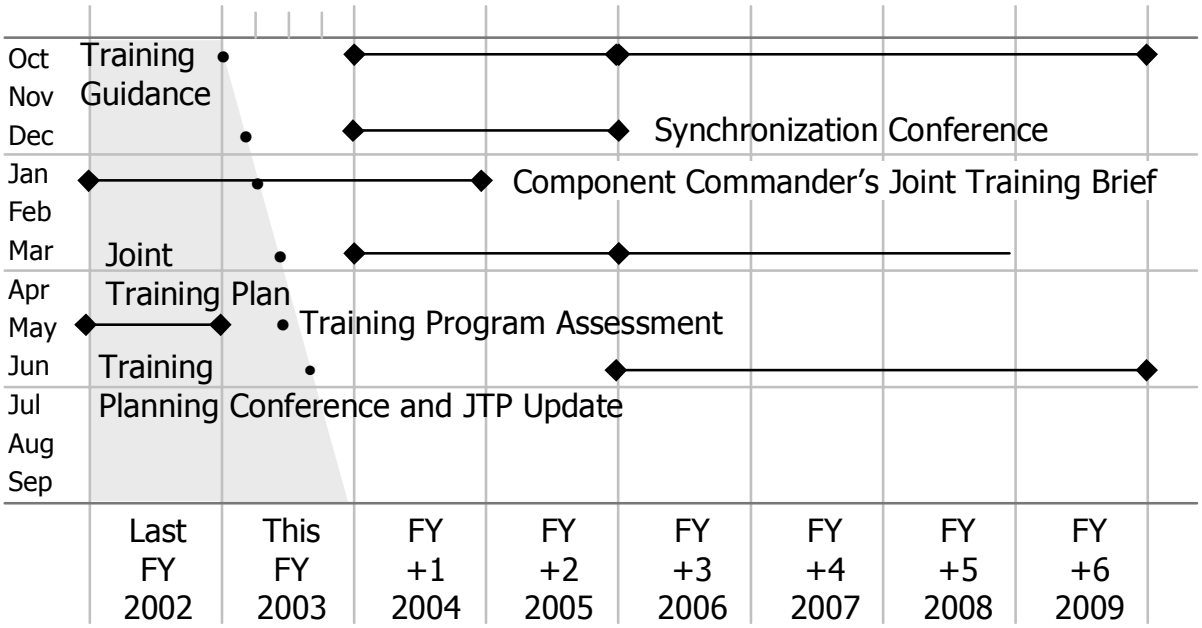


Figure B-2, Annual Training Products

b. Figure B-3 illustrates the links among the periodic meetings and conferences.

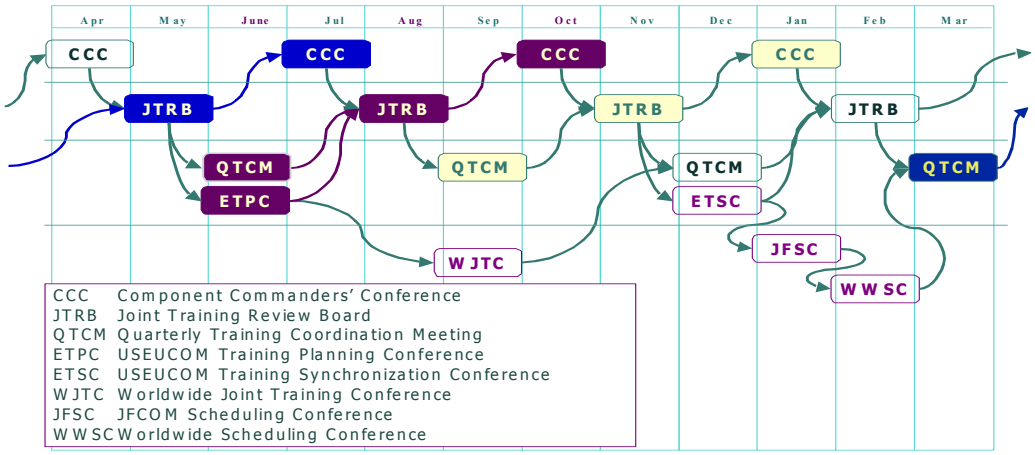


Figure B-3, Joint Training Management Venues

3. **Component Commander Training Briefings**. The Component commanders' annual training briefings to the Commander, USEUCOM, provide scheduled venues for oversight of the USEUCOM joint training program by the theater's senior trainers. At the training briefings, Component commanders provide feedback and recommendations on the effectiveness and efficiency of the program to assist the Commander, USEUCOM, in accomplishing joint training responsibilities. They may also highlight service training accomplishments. At the discretion of the Commander, USEUCOM, commanders of joint task forces also may present annual training briefings.

a. The training briefing covers the Component commander's assessment of the past cycle, appraisal of the current program, plans for the future, Component innovations, and recommendations for the program. The briefing, nominally one-hour long, should be organized into the five parts explained below.

(1) Part I. Assessment of the Joint Training Plan for the fiscal year ending the previous 30 September.

(a) Joint Training Events Scheduled and Events Accomplished

- Was the command able to conduct scheduled training?
- What factors, if any, diminished or precluded event accomplishment?

(b) Joint Training Plan JMETs Assessment

- Did the Component meet the objectives set out in the joint training plan?
- Assess command training proficiency for each JMET as "Trained" (T), "Need Practice" (P), or "Untrained" (U)
- What factors, if any, diminished or precluded training accomplishment?

(c) Joint Training Plan Effectiveness Assessment

- Did the objectives of the joint training plan meet Command and Component readiness requirements?
- Did joint training focus on the right missions and tasks?

(2) Part II. Appraisal of on-going execution of the Joint Training Plan for the fiscal year that began on the previous 1 October.

(a) Specified and implied tasks from the Commander, USEUCOM, Training Guidance

(b) Review of execution of the current plan

(c) Corrections or modifications to the plan that may have been required

(3) Part III. Plans to meet training objectives for the two fiscal years beginning the following 1 October.

(a) Specified and implied tasks from the Commander, USEUCOM, Training Guidance

(b) Synopsis of commander's training guidance to the Component commands

(c) Training JMETs and major training objectives, i.e. those that will justify and shape specific training events

(d) Overview of joint training plan to meet the objectives

(4) Part IV. Command specific training and exercise achievements and issues.

(a) Overview and highlights of Component training accomplishments

- Advances in accomplishment of joint training, to include joint training accomplished in events in addition to the joint training schedule.
- Advances in accomplishment of service training in joint events
- Advances in accomplishment of service training

(b) Component training innovations

(c) Joint and service training issues that impact Commander, USEUCOM, readiness requirements

(5) Part V. Component commander recommendations for improving the USEUCOM training and exercise program and summary remarks.

b. Briefing administration.

(1) Each Component's briefing will be scheduled individually to allow senior leaders to focus on the joint training accomplishments and issues of that Component.

(2) The Component commander and Component staff selected by the Component commander attend for the Component. HQ USEUCOM staff directors or their senior representatives will attend when practical. ECJ3 will record action items and due outs resulting from the briefings and discussions.

(3) The briefings will be conducted at HQ USEUCOM or at other agreed locations.

(4) Not later than 1 December each year, Component commanders should schedule their briefing times and venues, normally for the following February, through ECJ3.

(5) Component commanders will provide an electronic read-ahead copy of their briefing presentation at least four working days before the briefing to ECJ3 for distribution to the USEUCOM command group.

4. **Component Commanders' Conference** (CCC). The quarterly CCC provides a venue for the Commander, USEUCOM, and Component Commanders in concert to consider specific joint training issues.

a. ECJ3 will report the activities of the Joint Training Review Board and the status of joint training at each CCC.

b. Component commanders should address joint training issues in their status reports and may offer issues as CCC agenda items in accordance with CCC procedures.

5. **Joint Training Review Board** (JTRB)

a. The purpose of the JTRB is to advance the quality and effectiveness of both CJCS and Component-led joint training in USEUCOM. To this end, the Board monitors joint training plans, procedures, initiatives, resources, facilities, and other matters pertinent to USEUCOM's joint training program and provides advice to the Commander, USEUCOM, and Component commanders to enhance joint training.

(1) The Board will meet quarterly to address any matters appropriate to its charter. For the quarterly meetings, the following recurring agenda topics can be expected.

(a) Spring (~May)

- Guidance to USEUCOM Training Planning Conference
- Feedback from Component Commander Training Briefings
- Review of proposed assessment of joint training program

(b) Summer (~August)

- Component proposals for inclusion in Commander, USEUCOM, Training Guidance
- Report from USEUCOM Training Planning Conference
- Report on proposed JMETLs

(c) Fall (~November)

- Assessment of joint training execution
- Report from the World-wide Joint Training Conference
- Guidance to USEUCOM Training Synchronization Conference
- Annual Review of JTRB charter and terms of reference

(d) Winter (~February)

- Results of USEUCOM Training Synchronization Conference

- Review Draft USEUCOM Joint Training Plan and USEUCOM Joint Training Schedule

- Initial assessment of joint training program

(2) The Board will maintain oversight of major events on the USEUCOM Joint Training Schedule to include general officer seminars, joint operations headquarters training, and other important events that the Board will select from the Joint Training Schedule. For these events, the lead Component, in coordination with HQ USEUCOM will organize briefings to the JTRB, one in the general time frame of the event CDC to describe the exercise design concept and issues, one post-exercise briefing to cover the training accomplishments, lessons learned, and issues encountered, and, if appropriate, major issue briefings between the other two. Lead Components will schedule these briefings as JTRB agenda items at appropriate meetings.

(3) ECJ3, on behalf of the Board, will report the Board's assessment of the status and direction of joint training and its advice on significant joint training issues to each Component Commanders' Conference.

(4) The Board draws on the expertise of its members and other sources to provide advice and make recommendations to the Commander, USEUCOM, and the Component commanders. HQ USEUCOM and Component staffs provide research support for the JTRB as directed by the members. On concurrence of the members, the JTRB is authorized to establish temporary joint working groups to investigate specific issues outside the routine capabilities or capacities of the staffs.

(5) The Board will seek consensus in its recommendations; however, when consensus is not achieved, the Board will report majority and minority views.

(6) The Board will develop annual proposals for the Commander, USEUCOM, Training Guidance.

(7) The Board will review the draft Joint Training Plan and Joint Training Schedule prior to their presentation for approval by the Commander, USEUCOM.

b. The Board consists of a General/Flag Officer from each USEUCOM Component, appointed by the respective Component commander. HQ USEUCOM will provide a General/Flag Officer to chair the Board.

c. Administrative Provisions.

(1) The Board will meet at HQ USEUCOM, at a Component command HQ, at another location, or via video teleconferencing, as may be agreed. Hosting commands will provide routine meeting support. Members will bear travel costs for themselves and their attendant staff.

(2) The Board may visit sites as it determines necessary to meet its responsibilities.

(3) The USEUCOM Director of Operations will provide a Secretariat for the JTRB and will convene meetings, publish agendas, and record proceedings, as appropriate.

d. The charter of the JTRB remains in effect until revised or rescinded. The JTRB reviews its charter and terms of reference at the first meeting of each fiscal year and recommends necessary changes to the Deputy Commander, USEUCOM.

6. **Quarterly Joint Training Coordination Meeting (QTCM)**.

a. The purpose of the quarterly joint training coordination meeting is to enhance the coordination of the joint training and exercise program execution and to support the resolution of current issues. Specifically, the meetings address the following topics.

(1) Updating status of the on-going program for the following 12 months of exercises and training.

(2) Coordinating direction and support among the Components and HQ USEUCOM for the following 12 months of exercises and training.

(3) Identifying and coordinating the response to joint training and exercise program issues.

(4) Reviewing tasks identified by the JTRB and supporting a coordinated response.

(5) Identifying issues for consideration by the JTRB.

b. The participants in quarterly joint training coordination meetings are the Component chiefs of exercises and training, ECJ37 and appropriate supporting staff. ECJ37 will convene and chair the meetings, publish agendas, and record action items.

c. Meetings will be scheduled to occur between JTRB meetings (see Figure B-3). The summer and winter meetings will be scheduled on the first day of the annual USEUCOM training conferences. The meetings will be conducted at HQ USEUCOM unless otherwise agreed among the participants. Table B-1 outlines the planning dates for the quarterly meetings and the training conferences.

Quarter	Meeting	Nominal Date
1st	QTCM + ETSC (5 days)	Mon-Fri, 1st Mon in Dec
2nd	QTCM (1 day)	Thu, after 1st Mon in Mar
3rd	QTCM + ETPC (3 days)	Tue-Thu, after 1st Mon in Jun
4th	QTCM (1 day)	Thu, after 1st Mon in Sep

Table B-1, Planning Schedule for Training Coordination Meetings and Training Conferences

7. **USEUCOM Training Planning Conference (ETPC)**. The training planning conference applies Commander, USEUCOM, Training Guidance, recurring readiness capability training requirements, training program assessments, and long-term theater security cooperation

objectives to produce for JTRB review and Commander, USEUCOM, approval, an unconstrained forecast of training and exercise requirements for the fiscal years three to six years in the future. These requirements are used by the Joint Staff, HQ USEUCOM, supporting unified commands and Agencies, and Components to program future resources for joint training and exercises. The training planning conference is discussed further in Appendix E.

8. **USEUCOM Training Synchronization Conference (ETSC)**. The training synchronization conference applies Commander, USEUCOM, Training Guidance, the training program assessment, readiness training objectives, near-term theater security cooperation objectives, training resource constraints, and other programmatic objectives to propose resource-constrained USEUCOM Joint Training Schedules for the fiscal year beginning in the following October and for the following year. After JTRB review and worldwide force and resource deconfliction, ECJ37 submits these schedules for Commander, USEUCOM, approval. The training synchronization conference is discussed further in Appendix F.

9. Figure B-4 illustrates the relationships between the Joint Training Plan and the two training conferences. It covers some of the same data as Figure B-2, but emphasizing that the USEUCOM Training and Exercise Program is a rolling program that is refined annually in the two training conferences.

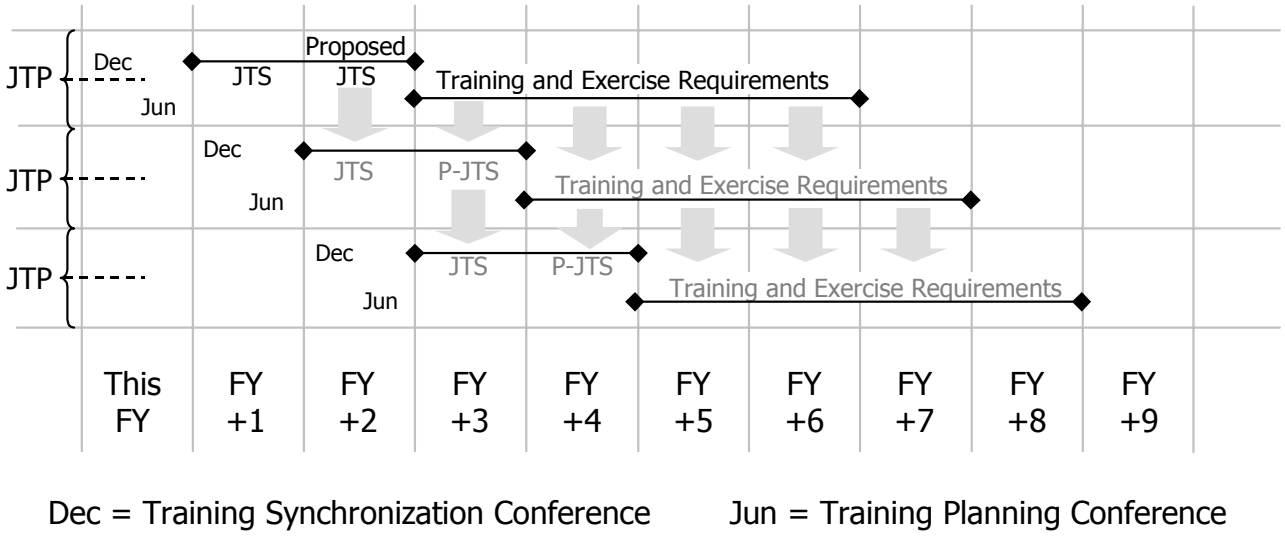


Figure B-4. Training Conference Scope of Interest

10. **Management of Issues.** Each of the program management forums will, in the course of its activity, identify tasks to be completed by individual or concerted staff action.

a. ECJ37 will maintain a listing of program management tasks.

(1) The list of current (open) tasks and the archive of closed tasks will be accessible to HQ USEUCOM and Component staffs through a SIPRNET web site.

(2) Tasks definition will include the following information

(a) Short title

(b) Tasking source

(c) Description of the issue

(d) Description of end state desired by the tasking source

(e) OPR for action, to include point of contact details

(f) Suspense for closure

(g) Status

b. Action items may be addressed as joint actions, HQ USEUCOM staff actions, multi-component staff actions, or single component staff actions. Each program management task will be converted to the appropriate staff action when assigned to an OPR. The development, coordination, staffing, and approval of the action will be in accordance with the staff procedures applicable to the category of action and the OPR.

c. Each OPR will update the status of assigned actions to ECJ37 at least at the following milestones.

(1) Upon assignment, to acknowledge the task.

(2) Upon significant redirection, redefinition, or delay of the task.

(3) Upon completion, supersession, or deletion of the task.

(4) Upon suspense for closure if not complete.

Return to Table of Contents.

ANNEX 1 to APPENDIX B

Overview of Training Event Types

Training events on the USEUCOM joint training program employ both academic and exercise methods and a variety of modes including individual on-line training, course work, seminars, field training exercises, command post exercises, etc. Event designers will often use a mix of training methods and modes to meet the training objectives. Additionally, events in the program may be categorized into a number of event types as illustrated in the following table.

Event Type	Purpose	OSE	OCE	USEUCOM Lead	U.S. Training Audiences
Chairman's Exercise Program	Coordinated national response	CJCS	CJCS	HQ USEUCOM	National Military Command Center and Unified Command HQ
Joint Operations Headquarters	Theater joint command and control Commander, USEUCOM, plans	Commander, USEUCOM	Commander, USEUCOM, or Component commander	HQ USEUCOM	JFC, JTF, JFFC commander and HQ staffs; with interface to forces in FTX mode
NATO	Treaty commitment NATO operational plans	NATO regional commander	NATO commander	USEUCOM Component commander	U.S. HQ staff and forces committed to NATO plans
Partnership for Peace	Potential coalition interoperability	NATO or PfP commander	NATO or PfP host commander	USEUCOM Component commander	U.S. tactical HQ staff and forces; U.S. joint (combined) HQ staff if JTF slice participates
In the spirit of PfP (Bi- or multi-lateral)	Potential coalition interoperability	Commander, USEUCOM	USEUCOM Component commander	USEUCOM Component commander	U.S. tactical HQ staff and forces; U.S. joint (combined) HQ staff if JTF slice participates
Regional bi-lateral and multi-lateral	USEUCOM plans, potential coalition interoperability, treaty obligations, regional access	USEUCOM or Host Nation commander	USEUCOM Component commander or Host Nation commander	USEUCOM Component commander	U.S. tactical HQ staff and forces; U.S. joint (combined) HQ staff if JTF slice participates
Combined JTF	Training NATO Combined Joint Task Force HQ	NATO commander	NATO Commander	HQ USEUCOM	HQ USEUCOM Staff

Table B-1-1, USEUCOM Training Event Types

Return to Table of Contents.

ANNEX 2 to APPENDIX B

Funding Joint Training and Related Expenses

---

1. This Annex and its Tabs describe the most common exercise funding sources and the associated procedures. Where fund management is covered in another directive, this description is for information only. For funds managed within the USEUCOM Training and Exercise Program, this Directive will provide detailed guidance.

2. Service operations and maintenance (O&M) funding covers the vast majority of costs associated with joint training. Each Service apportions and administers according to its internal procedures; however, the forecasting activity provides needed data to support budget planning. The U.S. OCE or lead component is responsible for the coordination and receipt of all service payments associated with each training event as conceptually agreed at the initial planning conference. The funding agreements for each event will be recorded in the OSE exercise/event directive (or exercise guidance for events not lead by the U.S.). The following guidelines may be used in preparing the event funding plan.

a. As a principle, each training audience or service component participant will fund its proportional part of the event costs. The U.S. lead component, however, will often bear most of the U.S. costs associated with the event, as allowable per Service funding regulations.

b. Unless otherwise agreed, the event lead component will fund communications, supplemental computers, service billeting and messing, for participants and directing staff. For distributed exercises, each participating service component should bear a proportionate share of the costs.

c. Geographically separated training audiences will normally bear their own exercise and support costs.

d. Force protection costs and manpower are borne by the participating commands commensurate with the individual component force protection requirements as validated in the OCE/Lead Component Force Protection Plan. Coordination with and funding for required host nation support is an OCE/Lead component responsibility.

3. "CJCS Incremental Funding" is actually a part of each Service's O&M funds that is fenced for use to defray incremental costs associated with joint training. Each Service apportions and administers "incremental funding" according to its internal procedures; however, these fenced funds can be expended only in support of events listed in the Joint Staff's JTMS. Components who wish to use "incremental funding" for a USEUCOM event must ensure the event meets the criteria for inclusion in the USEUCOM Joint Training Schedule.

4. Title 10 USC §166 requires SECDEF to include in the annual budget of the Department of Defense a separate budget proposal for activities of the combatant commands, as SECDEF, after consultation with CJCS, determines to be appropriate for inclusion. Activities of a combatant

command for which funding may be requested include joint exercises, force training, contingencies, and selected operations.

5. Other funding sources are discussed in the following tabs.

TAB A CJCS Exercise Strategic Lift Funds

TAB B Combatant Commander Initiatives Fund

TAB C Warsaw Initiative Funds

TAB D Exercise Related Construction

TAB E Developing Countries Combined Exercise Program

TAB F Bilateral and Regional Cooperative Programs

TAB G Humanitarian and Civic Assistance

Return to Table of Contents.

TAB A to ANNEX 2 to APPENDIX B

CJCS Exercise Strategic Lift Funds

---

1. The Joint Staff, J7, Joint Doctrine, Education, and Training Division, is the office of primary responsibility for exercise transportation funding to include airlift, sealift, port handling (PH) and inland transportation (IT). Within USEUCOM, ECJ37 is the office of primary responsibility for the management of exercise strategic airlift and sealift funding. PH and IT are managed through the Services.

2. Planning. The Joint Staff and TRANSCOM provide HQ USEUCOM estimates of future resource availability during the Worldwide Training Conference in September each year. These estimates allow HQ USEUCOM to conduct initial planning for future years and to continue to refine near-term years in final coordination. The Joint Staff requires airlift and sealift planning figures for six years beyond the current budget year to support the planning phase of the PPBS. USEUCOM derives airlift and sealift requirements for the next two fiscal years in detail at the December USEUCOM Training Synchronization Conferences. USEUCOM bases requirements for the out years on the results of the USEUCOM Training Planning Conferences each June and historical requirements. The requirements are recorded in JTIMS for extraction by the Joint Staff. The Joint Staff may require summary information in parallel in spreadsheet form.

3. Programming. The Joint Staff publishes annual transportation cost planning factors (per airlift hour and steaming day) using inflation factors contained in OSD's POM Guidance. USEUCOM uses these factors in the Exercise Stratlift Planning Data Base and the Joint Staff embeds them into JTIMS. The factors are applied to the requirements in JTIMS for airlift and sealift which, together with PH and IT estimates provided by the Services, serve as the foundation for the CJCS POM submission. The POM submission is reviewed during the summer months, with the Joint Staff program manager typically addressing requirements, shortfalls, and their impact to various levels of leadership as required. Any adjustments to program funding made by OSD are then transmitted through a program decision memorandum normally in the first quarter of the fiscal year.

4. Budgeting. Typically, not all transportation requirements identified in the POM submission are funded. Consequently, the Joint Staff applies resource constraints to combatant command transportation requirements and issues specific funding targets to HQ USEUCOM and the other combatant commands (airlift and sealift) and to the Services (PH and IT). Budget year funding targets are usually released in early July. USEUCOM will apply any adjustments to the current program dynamically, in coordination with the components, and will apply the adjustments to the up-coming two years' programs at the Training Synchronization Conference. All adjustments will be recorded in JTIMS, reflecting funded and unfunded requirements. HQ USEUCOM will provide the Joint Staff a separate spending plan by exercise, reflecting both funded and unfunded requirements by airframe hours (C-5, C-141, C-130, C-17, commercial contract) and sealift platform steaming days (RO/RO, FSS, LMSR, and Other). These resource-constrained, updated requirements form the basis for the budget estimate submission to OSD in September. Program adjustments (whether increases or decreases) result in changes to combatant command and

Service spending targets, requiring further revision to spending plans. This revised program becomes the basis for the President's Budget Submission to Congress in January.

5. Execution. The Joint Staff confirms final combatant command and Service transportation spending targets for the execution year, once Congress enacts the appropriation. Several items specific to program execution merit attention:

a. Monitoring execution. HQ USEUCOM and Component planners will ensure that training events remain within allocated exercise Stratlift budgets and will immediately report deviations to planned movements to the HQ USEUCOM exercise Stratlift manager. In particular, planners will be alert to unauthorized growth in lift loads and changes of transport means to more expensive platforms. The HQ USEUCOM event action officer, through the validation of movements, may approve minor changes within the allocated budget when proposed by the Components. More significant changes will be elevated for approval.

b. Realignment of Funds. Excess funds resulting from the cancellation or downscaling of an exercise revert to Joint Staff control. These funds are then used to offset execution year program funding reductions or are reallocated to other high-priority requirements. The affected combatant command or Service may request to internally realign the funds to unfunded requirements.

c. Distribution of Funds. Transportation funds are distributed from the Joint Staff to AMC for airlift, MSC for sealift, and the Services for PH and IT. An exception to this distribution of funds is the commercial ticketing program (CTP).

6. The CTP provides a mechanism for individual commercial air travel during exercise execution in circumstances where military airlift or commercial air charter is not efficient or economical.

a. Once HQ USEUCOM validates a TPFDD to USTRANSCOM and AMC recommends exercise participants travel via commercial ticketing, USTRANSCOM will coordinate the commercial ticket decision with HQ USEUCOM. This coordination will focus on whether the HQ USEUCOM endorses commercial ticketing, as well as whether units should be approved for one-way or round-trip tickets. Once CTP is approved, USTRANSCOM releases an authorization message. HQ USEUCOM will retransmit the CTP authorization message to appropriate commands for action. Any modification to an authorization message to increase the amount of CTP funding for an event must be directed to USTRANSCOM (TCJ3-OD) through the HQ USEUCOM. The CTP authorization message includes:

(1) The number of passengers by unit line number (ULN) or force module authorized movement under CTP

(2) Unit designation

(3) The ULN's port of embarkation

(4) The ULN's port of debarkation

(5) Whether the ULN is approved for one way or round trip

(6) The Service responsible for CTP funding

(7) The amount authorized

b. CTP Funding. The Joint Staff pre-positions CTP funding with each Service at the beginning of the fiscal year and replenish it as necessary at the beginning of each subsequent quarter. CTP authorizations are ultimately charged back to scheduling combatant commanders from the exercise airlift budget.

7. Commercial Cargo. HQ TRANSCOM is formulating rules for standard use of commercial cargo.

Return to Table of Contents.

TAB B to ANNEX 2 to APPENDIX B

Combatant Commander Initiatives Fund

---

1. The CINC (Combatant Commander) Initiatives Fund (CIF) is a Joint Staff controlled funding source for unforeseen contingency requirements and enhancements to warfighting capabilities outside the normal budget cycle.

2. The primary focus of the CIF is to support unforeseen contingency requirements critical to joint warfighting readiness and national security interests. Authorized activities funded by CIF include force training, contingencies, selected operations, command and control, joint exercises, humanitarian and civil assistance, military education and training to military and related personnel of foreign countries, personnel expenses of defense personnel for bilateral or regional cooperative programs, and force protection. The strongest candidates for approval are initiatives that support command activities and functions, enhance interoperability, and yield high benefit at low cost. Eligible funding categories include joint exercises and force training initiatives. Projects submitted by combatant commands compete on merit for funding from the total authorization, historically $25 million. USEUCOM annual funding has traditionally ranged from under $1 million to over $11 million. Individual USEUCOM projects have ranged from $4,200 to $7 million. Funds must be obligated in the year received. Past projects have supported 10 exercises and the assessment of two real-world operations.

3. Authority. Title 10 USC 166a

4. Reference L. CJCSI 7401.01A

5. OPR. ECCM (Comptroller)

6. Procedures. Components or HQ USEUCOM staff submit projects to ECCM-B or the HQ USEUCOM directorate that will sponsor the project. Project must be staffed through HQ USEUCOM, including review by ECJA and ECCM, for decision to submit by Deputy Commander, USEUCOM. Further details are on the ECCM web site: http://www.eucom.smil.mil/eccm/cifpage/index.htm.

Return to Table of Contents.

TAB C to ANNEX 2 to APPENDIX B

Warsaw Initiative Funds

---

1. The Partnership-for-Peace (PfP) Warsaw Initiative funds a United States bilateral program to advance closer relations and interoperability between NATO and PfP countries. The State Department and DOD cooperatively administer the program; State's portion is provided as Foreign Military Financing; DOD, through the Defense Security Cooperation Agency, administers the remainder.

2. The fund helps build ties through activities stressing Partner interoperability with NATO members. Warsaw Initiative Funds are available to address financial difficulties frustrating participation in PfP and to provide an incentive to governments to commit their own funds, and efforts, to PfP activities. As there is no guarantee of continued Warsaw Initiative Funds (WIF) beyond the current year, a critical policy aim is to assist Partners in ultimately planning, prioritizing, budgeting and funding their own PfP participation. By making funds available for Partner participation, the U.S. aims, *inter alia*, to increase Partner interoperability with NATO via formal PfP exercises and with the U.S. and other regional nations via bilateral ISO exercises. For an event to be eligible for WIF reimbursement, the U.S. must participate in the event in some meaningful manner; however, WIF does not fund U.S. participation. This could range from force integration in an exercise to sending observers to the event. The funds appropriated are one-year funds; and, hence, can be obligated only in the fiscal year for which they are appropriated.

3. Authority. Congress has not provided specific statutory authorization for expenditure of funds provided by Warsaw Initiative activities. Instead, Congress has indicated that existing statutory authorities should be used. While other statutory provisions can be used, the primary statutory authorities used are Title 10 USC §1051 and §2010.

4. OPR. ECJ5-E

5. Procedures. See the ECJ5 web site at http://www.eucom.smil.mil/ecj5 and navigating to Europe and PfP or directly at http://www.eucom.smil.mil/ecj5/j5_europe/pfp.htm.

Return to Table of Contents.

TAB D to ANNEX 2 to APPENDIX B

Exercise-Related Construction

---

1. Exercise-related construction (ERC) provides permanent facilities and infrastructure improvements to support exercises on the CJCS JTMS ERC is defined as unspecified minor military construction projects coordinated or directed by the Chairman of the Joint Chiefs of Staff for construction outside of the continental United States.

2. ERC is designed to benefit U.S. exercise participation by improving exercise effectiveness, enhancing quality of life for participating troops, facilitating resource savings, and providing training opportunities for military engineers. While the construction is required to support a current exercise, further support for future exercises, training, and potential operations is desired. Corollary benefits may accrue to the Host Nation. ERC Project Funds may be used for construction materials, supplies, and services; contract labor; overhead and support; and construction equipment operation and maintenance. USEUCOM ERC allocations average $1.5 million per year. Typical projects are in the $150,000 - $300,000 range. ERC does not cover exercise strategic lift, which must be coordinated in the appropriate Training Synchronization Conference. Sustainment costs or per diem for deployed engineer troops is a Service O&M funding responsibility.

3. Authority. Title 10 USC 2805

4. OPR. ECJ4-Engineer Division

5. Detailed procedures are covered in the Joint Training Manual (Reference N) and CJCSI 4600.01 (Reference K). ECJ4 will publish an annual call for projects by October of each year for the submission of projects in December. ECJ4, ECJ5, and ECJ3 participate in the review and ranking of nominated projects. Projects are submitted to the Joint Staff for approval in April and to Congress for authorization and appropriation in the budget cycle for the upcoming FY. Allocated funds are good for five years, but prompt obligation and execution are expected. USEUCOM components are responsible for project design, construction, and associated logistics support.

Return to Table of Contents.

TAB E to ANNEX 2 to APPENDIX B

Developing Countries Combined Exercise Program

---

1. Developing Countries Combined Exercise Program (DCCEP) pays the incremental expenses that are incurred and consumed by a developing country while participating in a selected multinational exercise. Developing countries are identified from the USAID list of countries eligible for official development assistance. For USEUCOM, this program provides opportunities to reimburse African nations for part of their costs incurred in hosting training activities with U.S. forces. DCCEP funds must be approved annually and support only JCS Exercise Program designated exercises. For exercises, funds may not be expended to defray a developing country's costs unless specifically authorized.

2. Authority. Title 10 USC §2010

3. OPR. ECJ37.

4. Procedures.

a. Incremental expenses are the reasonable and proper costs for goods and services consumed by a developing country as a direct result of participation in the exercise. This includes rations, fuel, training ammunition, and transportation. Pay, allowances and other normal developing country personnel costs are not included.

b. DCCEP money can also be used to pay a developing country costs for a conference room and hotel rooms in connection with an exercise planning conference. Although the conference and hotel rooms are not specifically covered under 2010 (rations, fuel, ammo, transportation) they are a "reasonable and proper cost of the goods and services consumed" by the developing country. Developing country costs of providing a usable conference facility is an "incremental expense," and the service provided by the rooms is "consumed" during the planning conference (i.e., there's no lasting benefit to the developing country at the close of the conference). DCCEP, under the enumerated categories transportation and rations, can also pay for the cost of moving developing country personnel to a conference facility as well as to and from lodging and it could pay for the food they eat while there. An alternative source for conference and hotel costs is 10 USC §1051, the budget for which is managed in parallel to DCCEP. ECJ37 will allocate component and ODC nominations to appropriate budgets.

c. A country can qualify for this program if the exercise participated in meets the following criteria:

(1) The exercise is undertaken primarily to enhance U.S. security interests.

(2) The country supported is considered a developing country.

(3) The developing country's participation is necessary to achieve the fundamental objectives of the exercise and the objectives cannot be achieved unless the U.S. pays the incremental expenses incurred by the country.

d. HQ USEUCOM submits a two-year plan to the Joint Staff annually by 31 March. This plan provides a detailed description of each exercise, the countries in which DCCEP funding is proposed, and the amount of funding requested.

(1) ECJ37 will invite DCCEP nominations from USEUCOM Component Commands and American Embassy Offices of Defense Cooperation (ODC) by message, normally in January. Host nations must provide estimated exercise expenses to the Component or ODC, which in turn provides the expense estimates to HQ ECJ37 for inclusion in the annual two-year plan.

(2) The best guide for estimating future exercise costs is the allowable expenditures from previous exercises.

(3) The Joint Staff, in coordination with OSD, reviews the submitted plans and provides a DCCEP approval notification prior to the beginning of the fiscal year. Once approval is obtained, the Department of the Army, as the HQ USEUCOM executive agent, determines the DCCEP funding level for each fiscal year. HQ USEUCOM apportions the annual DCCEP funds among approved exercise in the plan.

Return to Table of Contents.

TAB F to ANNEX 2 to APPENDIX B

Bilateral and Regional Cooperative Programs

---

1. The bilateral and regional cooperative program funds travel, subsistence, and similar personal expenses for defense personnel of developing countries to go to bilateral, regional conferences, seminars, or similar meetings when it is in the national interest of the United States to do so. Expenses authorized under this authority may be paid only in connection with travel within the USEUCOM area of responsibility. Bilateral and regional cooperative program funds are appropriate for conferences dealing with bilateral training programs. This program is not normally used for meetings associated with a specific exercise, but rather, DCCEP is used.

2. Authority. Title 10 USC §1051.

3. OPR. Proposals related to the USEUCOM Exercise and Training Program will be submitted to ECJ37 in response to the annual calling message, using the procedures for DCCEP in Tab E.

Return to Table of Contents.

TAB G to ANNEX 2 to APPENDIX B

Humanitarian and Civic Assistance

---

1. Humanitarian and Civic Assistance (HCA) is a long-term proactive program in which U.S. military units conduct humanitarian projects while on overseas training and operational deployments. HCA brings together key members of the U.S. and foreign militaries, U.S. Embassy Country Team, Host Nation government agencies, and indigenous civilian organizations to plan and coordinate a multitude of interrelated humanitarian projects. Both active and reserve components of the U.S. Military work with their foreign counterparts on HCA projects. These projects are rudimentary and basic in nature and may involve, for example, basic sanitation facilities; surface transportation systems; construction and repair of public facilities; well drilling; or medical, dental, or veterinary assistance. USEUCOM exercises in various nations of the AOR provide opportunities for meaningful HCA projects.

2. In FY02, HCA funding for USEUCOM was about $1.8 million. Individual projects can be funded up to $300,000. HCA funding covers only incremental expenses, such as costs for consumable materiel, supplies, and services that are necessary to provide the HCA. Funding does not include cost associated with the military operations, which would have been incurred whether or not the HCA was provided.

3. Authority. Title 10 USC 401(a)

4. OPR. ECJ4-ID

5. Procedures. HCA activities are planned and developed on an annual basis. Components, country teams, and action officers, in conjunction with the Host Nation government and U.S. Embassy, generate HCA project nominations. The nominating organization submits the project request directly to the USEUCOM Humanitarian and Civic Assistance Program Manager (HCA PM). The USEUCOM HCA PM formulates a theater plan and submits the plan to OSD through the Humanitarian Assistance Program-Internet application. The regional plans for each project are reviewed by an inter-agency working group and are approved by the Defense Security Cooperation Agency. Further details are at: http://www.eucom.smil.mil/ecj4/misc/hap.htm

Return to Table of Contents.

APPENDIX C

Commander's Training Guidance

1. The training guidance of the Commander, USEUCOM, forms the basis for planning, executing, and assessing joint training in USEUCOM. The training guidance is a concise narrative that typically identifies the commander's joint training intention, desired end state, and the focus and objectives of the USEUCOM joint training plan. It provides guidance with regard to the missions, scenarios, tasks, and capabilities that are to be the focus for the application of resources for joint training.

2. Joint doctrine (Reference N) requires commanders of unified commands to publish training guidance at least every two years and to review the guidance in the years not published. The guidance is to be published not later than 15 October in the years published to allow supporting and subordinate commanders to consider it in their planning in a timely manner.

3. HQ USEUCOM will prepare and staff proposed training guidance annually for consideration by the Commander, USEUCOM, in time to meet the joint doctrine suspense. The guidance will be in the form of a memorandum, addressed to Component commanders, commanders of standing joint task forces, and HQ USEUCOM Chief of Staff for action. Table C-1 outlines the suggested development timeline.

Date	Action
April	Derive feedback relevant to training guidance from Component Commander's Training Briefings.
July	Derive relevant data from annual joint training assessment and Commander's feedback.
August	JTRB discussion and input. Components propose topics for inclusion.
August	Command Group discussion and input. In-progress review with Commander or Deputy Commander.
September	Staff draft proposal.
NLT 1 Oct	Forward staffed proposal for review and approval of the Commander, USEUCOM.

Table C-1, Training Guidance Development Timeline

4. The training guidance of the Commander, USEUCOM, covers a six-year period beginning approximately one year from date of publication (see Table C-2).

a. For the first two years, the proposed guidance will consider real-world mission risk assessments and recent joint training assessments to guide the allocation of budget resources and the design of training events.

b. For the last four years, the proposed guidance will consider required capabilities, transformation, and the forecasting of training resources.

c. Each edition of the training guidance supercedes the previous version with respect to the years covered by both. The guidance will, in general, become more specific as the subject years come closer to the date of publication.

d. For the sake of stability in planning and resourcing training, drafters will strive to keep the proposed guidance within the context of previous guidance unless a deliberate change of direction is intended.

Publication		Period covered
Date	FY	
10 Jan 01*	01	FY02 – 03
17 Dec 01*	02	FY03 – 04
17 Oct 02	03	FY04 – 09
15 Oct 03	04	FY05 – 10
15 Oct 04	05	FY06 – 11

*Published out of cycle

Table C-2
Training Guidance Coverage

5. The format of the training guidance is not prescribed; however, the Joint Training Manual suggests topics to be covered. The style and content of the training guidance will reflect the preferences of the Commander, USEUCOM. The approved training guidance is incorporated in the USEUCOM Joint Training Plan to which it applies. The training guidance should not duplicate this Directive, except for emphasis, change, or as an interim exception. Also, it should not replace other parts of the Joint Training Plan. The following paragraphs list topics for consideration during drafting.

a. Purpose of the memorandum and the intended audience.

b. The Commander's intent on how joint training will support the command mission focus.

c. The Commander's mission focus for joint training.

(1) Guidance on selection of JMETs for training (see Appendix D).

(2) Guidance on force capabilities to be trained.

(3) Guidance on missions for joint operations headquarters and forces training.

d. Desired end state:

(1) Training goals expressed in terms of required capabilities (relating both to JMETL and to force capability requirements).

(2) Training goals in terms of characteristics of training (scenario characteristics, force structures, effectiveness, efficiencies, etc.)

e. Basic training principles that the Commander wishes to emphasize.

f. General and specific guidance on the planning and execution of training, for example:

(1) Linking of specific events or scenarios.

(2) Preferred training strategies for specific goals.

(3) Specific application of lessons learned.

(4) Correction of identified deficiencies.

(5) Guidance and opportunities for joint interoperability training.

(6) Consideration of OPTEMPO or PERSTEMPO.

(7) Guidance on the application of specific resources.

g. Assessment planning guidance, directed event evaluations, special reports required, focus of training program assessment, etc.

h. Training responsibilities and procedures in addition to or in exception to those in this Directive or which the Commander wishes to emphasize.

6. ECJ3 will circulate the proposed training guidance within HQ USEUCOM and to JTRB members. The staffing package should highlight changes in direction from previous guidance for the years covered. As the training guidance has potential implications across the full range of doctrine, operations, training, materiel, leadership development, personnel, and facilities (DOTMLPF), the JTRB members should comment on the feasibility of the proposed guidance.

Return to Table of Contents.

APPENDIX D

Requirements Basis for Joint Training

1. Overview. The USEUCOM Training and Exercise Program is based on mission requirements and driven by objectives. The requirements that form the basis of this program are in Commander, USEUCOM, plans and subordinate supporting plans that define the needed capabilities for forces and headquarters to perform certain tasks to accomplish assigned missions. Components may have additional requirements to train their forces for missions in support of other unified commands, some of which may be addressed in combined events in the program. The comparison of required capabilities with attained capabilities enables the definition of objectives for the training program. Although characterized as Phase I of the Joint Training System, the development of requirements is a continuous planning activity. This Appendix addresses the articulation of requirements in three categories: Readiness, Security Cooperation, and Programmatic Requirements. Subsequent Appendices will cover the derivation of training event objectives from these requirements.

a. Readiness requirements are expressed in terms of required capabilities that organizations must have and, hence, must be supported by doctrine, operations, training, materiel, leadership development, personnel, and facilities (DOTMLPF) solutions, CJCS in his Joint Training Policy directed that combatant commands document their joint training requirements with reference to joint mission essential task lists (JMETL) and use the Universal Joint Task List (UJTL) (Reference O) as the common language. It is important to note that JMETLs document capability requirements, not training requirements. This same language is coming into greater use for all forms of readiness requirements.

b. Commander, USEUCOM, Theater Security Cooperation Plan provides requirements for interaction with nations and international agencies within the AOR.

c. Additionally, the President, SECDEF, CJCS, and the Commander, USEUCOM, as well as Congress through U.S. Code, provide guidance, tasks, and constraints that become programmatic requirements for the training and exercise program.

2. Readiness Requirement Development. JMETLs are the CJCS-direct frame of reference for the definition of readiness requirements upon which training objectives are based.

a. The selection and documentation of tasks, conditions, and standards, as well as the concept of employment of forces, are functions of the combatant commands, their operational joint force commanders, the functional joint force component commanders, and supporting service component commanders. Commander involvement is critical for developing a requirements-based joint training program. Once clear capability requirements are identified, a training program can be developed to ensure forces are trained, exercised, and evaluated in their ability to perform required tasks. Developing a joint training event or scheduling a joint exercise without a link to required military capability, documented in the JMETL, results in uncertainty about the relevance and focus of the training event and likely waste of resources.

b. Joint Mission Essential Task (JMET). A JMET is a joint task, the correct performance of which is essential to the successful accomplishment of a joint commander's mission. The task may be performed by a joint operations headquarters, a Component headquarters, or a support agency. A JMET is comprised of the statement of the task in the language of the UJTL, a statement of the conditions under which the organization must be able to perform the task, and the standards to which the task must be performed. JMETs will identify the staff agency that is the office of primary responsibility for each task.

(1) Joint tasks, their conditions and standards, are derived by mission analysis of the specified and implied tasks in Commander, USEUCOM, and Component deliberate plans and other mission statements. These joint tasks should be identified, expressed in UJTL terms, and catalogued with the plan by the team that develops the plan.

(2) The Commander, USEUCOM, issues planning guidance, called "essentiality criteria", for determining which tasks are essential for mission accomplishment. Planners identify certain joint tasks as Joint Mission Essential Tasks (JMETs) through application of these essentiality criteria.

(3) The JMETs required by a plan normally will be developed during the initial production or the routine review and update of a plan. These plan JMETs become resources for organization JMETLs for the task organizations in the plan. Plan JMETs will be coordinated with Components for evaluation on the DOTMLPF feasibility and implications, normally as part of the coordination of the plan.

(4) On request, ECJ37, with support of JWFC, facilitates workshops of deliberate planners at HQ USEUCOM, Component, and designated JTF HQ levels to train the derivation of tasks, conditions and standards from plans and the application of essentiality criteria.

c. Joint Mission Essential Task List.

(1) The catalog of JMETs (tasks, conditions, and standards) applicable to a given command or headquarters is that organization's JMETL. The JMETL defines those tasks of the organization that are essential to accomplish its assigned missions.

(2) USEUCOM subordinate and supporting commands and agencies develop JMETLs comprised of those tasks essential to support the JMETL of the Commander, USEUCOM.

(3) Within each headquarters, staff organizations identify Supporting JMETs with appropriate detail to support their headquarters JMETL.

(4) To the degree JMETs have already been defined through the analysis of plans and mission documents, organizations can compile their JMETLs and Supporting JMETs by selecting those that apply to the organization. The complete mission analysis of plans and component supporting plans may require several years. In the interim, JMETs will be identified by the analysis of selected plans and mission statements.

(5) Commanders may identify sub-sets of their JMETL and Supporting JMETs for specific purposes, for example for readiness assessment, training focus, or materiel justification. The joint training JMETs, for example, would be those JMETs to be the focus of joint training during a specified time; however, any of the organization's JMETs may be legitimately trained.

(6) Each organization's JMETL and Supporting JMETs should be reviewed whenever the underlying plans are revised to account for new missions, conditions, or standards.

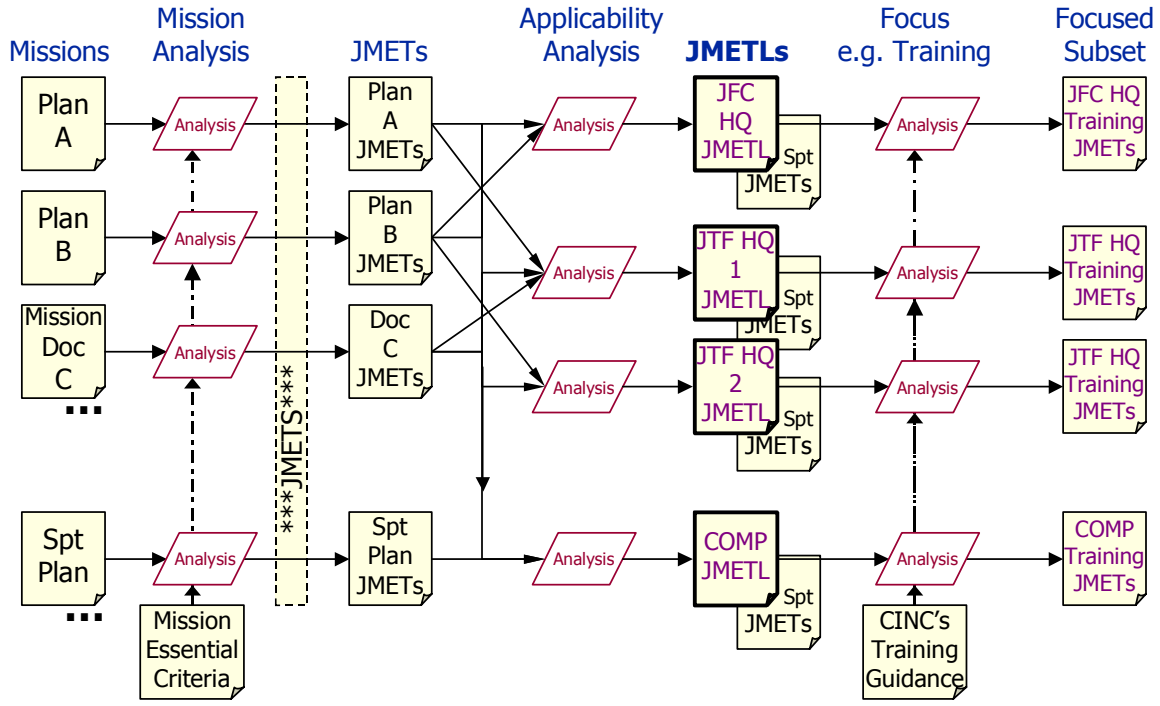


Figure D-1, Overview of JMETL Development and Use

d. Required JMETLs:

(1) HQ USEUCOM will define JMETs with full conditions and standards for operations, concept, and functional plans and other appropriate mission statements as these documents are created or revised.

(2) USEUCOM Components will define JMETs with full conditions and standards for their joint and supporting operations, concept, and functional plans and other appropriate mission statements; these JMETs will be reviewed annually and as these documents are created or revised.

(3) HQ USEUCOM will develop its JMETL, to include its role as the Joint Force Commander's (JFC) HQ, from plan JMETs and other sources as necessary. HQ USEUCOM Directorates and Staff Offices will supplement the JMETL with functionally-specific Supporting

JMETs as required. HQ USEUCOM's JMETL and Supporting JMETs will be reviewed annually by 15 October, but will be updated when required.

(4) Each designated JTF HQ and Joint Functional Component Commander HQ will develop JMETLs and Supporting JMETs, from plan JMETs and other sources as necessary. These JMETLs and Supporting JMETs will be reviewed annually by 15 October, beginning in 2003, and will be updated as required.

(5) Each Component will develop its component JMETL reflecting those tasks that are essential to the accomplishment of the missions, from plan JMETs and other sources, as necessary. Components may identify Supporting JMETs, as appropriate. The Component JMETLs will be reviewed annually by 1 December, but may be updated as required by the Component.

(6) The approving authority for JMETLs in USEUCOM is the Commander, USEUCOM. The approving authority for HQ USEUCOM staff supporting JMETs is the staff Director or Staff Office Chief. Approving authority for Component or Agency Supporting JMETS is determined by the Component or Agency commander.

e. Based on the applicable JMETLs, commanders' guidance, and the assessments of training status, HQ USEUCOM and Component training and exercise managers define specific long-term and short-term readiness training objectives for the June USEUCOM Training Planning Conferences and the December USEUCOM Training Synchronization Conferences, respectively. This subject is addressed further in Appendices E and F.

3. Security Cooperation Requirements Planning. USEUCOM theater security cooperation planning, led by ECJ5, results in a wide variety of defense activities with allies and friendly nations with the objectives of advancing mutual defense and security, building self-defense and coalition capabilities, and affording U.S. forces access for training and military operations. The overall goals are to influence the behavior of potential adversaries, assure allies and friends, and develop the capacity of allies and friends to ensure regional stability. The USEUCOM training and exercise program contributes significantly to all of these goals by conducting combined exercises throughout the AOR. The Theater Security Cooperation Program Strategic Concept provides specific goals, objectives, and priorities that program activity managers translate into requirements appropriate for the exercise program. From these requirements, HQ USEUCOM and Component activity managers will define specific long-term and near-term security cooperation objectives for the June USEUCOM Training Planning Conferences and the December USEUCOM Training Synchronization Conferences, respectively.

4. Articulation of Programmatic Requirements. Programmatic requirements are any of the diverse directions and constraints applicable to the USEUCOM training and exercise program that are issued by proper authorities and are not included in either readiness or security cooperation requirements. These requirements include directions and guidance on budget; operations and personnel utilization tempo; investment; employment of certain training capabilities, resources, or techniques; etc. Sources range through public law, presidential directives, defense policy, and commander's guidance. HQ USEUCOM and Component exercise

and training staffs must recognize and convert these requirements into specific long-term and short-term security cooperation objectives for inclusion into the program.

Return to Table of Contents.

APPENDIX E

Forecasting Joint Training

1. Overview. The transition from capability, security cooperation, and programmatic requirements to a training schedule is a multi-year process of defining objectives, organizing resources, and specifying training events to meet the objectives within the resource constraints. Specific training event objectives are identified by analyzing the requirements of the training audiences – a process that becomes accurate between 12 and 24 months before a training event. The resources to conduct training, however, must be organized up to six years before the event. To manage this dichotomy, the USEUCOM Training and Exercise Program uses a two step forecasting and planning approach. The forecasting step, covered in this Appendix, uses long-term training event objectives to initiate the specification of events and to identify and organize resources. The planning step, covered in the next Appendix, identifies near-term objectives to complete event specification and create resource-constrained training schedules.

2. The forecasting step looks at the period three to seven years ahead. As the USEUCOM Training and Exercise Program is driven by objectives, the first activity is the determination of the long-term training event objectives for that period. The inputs for this activity include the Commander's Training Guidance, anticipated force structures and missions, the Theater Security Cooperation Program Strategic Concept, programmatic requirements from various sources, and feedback from the program assessment on previous training venues, methods, and modes.

a. The Training Guidance will set the direction of the program though the forecasting period. The guidance may highlight missions, training venues, training formats, or training methods to receive special focus during the period. Accordingly, program planners begin the objective derivation process with an analysis of the Training Guidance.

b. Long-term Training Event Objectives may be grouped generally into one of three categories, long-term readiness training objectives, long-term security cooperation objectives, and long-term programmatic objectives.

(1) Long-term Readiness Training Objectives are based on the Training Guidance, mission capability requirements reflected in current mission essential tasks tempered by anticipated changes in mission, the anticipated force structure for the period, and the understanding, based upon experience, on the amount and types of training required meet mission capability requirements with the force structure. The resulting long-term training objectives will identify training audiences at the level of unit type, the type of training required, and the frequency of that training. Often planners will be able to forecast objectives in greater detail. The following are examples of long-term training objectives.

(a) [Example] Designated JTF HQ organization [name] requires training in JTF activation and management of a small-scale contingency operation every two years.

(b) [Example] Designated JTF HQ organization [name] requires training in mobilization, forward deployment, and AOR orientation every two years.

(c) [Example] In-theater airborne forces require an annual brigade-sized air drop event.

(d) [Example] Medical support teams require an annual AOR orientation training event.

(e) [Example] Exercise Maritime Prepositioning Force capability in theater every two years.

(2) Long-term Security Cooperation Objectives derive from the Theater Security Cooperation Program Strategic Concept, coupled with the Training Guidance and the training program assessment feedback. These objectives would include targets for U.S. forces participation in the NATO and Partnership-for-Peace exercise programs and specific targets for combined training with friendly nations throughout the AOR. Because the overall program objectives of advancing mutual defense and security, building self-defense and coalition capabilities, and affording U.S. forces access for training and military operations generally require long-term investment, regional objectives may be bundled into multi-year programs. Part of the derivation of security cooperation objectives is the annual validation of the objectives embedded in the multi-year programs. The following are examples of long-term security cooperation objectives.

(a) [Example] Conduct medical outreach in the nations of Region A annually.

(b) [Example] Improve military range capabilities at MMM Range in Nation B for U.S. Forces employment beginning in FY0X.

(c) [Example] Conduct combined joint training with the forces of Nation C with the following objectives: … .

(3) Long-term Program Objectives can be either targets or constraints on the training program. They may address the overall shape or direction of the program or specific training methods. HQ USEUCOM and Component exercise and training staffs derive the objectives from the variety of sources of programmatic requirements mentioned in Appendix D. The following are examples of long-term program objectives.

(a) [Example] Increase the number of joint training multi-lateral events and reduce the number of single-service, bi-lateral events.

(b) [Example] Overall program size (by a given unit of measure) will not grow though FYX.

(c) [Example] Use of distributed exercises emulating real-world architectures for joint operations headquarters training.

(d) [Example] Reduce USEUCOM-driven In-the-Spirit-Of Partnership-for-Peace exercises with the intent of encouraging NATO aspirants into NATO-conducted exercises.

3. The annual USEUCOM Training Planning Conference – ETPC – in June is the venue for compiling long-term objectives and nominating training events in the four-year period three to six years ahead. As this is an annual rolling program, each conference will validate and update the first three years forecasting and add a new year.

a. Conference participants include representatives of HQ USEUCOM staff, Component staff, CONUS force providers, training resource and support providers, and for selected sessions, NATO military commands, the PfP Coordination Cell staff, and coalition partner liaison offices.

b. In preparation for the conference, command and agency staffs will analyze requirements, force structures, and training program assessments and articulate objectives for the future training and exercise program. Where applicable, they will identify training events in existing series or propose new events in which the objectives could be met.

(1) Components and agencies will nominate those objectives and associated events they wish to include in a future USEUCOM Joint Training Schedule to ECJ37 with information copy to all Component headquarters by two weeks prior to the start of the ETPC.

(2) Component staffs will inform ECJ37 of events managed by USEUCOM Components that will be part of the USEUCOM Training and Exercise Program, but not part of a Joint Training Schedule, by two weeks after the completion of the ETPC and as required thereafter.

c. The two-day ETPC will normally be scheduled following a one-day Quarterly Training Coordination Meeting.

(1) The ETPC starts with context briefings; rules for conducting the conference; a review of the nominated long-term readiness, theater security cooperation, and programmatic objectives; and a description of the required products of the conference.

(2) Following the scene-setting session above, the conference breaks into training and exercise "domain syndicates", for example, joint operations headquarters training, NATO and PfP exercises, Multi-bilateral and Bi-lateral exercises, etc. as announced by ECJ37 calling message. Each syndicate compiles, reviews, and updates applicable objectives for the subject domain and aligns objectives with forecast or proposed training events, noting objectives that could not be accommodated, and drafting initial event specifications commensurate with the state of planning. Time will be scheduled for cross-syndicate discussions, as required.

(3) After the syndicate work, the syndicate leaders will present a summary of the syndicate proposals and issues to the conference in plenary session. The conference will attempt to resolve syndicate-identified issues and will record open issues and action items for future resolution.

(4) Time remaining at the end of the conference will normally be scheduled for "train-the-trainer" information presentations by force providers and supporting agencies.

d. The output of the conference includes several products:

(1) Training event objectives for the period covered by the conference.

(2) Forecast training events for the period covered by the conference.

(3) Initial Training Event Specifications for each forecast training event.

(4) Issues for additional staffing. (See Appendix B, paragraph 10)

4. A complete training event specification includes all of the information that a joint event team will require to design, plan, and conduct an event.

a. Minimum information for an Initial Training Event Specification will include the following:

(1) (Provisional) Event name

(2) Provisional event description, type, method.

(3) Event lead organization; (OSE, OCE, lead component, if available.)

(4) Forecast execution quarter and year.

(5) Forecast event locations

(6) Associated training event objectives.

(7) Initial estimate of associated types of forces

b. ETPC training event specifications will be recorded in JTIMS by ECJ37 within three weeks of completion of the conference.

c. Training event specifications (in JTIMS records) will be updated as required.

5. Based on the long-term training and exercise requirements developed in this forecasting activity supported by the ETPC, command staffs program resources to support and execute the program.

Return to Table of Contents.

APPENDIX F

Planning Joint Training

1. Overview. The planning of Joint Training, which corresponds to Phase II of the Joint Training System, is the second step in forecasting and planning the USEUCOM Training and Exercise Program. It builds upon the first step, described in Appendix E, in which long-term training event objectives were used to forecast training events four to seven years ahead. This second step validated, amplifies, modifies, and constrains the forecast plan for the two years beyond the current execution year. It produces the proposed annual revision of the USEUCOM Joint Training Plan, which includes the Joint Training Schedule with full training event specifications.

2. The planning activity begins with the definition of training event objectives, in this case, near-term objectives related to readiness requirements, security cooperation requirements, and program direction requirements. This planning is a resource-constrained activity; in developing the training and exercise program for the two year period, resource managers affirm that the required resources (O&M funds, transportation funds, special funds, training audience and training support operations and personnel tempo, facilities, communications, etc.) are programmed and expected to be available to execute the training plans.

a. The Training Guidance is the source for the focus for the weight of effort for the training and exercise program and may specify specific mission priorities, training audiences, venues, formats, or methods. Program planners will derive criteria for identifying and ranking near-term training event objectives from the Training Guidance.

b. Near-term Training Event Objectives may be grouped generally into one of three categories, near-term readiness training objectives, near-term security cooperation objectives, and near-term programmatic objectives.

(1) Near-Term Readiness Training Objectives are based on the criteria from the Training Guidance, the JMETL of theater training audiences, and the training status assessments of the commanders of each training audience. Based on the Training Guidance, training planners identify training audiences and missions to be trained. Using focusing criteria from the Training Guidance, training planners extract joint training JMETs for the training audience from the JMETL. Applying the commander's training assessment, training planners then identify the tasks, conditions, and standards from the JMETs that need to be trained. Finally, the training planners rank resulting readiness training objectives to identify the most important to joint mission accomplishment when constraints are applied.

(2) Near-term Security Cooperation Objectives are based on the latest edition of the Theater Security Cooperation Program Strategic Concept, coupled with the Training Guidance and the training program assessment feedback. The combined exercise activity managers in ECJ37, in consultation with the country desk officers in ECJ5, articulate and rank near-term security cooperation objectives related to combined exercises. Similarly, Component security

cooperation program managers articulate and rank near-term security cooperation objectives applicable to their programs. These activities will validate and update the five prior years of objective definition.

(3) Near-term Program Objectives, like long-term program objectives, can be either targets or constraints on the training program. Near-term program objectives apply to the two planning years and tend to be more specific; for example, establishing the budget targets for funding categories or directing a specific scenario, scope, or training method for a given event. At times, the distinction between a program objective and either a readiness training objective or a security cooperation event may not be clear; but in the long run, the distinction is not significant as long as the objective is captured. Program objectives will tend to absolute precedence and may not allow ranking.

3. The annual USEUCOM Training Synchronization Conference – ETSC – in December is the venue for compiling and ranking near-term objectives and identifying training events to meet the objectives to include remaining within resource budgets. The Conference will review, validate, and if necessary modify the training plan for FY+1 that was drafted in the conference the year before and will create the proposed training plan for FY+2.

a. Conference participants include representatives of HQ USEUCOM staff, Component staff, CONUS force providers, training resource and support providers, and for selected sessions, NATO military commands, the PfP staff, and coalition partner liaison offices. Of particular importance is the participation of a team to estimate strategic air and sealift costs of proposed events, sponsored by USTRANSCOM.

b. In preparation for the conference, command and agency staffs will analyze requirements and identify (for FY+2) or validate (for FY+1) their specific training audiences and their near-term training event objectives and correlate those audiences and objectives with specific events that they propose to employ to meet the objectives. Staffs will research and consider training assessments and reports of observation, lessons learned, and issues related to the objectives and events being worked. Staffs may propose previously programmed (forecast) events or new events with a plan to reallocate resources to make the new event feasible. As closely as possible, staffs will identify training resource requirements for the events that they propose, especially transportation requirements, as well as other data for the event specification (see Training Event Specification discussion, below). Components and agencies will nominate those objectives and associated events they wish to include in the USEUCOM Joint Training Schedule to ECJ37 with information copy to all Component headquarters by two weeks prior to the start of the ETSC.

c. The four-day ETSC is normally scheduled following a one-day Quarterly Training Coordination Meeting.

(1) The first half to full day of the ETSC normally is devoted to context briefings, rules for conducting the conference, and overviews of the training event objectives and the planned (FY+1) and previously programmed, but not yet constrained (FY+2) training calendars. It is important to emphasize the required conference products during this session.

(2) Following the scene-setting session above, the conference breaks into training and exercise "domain syndicates", for example, joint operations headquarters training, NATO and PfP exercises, Multi-bilateral and Bi-lateral exercises, etc. as announced by ECJ37 calling message, to review the objectives and events that apply to their domain; an information management and transportation costing cell; and a leader syndicate chaired by ECJ37 with the head of delegation from each Component.

(3) Review of FY+1

(a) Domain syndicates should review FY+1 first, as training planned or lost for that year will impact FY+2. For FY+1, the initial review syndicates will validate the training event objectives and review and update the training event specifications, especially transportation requirements and the linkage of objectives to transportation increments. The syndicate will review proposed modifications to the events, to include substitutions, changes in scope, merging of events, etc., and attempt to maximize effectiveness (fulfillment of objectives) and efficiency (minimizing use of resources). The syndicates will take into account assessments and reports of observations, lessons learned, or issues applicable to the objectives or events in their domain. Transportation requirements will be updated on-line in the conference version of the Exercise Stratlift Planning Data Base[1]. Other changes to other elements of the event specification will be recorded for later entry into JTIMS. As soon as the domain syndicate has completed review of a logical group of events and moves on to another group, it will release the events to the costing cell. The domain syndicate will identify and record issues to be addressed by the leader syndicate.

(b) As soon as practical after a domain syndicate completes review of an event specification and releases it for costing, the costing cell will evaluate/re-evaluate the modes of transportation, routing, and sizes, and using Joint Staff provided cost estimate factors, estimate the costs per load and enter the data in the Exercise Stratlift Planning Data Base. The data base automatically totals transportation costs by event, mode of transportation, and by fiscal year.

(c) The leader syndicate will monitor the domain syndicate work and the cost data in the Exercise Stratlift Planning Data Base; address and, if possible, resolve issues; and ensure that the overall FY+1 program proposal remains within resources. When necessary, the leader syndicate will refer specific objectives and events back to a domain syndicate, with specific guidance, for the syndicate to rework. If large discrepancies exist among objectives, events, and resources, it may be necessary to repeat the cycle until the leader syndicate is satisfied that the conference has done all it can.

(d) The conference should attempt to complete work on FY+1 in one day to leave time for the more complicated planning for FY+2.

---

[1] Syndicates require two large screen displays with networked computers, one for background information, e.g. event objective lists, event "5W" slides, etc. and one for the Exercise Stratlift Planning Data Base. Additionally, they should have a networked computer for corresponding electronically with other syndicates and the costing cell. Currently, JTIMS is not responsive enough for updating during the conference, but it must be available for research.

(4) Review of FY+2

(a) Review of FY+2 will follow the pattern of FY+1, including review of objectives, assessments, the previous year's baseline, and proposed modifications, with the following factors:

- Refined readiness training, security cooperation, and programmatic objectives may not have been circulated before 15 Nov, and may require extra time to validate and assign to appropriate events. Extensive modification of some events may be required to accommodate the refined objectives.

- The previously programmed calendar for FY+2 will not have been cost constrained and may have more events than can be supported.

- Transportation data for the FY+1 baseline may require extensive update. Syndicates may need to convene internal working groups to complete the transportation data development and entry into the Exercise Stratlift Planning Data Base.

(b) Toward the end of the initial review of FY+2 the size of any discrepancy among objectives, events, and funding should become apparent. It may be necessary to iterate the cycle to attain the budget objectives. The leader syndicate must orchestrate the overall program review with the domain syndicates and will attempt to produce a logical program within constraints. If the leader syndicate cannot agree an issue resolution, the chairman will capture the issue for presentation to ECJ3, the HQ USEUCOM staff, to selected component staff, or the JTRB, as appropriate, for resolution.

(5) Conference conclusion. Time permitting, the conference should conclude with a plenary session at which the proposed FY+1 and draft FY+2 joint training schedules are presented to the Director of Operations (ECJ3), the Director of Plans and Policy (ECJ5), and other HQ USEUCOM staff Directors or their representatives.

4. After the conference, ECJ37 will run the required staff actions to attempt to resolve remaining issues. ECJ37 will perform a quality control review of the Exercise Stratlift Planning Data Base and extract transportation summary data and will ensure that the transportation data and other conference revisions are entered into JTIMS by 15 December.

5. In January and February, the proposed plans for FY+1 and FY+2 are coordinated with JFCOM and the worldwide joint training community at JFCOM and worldwide joint training scheduling conferences. The USEUCOM delegation to the JFCOM conference should include representatives of the domain syndicates and each Component, authorized to make decisions to deconflict national resource use. Representation at the worldwide scheduling conference is determined as required.

6. After the worldwide scheduling conference, ECJ37 will update the proposed plans, coordinating significant changes as necessary. ECJ37 will present the plan and any associated issues to the JTRB, normally at the Winter meeting, and, then, will staff the proposed plans for approval of the Commander, USEUCOM, by 15 March. Once approved, changes to an event that

do not materially impact the plan will require coordination with all other participants and changes to the plan, e.g. resource re-allocations, significant date changes, significant changes to objectives, or cancellation of an event will require ECJ3 or higher approval. Whenever possible and appropriate, this approval will be coordinated with the JTRB members.

7. Transportation funding is a primary program constraint, so transportation planning and costing during the preparation of the joint training schedule takes on high importance.

a. Planners will define, as best possible, the equipment and personnel loads and increments associated with each training event and the training objectives that depend on them.

(1) A load is a package of equipment and personnel that should logically travel together, constrained by the limits of the mode of transportation, departure and destination points, and special characteristics of the materiel.

(2) An increment is one or more loads that are required to make a complete logical capability. An increment is an "all or nothing" unit of measure. All of the increment is required to constitute the required capability to accomplish event objectives. For example, doctors and medical equipment may be two or more individual loads, however, in the context of the training event each is useless without the other and, hence, are one increment. Lift resource reductions will normally be executed in increment slices.

(3) Planners will identify which event objectives depend on which increment. This correlation allows visibility into the cost of reducing lift resources in terms of objectives lost.

b. The type of lift used to move increments is based on the operational requirements. When consistent with the requirements, preference will be given to lift in the following order, when feasible and operationally acceptable: overland transport, sealift, theater airlift, commercial airlift, strategic airlift.

c. Airlift costing will use Joint Staff provided cost estimate factors. Unless point of departure or port of arrival constraints or other planning factors dictate otherwise, strategic airlift will assume C-5 aircraft. Costing will assume round trip from the aircraft's original point of departure and allocated to the supported event, unless utilization of all legs can be planned, in which case the costs will be divided among the supported events.

d. Sealift costing will use the costing cell's best judgment. Joint Staff cost factors apply to the use of a complete ship of defined type for a defined number of days. USEUCOM loads rarely require a complete ship.

e. All transportation planning data will be captured in the Exercise Stratlift Planning Data Base, until such time as JTIMS has added transportation estimation functions.

8. The Training Event Specification is all of the information that the training event teams that will design, plan, prepare, execute, and evaluate the training event will need to start the process. Program managers use the same information to manage program support to the training events.

The Training Event Specification contains the following information (information supported by JTIMS indicated by **.)

a. Event Name**
b. Classification and releasability**
c. OSE**
d. OCE**
e. Lead Command**
f. FY**
g. Purpose**
h. Training Audiences**
i. Other Participants**
j. Training Objectives per Training Audience**
k. Security Cooperation Objectives
l. Program Objectives
m. Correlation of Objectives and Lift Increments
n. Event Description**
o. Training Methods and Modes**
p. Evaluation Method
q. Execution Dates**
r. Training Locations**
s. Special funding sources and amounts**
t. Total Stratlift allocation**
u. Lift Increments
v. Lift Loads
    (1) Load definition
        (a) Unit
        (b) Departure Port
        (c) Arrival Port
        (d) Deploy date
        (e) Load description
        (f) Hazardous cargo
        (g) Oversize cargo
        (h) Load size/weight
    (2) Load movement
        (a) Method
        (b) CTP passengers
        (c) CTP ticket cost
        (d) CTP total cost
        (e) Sealift type
        (f) Sealift days
        (g) Sealift cost
        (h) Commercial airlift hours
        (i) Commercial airlift cost
        (j) Government airlift type
        (k) Government airlift cost
w. Cost totals**
    (1) Commercial costs
    (2) Sealift Costs
    (3) Airlift Costs

9. Joint Training Plan.

a. Overview of the Joint Training Plan. The Joint Training Plan (JTP) identifies the training requirements of the forces and staffs assigned or apportioned, the command training goals, and

the plans for achieving those goals. The JTP is issued annually in March and covers the execution year beginning in October of the same year and the joint training requirements for at least the following three planning years (The USEUCOM JTP covers the following four planning years). The JTP will list required forces in detail for at least the first of the planning years. Requirements must be identified in the JTP to be considered for CJCS-funding.

b. HQ USEUCOM will publish its basic JTP (execution year and first planning year) to the combat support agencies, the Joint Staff, and JFCOM, USEUCOM Components, and other interested agencies via JTIMS not later than 15 March annually and will update the additional planning years following the annual June Training Planning Conference. USEUCOM Components will prepare and submit their joint training plans to HQ USEUCOM, other USEUCOM Components, and other interested agencies not later than 15 May annually.

Planning			JTP Coverage		
Planning Conference	Synchronization Conference	JTP Issued	Execution Year FY+1	1st Planning Year (Detailed Forces) FY+2	Additional Planning Years
Jun 2002	Dec 2002	Mar 2003	FY04	FY05	FY06 – FY09
Jun 2003	Dec 2003	Mar 2004	FY05	FY06	FY07 – FY10
Jun 2004	Dec 2004	Mar 2005	FY06	FY07	FY08 – FY11
Jun 2005	Dec 2005	Mar 2006	FY07	FY08	FY09 – FY12

Table F-1 – Joint Training Plan Coverage

c. The suggested format for the Joint Training Plan is provided in Enclosure H of the Joint Training Manual (Reference N) and is also programmed into JTIMS. The following is an overview of the contents.

(1) Tab A – Commander, USEUCOM, Training Guidance (See Appendix B of this Directive).

(2) Tab B – Mission Capability Requirement Matrix. This matrix lists all JMETs, to include the supporting and command-linked tasks required to accomplish assigned missions. The matrix indexes indicate which JMETs are necessary to provide USEUCOM with the capability to execute each mission.

(3) Tab C – Joint Mission Essential Task List. (See JMETL discussion above.)

(4) Tab D – JMETL Training Audience Assessment Matrices. This set of matrices reflects for each training audience the commander's training assessment for the JMETs related to each mission. This matrix will identify those specific individuals, staffs, Components, and/or units (i.e., the training audience) responsible for accomplishing a specified JMET.

(a) This matrix also depicts the Commander's assessment of each training audience's current proficiency:

Mission XYZ (CONPLAN XXX)												
JMET	CINC	JPG	JOC	JAC	JFACC	JFLCC	JFMCC	JFSOCC	JFT 1	JTF 2	JTF 3	OVER ALL
ST 1.1.1	T	T				T		U		P	T	P
ST 4.2.5		T			T					T		T
ST 8.4.3	P	T	T	T	T	T	T	T	T			P
OP 5.1.4			T				T			T	T	T
OP 2.1.1			T		T	T	T	T	T	T	T	T
etc.				T	T	T	T	T	T	T	T	T

Figure F-1 – JMETL Training Audience Assessment Matrices

- T – trained,
- P – needs practice,
- U – untrained, and
- N – not observed/unknown.

(b) Potential training audiences may include any or all of the following.

- The Commander, USEUCOM. The individual joint force commander responsible for mission accomplishment.

- HQ USEUCOM. Staff that, as the Joint Force Commander's HQ, supports the execution of the missions to include the Joint Planning Group, Joint Operations Center (ETCC), and the Joint Analysis Center.

- Component Commanders and Staff. Service or Functional Components of USEUCOM that support mission accomplishment. Examples might include. the commanders and staffs of the JFMCC; JFACC; JFLCC; JFSOCC; or Army (ARFOR), Navy (NAVFOR), Marine Corps (MARFOR), or Air Force (AFFOR) components.

- Joint Task Force Headquarters. The commander and staff of designated and standing Joint Task Force HQ responsible for accomplishment of the mission assigned by the establishing authority.

- Component force units.

- Other Agencies. Other DOD (e.g., DIA) or non-DOD (e.g., FEMA) agencies that may support the USEUCOM, a JTF, or Component commander in accomplishment of a joint task.

(5) Tab E – Training Objective, Training Audience, and Methods Matrix. This matrix links a specific training audience to a specific training objective and training method. A training objective is a statement that describes the desired outcome of a training activity.

(a) The objective statement is derived from JMETs, conditions, and standards. If a unit or staff can perform a task without further training, then it should not be listed in this matrix. (Note: Submission of this information to the Joint Staff is optional. Dissemination between combatant commands, Services, and supporting organizations is encouraged.)

(b) The anticipated training method used to achieve the training objective will be identified, for example:

- A – Academic instruction (i.e., school, exportable training, distributive, individual, and/or seminar, etc.).
- C – CPX (command post exercise, i.e., scripted or computer-assisted exercise (CAX), war game, etc.).
- F – FTX (field training exercise).

(6) Tab F – Event Summaries. The event summaries describe the training events required to train the targeted training audience. Event summaries are derived from the event specification data recorded in JTIMS. Event summaries discuss the type of training event to be used, objectives to be achieved, training audience served, resources required, and approximate time schedule for accomplishment. A training objective may be achieved through sequential events or multiple objectives trained in one event. Event summaries should indicate the joint training category that applies and whether, in addition to readiness training, the event addresses regional security cooperation objectives. The event summaries describe the events required to train the combatant command's targeted training audience. This is the combatant command's initial, unconstrained request that gives providers and supporting components/agencies their first look at resource requirements for each command.

(a) Section 1. Previously Approved Exercises and Training Events. These are training events for the upcoming (execution) fiscal year that are published and updated as required to reflect their latest status.

(b) Section 2. Exercises and training events in the first fiscal year following the execution year. This section contains summaries of exercises occurring in the first fiscal year after the execution year. These exercise summaries are submitted for CJCS approval, subject to funding and other necessary approval. Specific forces will be identified for these training events. Transportation requirements will be approved for planning purposes only. Service coordination of the document indicates agreement to provide resources required to support the training event in this section, subject to available funding and operational constraints.

(c) Section 3. Exercises and training events in the second and third fiscal year following the execution year. Specific forces will be identified where possible and transportation requirements will be tentatively identified. After CJCS review, this section will be approved for

further refinement, coordination, and submission of budget estimates. These exercises are now initially approved for continued planning and coordination and for the submission of budget estimates.

(d) Section 4. Exercises and training events in the fourth and fifth fiscal years following the execution year. Specific forces will be identified where possible, and transportation requirements will be tentatively identified. After CJCS review, this section will be approved for further refinement and planning.

(7) Tab G – Timeline. A chronological depiction of training events by training audience for use deconflict resource requirements, moderate OPTEMPO and PERSTEMPO, and linkages of training events. This capability is to be provided by JTIMS. In USEUCOM, the USEUCOM "Horse blanket" calendar, a Microsoft Project-Outlook based scheduling tool is used to generate this view.

(8) Tab H – Joint and Component Interoperability Requirements. This tab consists of a matrix listed by JMETS, the training events in which the JMET will be addressed and guidance relative to the JMET. A listing of specific Commander, USEUCOM, and component interoperability requirements that depend on joint resources to achieve desired readiness. It provides the input to Services and United States Joint Forces Command to tailor adequate component and unit training programs to ensure forces have the necessary interoperability proficiency to satisfy the requirements. Annexes include Service component training plans to meet the component interoperability requirements sponsored by the combatant commander.

(9) Tab I – Commander's Assessment Plan. The assessment plan is a statement of how the command plans to assess training audience completion of training objectives as specified in the Joint Training Plan (JTP). Submission of this information to the Joint Staff is optional.

10. Joint Training and Exercise Categories. Joint training is accomplished at various levels. The following categories provide a common vocabulary for referring to the level of training.

a. Category 1 – U.S. Service Training. U.S. military training based, on Service policy and doctrine. Training should be linked to Service mission essential task lists (METL) to prepare individuals', staffs, and Service units. Training includes Service basic, technical, and component operational training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

b. Category 2 – U.S. Component Interoperability Training (Service-to-Service). U.S. military service component training that ensures the ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services, so exchanged, to enable them to operate effectively together during multi-Service operations. Services are responsible for providing interoperable forces to combatant commanders. Interoperability training is based on joint doctrine and joint tactics, techniques, and procedures.

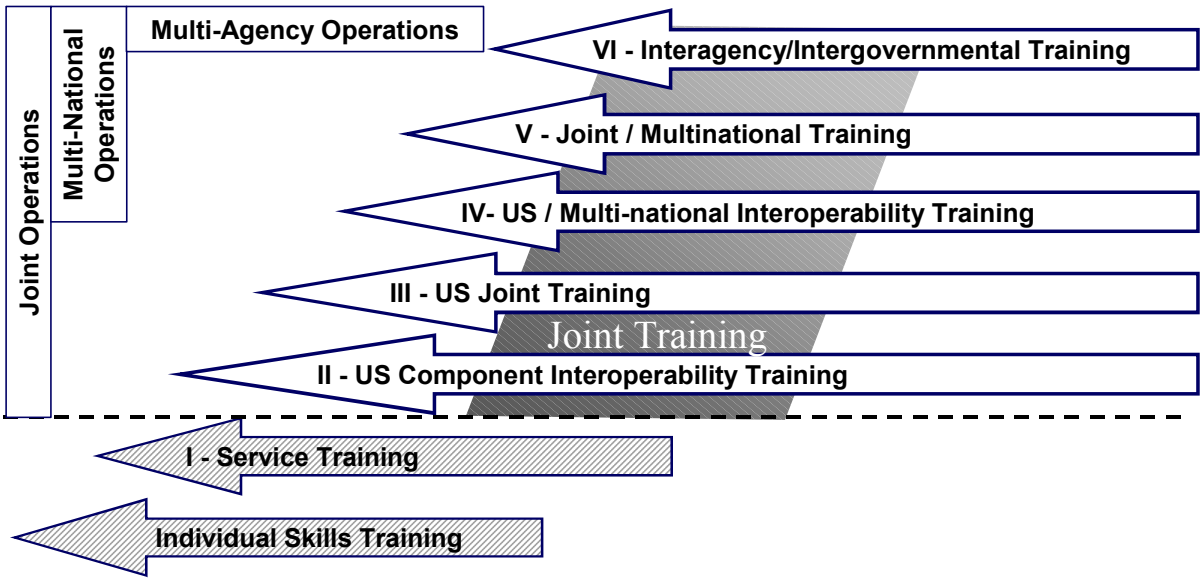


Figure F-1, Joint Training and Exercise Categories

c. Category 3 – U.S. Joint Training. U.S. military training based on joint doctrine or joint tactics, techniques, and procedures to prepare joint forces and/or joint staffs to respond to strategic and operational requirements deemed necessary by combatant commanders to execute their assigned missions. Joint training involves forces of two or more military departments interacting with a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine and TTP.

d. Category 4 – US/Multinational Interoperability Training. Military training based on allied, joint, and/or Service doctrine to prepare units in response to Presidential and Secretary of Defense (SECDEF) requirements. The purpose is to ensure interoperability of forces and equipment between the United States and other nations.

e. Category 5 – Joint/Multinational Training. Training based on multinational, joint, and/or Service doctrine to prepare units in response to Presidential and SECDEF requirements. The purpose is to prepare joint forces under a multinational command arrangement.

f. Category 6 – Joint Interagency/Intergovernmental Training. Training to prepare, the joint commanders and staffs, at the strategic and operational level of war, to function in a joint interagency/ intergovernmental environment.

Return to Table of Contents.

APPENDIX G

Execution of Joint Training

1. Overview. Execution of the Joint Training Plan consists of the Joint Event Life Cycle of each training event and various exercise support activities that apply to all training events.

2. Individual and Collective Joint Training. The concept of "training to a standard" and using the joint commander's training evaluation is central to the design of all joint training events. Joint training events may include both individual joint instruction and collective joint training. The purpose of individual joint instruction is to provide the necessary individual knowledge, skills, and abilities to function effectively as a participant in collective joint training events or operations. Thus, the general goal of individual joint instruction is to train individuals or small groups (e.g., a specific staff section) to an appropriate level so that they may be able to effectively train as part of a larger group in a collective training environment. Individual joint instruction and collective joint training events are often linked in that individual joint instruction may contribute to the "train up" process in preparation for collective joint training or actual joint operations.

a. Individual Joint Instruction. The training audience must perform the training objectives to a certain standard. An evaluation process for individual joint training events might consist of individually written or verbal tests; an actual demonstration of the task; or collective written products, briefings, and/or demonstrations.

b. Collective Joint Training. Collective joint training is characterized by a joint organization, headquarters, joint task force, the Joint Staff, or other joint forces (training audiences) training together, under desired conditions, to meet a given collective standard. Collective joint training events include seminars, war games, command post exercises, field training exercises, computer-assisted exercises, or any combination of these. As with individual joint instruction, any collective joint training event is executed through the five stages of the Joint Training Event Cycle.

3. Joint Event Life Cycle[2] (JELC). The JELC provides a methodology for joint-event development. The JELC is a guide for designing, planning, and executing that can be modified as appropriate to the event. It provides an orderly sequence of the inputs, process steps, and outputs necessary to assure successful execution of any size training event. The JELC consists of five stages, design, planning, preparation, execution, and evaluation. A series of event-planning conferences provide discrete breakpoints between each stage. In practice, it flows as a nearly

[2] The JELC, of course, does not define a cycle, but rather, for recurring events, a segment of a spiral in which the results of one event influence the design and execution of subsequent events. In an objectives-driven training program, training events are not ends in themselves, but rather are means to improved readiness. Accordingly, events are not automatically iterated, but rather must justify their place in the Joint Training Schedule each year. The JELC also is a segment of the Joint Training System, which is itself a spiral.

continuous process from one stage to the next, and the boundaries between stages become nearly indistinguishable. The individual JELC stages are briefly described in the following paragraphs. Event planners may modify the process as needed to meet specific training requirements.

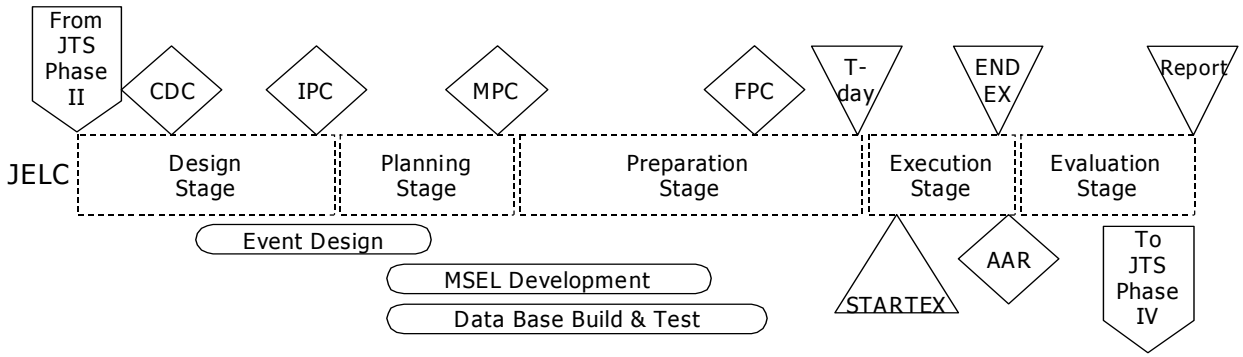


Figure G-1, Overview of the Joint Event Life Cycle

a. Training event planning in Phase II of the Joint Training System results in training events nominated for the proposed joint training schedule for FY+3. At that time, the Training Event Specification (see Appendix F, paragraph 8) is entered or updated in JTIMS. In the following year, the events are reviewed and entered into the joint training schedule for FY+2 with adjusted Training Event Specification parameters. In many cases, the JELC for the event will overlap the second year review at more or less convenient points in the planning.

b. Design Stage. The design stage commences with preparations for the concept development conference (CDC) and ends following the initial planning conference (IPC).

(1) To initiate this stage the OSE selects the Exercise/Event Director. The Exercise/Event Director forms a joint event team with members from the commands (and levels of command), directorates, agencies, and offices necessary to plan the event.

(2) The joint event team will develop any data of the event specification not provided from Phase II of the Joint Training System, in preparation for concept development. A formal CDC is conducted at the discretion of the joint event team leader.

(3) Design stage actions include reviewing and refining training requirements, developing an exercise concept, determining training method and mode, selecting appropriate models and simulations, identifying required memoranda of agreement (MOA) and initiating MOA development, formulating initial plans and directives, and defining requirements for after action review data collection and analysis.

(4) Key outcomes of the design stage are refined exercise objectives, training objectives, training audience identification, staffing structure, proposed communications and computer architectures for both exercise control and exercise participants, event flow, scenario, and environment.

(5) A list of recommended Design Stage actions is at Annex 1.

c. Planning Stage. The planning stage begins following conclusion of the IPC and ends with completion of the mid-planning conference (MPC).

(1) During this stage, approved products from the CDC and IPC are distributed, an exercise directive is drafted, concepts and supporting plans are developed and finalized, MOA between supported command and supporting agencies are signed, data base build begins, and a site survey is conducted.

(2) This stage may include one or more Master Scenario Events List (MSEL) development conferences.

(3) Key objectives of the planning stage are advanced draft exercise directive and supporting plans, identification of logistics requirements (participant, support organizations, control), participant as well as control group academic and training requirements, advanced scenario development, and finalized staffing requirements with tentative sourcing identified.

(4) A list of recommended Planning Stage actions is at Annex 2.

d. Preparation Stage. The preparation stage begins with the completion of the MPC and ends with the deployment to the training site. This stage includes the FPC..

(1) During this stage, the event concepts, exercise directive, supporting plans, the MSEL, and training plans are finalized, approved, and published; the TPFDD is validated; and the construct of any rehearsals is completed.

(2) Data-base builds for computer support are completed and tested. The exercise control plan is completed.

(3) The final planning conference (FPC) is convened to confirm completion of all required milestones prior to start of the training event (STARTEX). Following the FPC, the training sites are prepared, training is conducted, and a final test of models and simulations is completed. Document crosswalk and analysis are completed, control group training is conducted, and the collection management plan is finalized.

(4) Key objectives of the preparation stage are final event concepts, directives, and plans, data-base decisions and tests, and models and simulations testing.

(5) Deployment of personnel and equipment signifies the end of the preparation stage and the beginning of the execution stage.

(6) A list of recommended Preparation Stage actions is at Annex 3.

e. Execution Stage. The execution stage begins with deployment to the training event sites and ends with the redeployment from the sites.

(1) During the execution stage, final preparations are made at the exercise site, including communications and simulation checks and various execution rehearsals.

(2) The training event, including participant training when required, is conducted.

(3) Following the end of the training event (ENDEX), the exercise/event commander conducts an after action review (AAR) with the training audience.

(4) A list of recommended Execution Stage actions is in Annex 4.

f. Evaluation Stage. The evaluation stage formally begins with redeployment and ends when finalized data and reports are distributed, to include feedback into the JTP.

(1) Although this stage begins with redeployment, planning, organizing, observation, measurement, data collection, and reporting must be continuous from the Design Stage through the execution to formal evaluation.

(2) Upon completion of redeployment and equipment recovery, the commander evaluates the training audience's performance in relation to the specific tasks, under the specified training conditions, and at the designated level of performance.

(a) All event data (observations, documents, model data, discussion at the AAR, etc.) are analyzed, evaluated, and documented in written reports (such as the commander's summary report and the JAAR).

(b) An internal review should be held to determine how the event might have been improved and the results are made available for use in successive JELC applications.

(c) Lessons learned and issues encountered during the event are documented and submitted through channels to the USEUCOM Center for Lessons Learned.

(d) These products, feed the assessment phase of the Joint Training System.

(3) Recommended Evaluation Stage actions are in Annex 5.

4. "Out-of-Cycle" Training Events. In the case of a short notice joint training event occurring within the time-line horizons of the normal planning and resourcing process, HQ USEUCOM, ECJ3, would publish a "Feasibility of Support Message" to all commands involved to determine availability of resources for the newly projected event. Addressees on the message might include, as required, the Joint Staff, JWFC, Service staffs, potential supporting commands (e.g., JFCOM and USTRANSCOM), Service component staffs, and joint force commanders who would be involved in the projected event's planning and execution.

5. HQ USEUCOM Staff Responsibilities and Participation in Joint Operations Headquarters Training. ECJ3, through ECJ37, has responsibility for overall coordination of the event life cycle of joint operations headquarters training events. All HQ USEUCOM Directors and Chiefs of Special Staff Offices are responsible for oversight and validation of joint training and exercise planning for their respective functional areas of responsibility, to include:

a. Proposing for approval of the Chief of Staff the appropriate level of participation of their staff;

b. Ensuring the appropriate application of Commander, USEUCOM, plans;

c. Reviewing training event scenarios;

d. Producing appropriate functional sections of exercise/event directives when the Commander, USEUCOM, is OSE;

e. Producing appropriate functional sections of event plans when the Commander, USEUCOM, is OCE (See Table G-1 for nominal OPRs);

f. Reviewing appropriate functional sections of event plans and directives produced by subordinate headquarters when the Commander, USEUCOM, is OSE (See Table G-1 for nominal OPRs);

g. Reviewing and validating joint operations headquarters organizations, structures, and joint manning documents;

h. Appointing one or more subject matter experts (and programming travel funding for them) to the event planning team to:

(1) Attend event planning conferences, as required (see Table G-2 for nominal minimum participation),

(2) Lead planning syndicates for assigned functional areas,

(3) Refine training objectives and develop appropriate scenario events,

(4) Coordinate with functional counterparts at Component headquarters;

i. Providing one or more subject matter experts to the event control group and event evaluation team, as required, to:

(1) Assist in the execution and evaluation of the event,

(2) Ensure timely and appropriate execution of the scenario events list,

(3) Observe and record the operation of related functional activities,

(4) Report and review reports of observations, issues, and lessons learned.

Section	OPR	OSR
Basic Plan or Directive	ECJ3 (ECJ37, ECJ35)	All
Annex A, Task Organization	ECJ3 (ECJ37, ECJ35)	All
Annex B, Intelligence	ECJ2	ECJ5, ECJ3
Annex C, Operations	ECJ3	ECJ5
Annex D, Logistics, Deployment, Movement	ECJ4	ECJ3
Annex E, Personnel	ECJ1	All
Annex F, Public Affairs	ECPA	
Annex G, Evaluation Plan	ECJ3 (ECJ37)	All
Annex I, Joint Exercise Control Group	ECJ3 (ECJ37)	All
Annex J, Security	ECSM	
Annex K, Command, Control, and Communications	ECJ6	ECJ2, ECJ3
Annex L, Operations Security	ECJ3 (ECJ39)	
Annex M, Geospatial Information and Services	ECJ2	
Annex Q, Medical Services	ECJ4	
Annex S, Joint Visitors Operations	ECCS-Protocol	

Table G-1, Nominal HQ USEUCOM Functional Responsibilities
Joint Operations Headquarters Exercise Plans

	CDC	IPC	MSEL	MPC	OPLAN	FPC
ECJ1		X	X	X		X
ECJ2	X	X	X	X		X
ECJ33			X	X	X	X
ECJ35		X	X	X	X	X
ECJ36			X	X		X
ECJ37	X	X	X	X	X	X
ECJ39		X	X	X		X
ECJ4	X	X	X	X	X	X
ECJ4 Med			X	X	X	X
ECJ5	X	X	X		X	
ECJ6-I			X			
ECJ6-O		X	X	X		X
ECCS-HC			X			
ECJA			X			
ECPA			X			X
POLAD			X			
ECSM			X			
JIACG		X		X	X	X
Coalition Planning Gp		X		X	X	X

Table G-2, Nominal Minimum Staff Participation
Joint Operations Headquarters Exercise Planning Conferences

6. Checklists and Templates. This Directive includes basic checklists for the stages of the JELC, which users may modify to meet their requirements. In addition the Joint Warfighting Center has posted a number of useful templates for supporting the JELC on the JTIMS SIPRNET web site, http://jtims.jwfc.jfcom.smil.mil/jtims/templates/ .

7. Timing in Training Event Planning. There are many planning, preparation, execution, and post-event and evaluation actions that need to occur in sequence (or nearly so), but few "hard and fast" deadlines.

a. The following "days" are most important in specifying event timing:

- T-Day – The first day of the month in which deployment or redeployment starts.

- C-Day – Unnamed day on which deployment starts. For exercise TPFDD purposes, C-Day is entered as 31 December of the preceding year.

- CCD – Critical Cancellation Date. The last date on which an exercise can be canceled without having a severe impact on political, financial, or force commitments.

b. Due to the widely varying nature of event activity and locale, very little guidance on preparation and format of exercise-specific memorandum, orders, and messages exists in Joint Staff or HQ USEUCOM regulation or guidance. (Notable exceptions being CJCS funded transportation and SMEB submissions; see CJCSM 3500.03, Joint Training Manual. A generic Joint Training Event Directive is also found as a Tab to Annex 1 to this Appendix.) Staff points of contact, their e-mail addresses and telephone numbers, and respective responsibilities should be informally established as early as possible. The Exercise Directive, issued in the staffing process by message, formalizes these arrangements as well as other exercise specifics developed in staffing.

8. Deployment and Movements in Support of Exercises. All deployments and movements in support of exercises will be controlled through the Joint Operational Planning and Execution System (JOPES). Instructions, procedures, points of contact, and related information for the employment of JOPES within USEUCOM are posted to the HQ USEUCOM SIPRNET web site, http://www.eucom.smil.mil/ecj3/jopes/ . The site includes current plan identifiers (PID) and links to associated newsgroups used to coordinate movement validation and execution.

Return to Table of Contents.

ANNEX 1 to APPENDIX G

Joint Event Life Cycle – Design Stage

1. The Design Stage converts the training event specification from the Joint Training System Plans Phase into a concept for meeting the training and regional security cooperation objectives within the known constraints.

2. During this first stage, all required initial planning and coordination is accomplished in order to be able to conduct the initial planning conferences to open the second stage.

Target Date	Action	Lead
STARTEX – 15 Months	• Confirm political clearance to proceed with the exercise through the Joint Staff to OSD and through the U.S. embassy to the Host Nation country in which the exercise is being conducted to obtain Host Nation approval.	ECJ5
After clearance	• Authorize direct liaison with Host Nation military by Service component and subordinate planners	HQ USEUCOM
	• Review the DOD Foreign Clearance Guide for travel restrictions and requirements for travel to the exercise area. Command participants will be informed of this information	Planning Team
	• Review event timing and location for status of forces issues, International Criminal Court issues, basing or overflight rights and recommend steps necessary to resolve any such issues.	ECJA Component SJA

Target Date	Action	Lead
Prior to CDC	• Issue changes to the exercise specification, if required • Review Command's Joint Training Plan	ECJ3 Event Director

	• Update key parameters:
	  • Event purpose
	  • Event objectives
	  • Associated plan requirements
	  • Theater Security Cooperation Plan objectives
	  • Designated JMETS
	  • Intended audience
	  • Training objectives
	  • Latest planning guidance	

	• Post JTP update in JTIMS	
	• Conduct Training Objective Workshop	
	• Identify/designate key personnel	
	• OSE	
	• OCE	
	• Exercise/Event Commander	
	• Exercise/Event Director	
	• Event Evaluation Team Leader	
	• Conduct pre-CDC discussion with OCE	
	• Brief design concept and issues to JTRB (selected events only)	
	• Conduct pre-CDC coordination with event design support	
	• JWFC	

Target Date	Action	Lead
	• WPC	
	• Service Training Staffs	
	• [etc]	
	• Release CDC calling message. The message will cover the elements of the event specification and concept of operations, as well as the type (e.g., CPX, FTX, etc.) and format (e.g., scripted, CAX, etc.) of the event. It will confirm event dates and projected planning milestones. The message will identify supporting commands and agencies and identify appropriate attendance at the CDC.	
	• Follow up CDC calling message with e-mail	
CDC – 30 Days	• Release Country Clearance Message	
	• Identify Host Nation Passport and Visa requirements	
	• Identify existing agreements with Host Nation	
	• Review ECLA legal report	
	• Review Tentative Force Options	
STARTEX – 12-18 Months	• Conduct Concept Development Conference	
	• Conference Inputs	
	• OCE's intent and planning guidance	
	• Event specification	
	• Event objectives	
	• Approved JMETs	
	• Training audience	
	• Updated training objectives	
	• Other pertinent information	

Target Date	Action	Lead
	• Review existing simulations and models for applicability	
	• Conference Outcomes	
	• Draft Event design	
	• Draft event design milestone plan with academic, planning, execution, logistics planning factors, etc. plus milestones for all facets of the JELC that pertain to the specific event	
	• Outline Exercise/Event Directive	
	• Draft exercise design and event flow	
	• Identify academic training requirements	
	• Draft Scenario Outline	
	• Draft Road to Crisis Outline	
	• Draft OPFOR Concept	
	• Draft Evaluation Plan Outline	
	• Draft Evaluation Objective	
	• Draft Data Collection Concept	
	• AAR Requirements and Draft Concept	
	• Select simulation model and draft architecture	
	• Proposed Event Control Architecture (JECG)	
	• Draft Communications architecture	
	• Draft Intelligence architecture	
	• Draft MOA produced (includes detailed milestones)	
	• Identify Event Support Logistics and Facilities Requirements	
	• Draft Logistics Support Concept	

Target Date	Action	Lead
	• Draft Event Funding Plan	
	• Identify Fiscal Requirements by Component, Agency, or Joint Headquarters	
	• Identify Funding Sources	
	• Draft Participant Cost Sharing Plan	
	• Identify required event agreements	
	• Draft CDC minutes	OCE
	• Draft IPC agenda (recommended workshops and outcomes)	
Between CDC and IPC	• Identify open CDC tasks, OPRs, and post conference minutes on appropriate web page	
	• Release CDC Minutes and Initial Milestone Message	
	• Post CDC Minutes on SIPRNET Web Site	
	• Brief concept and participation to HQ USEUCOM major staff meeting	
	• Conduct post-CDC in-progress review (IPR) with OCE	Exercise Director
	• Complete Exercise/Event Directive outline	
	• Approve CDC outcomes	
	• Training objectives completed and approved	
	• Draft Event design/ event flow completed	
	• Develop academic training concept if required	
	• Draft MOA completed (includes Event milestones)	
	• Determine Significant Military Exercise Brief or Significant Military Exercise Notification status and ensure coordination with Legal, Public Affairs, Protocol, and applicable U.S. Embassy personnel, as appropriate	

Target Date	Action	Lead
	• Confirm Host Nation concurrence for use of training areas and facilities.	
	• Draft Primary Agreements	
	• Release IPC calling message	
	• Follow up IPC calling message with e-mail	
	• Release Country Clearance Message	
	• Finalize and distribute IPC agenda	
	• Recommend force provider unit representatives and other agency attendance as appropriate	

Return to Table of Contents.

TAB A to ANNEX 1 to APPENDIX G

Exercise/Event Directive Format

FM …

TO …

INFO …

UNCLAS

EXER/(EXERCISE NAME)//

SUBJ/(EXERCISE NAME) DIRECTIVE [NOTE: for U.S. participation in NATO or Host Nation sponsored exercises this will be titled "EXERCISE GUIDANCE".]

MSGID/GENADMIN/...//

REF/A/

RMKS/

NARR/THIS IS THE [ISSUING COMMANDER] EXERCISE DIRECTIVE [GUIDANCE] FOR EXERCISE [EXERCISE NAME]. IT COMPLIES WITH APPENDIX ___ OF REFERENCE ___FOR PLANNING AND EXECUTION FORMATS AND GUIDANCE.

1. SITUATION: THIS DIRECTIVE ASSIGNS RESPONSIBILITIES, TASKS, AND IDENTIFIES MAJOR SUBORDINATE COMMANDS AND AGENCIES THAT ARE NECESSARY TO EXECUTE AND SUPPORT EXERCISE ...

2. MISSION [ENTER THE EXERCISE MISSION STATEMENT]

2.A. GENERAL DESCRIPTION: [EXERCISE NAME] IS PART OF THE ... EXERCISE PROGRAM. IT IS A ... DIRECTED, ... LED [TYPE] EXERCISE. EXERCISE SIMULATION FOR THE DEPLOYMENT OF FORCES WILL BE CONDUCTED IAW JOINT OPERATIONAL PLANNING AND EXECUTION SYSTEM (JOPES) PROCEDURES. ALL ACTUAL (REAL-WORLD) PERSONNEL MOVEMENT WILL BE CONDUCTED VIA JOPES. TIME PHASED FORCE AND DEPLOYMENT DATE (TPFDD) WILL BE DEVELOPED AND ENTERED INTO JOPES IAW WITH PARA 4 BELOW.

2.A.(1) NICKNAME

2.A.(2) FORM/TYPE

2.A.(3) TRAINING AUDIENCES

2.A.(3)(A) PRIMARY

2.A.(3)(B) SECONDARY

2.A.(4) TRAINING GOALS

2.B. EXERCISE AREAS

2.B.(1) FACILITIES

2.B.(2) RANGES

2.B.(3) AIRFIELDS

2.B.(4) PORTS

2.C. TASKED UNITS [LIST INVOLVED UNITS]

3. SIGNIFICANT DATES

3.A. C-DAY

3.B. T-DAY

3.C. CRITICAL CANCELLATION DATE (CCD)

3.D. INITIAL PLANNING CONFERENCE

3.E. MID-PLANNING CONFERENCE

3.F. MSEL DEVELOPMENT CONFERENCE

3.G. FINAL PLANNING CONFERENCE

3.H. EXERCISE EXECUTION

4. EXERCISE OBJECTIVES [LIST ALL THE EXERCISE OBJECTIVES]

5. FOLLOWING JOINT MISSION ESSENTIAL TASKS (JMETS) SHALL BE TRAINED AND EVALUATED [LIST THE JMETS]

6. TRAINING OBJECTIVES [LIST THE TRAINING OBJECTIVES]

7. EXECUTION

7.A. CONCEPT OF OPERATIONS

7.B. PHASES [EXERCISE NAME] WILL BE CONDUCTED IN [NUMBER OF] PHASES. [LIST EACH PHASE DESCRIBING BRIEFLY THE ACTION INVOLVED, UNIT RESPONSIBLE, ETC.]

7.C. EXERCISE CONTROL

7.C.(1) JECG WILL ASSEMBLE AT [LOCATION] ON [DATE], RECEIVING TRAINING (DATES), AND BEGINNING ACTIVE CONTROL OPERATIONS ON [DATE].

7.D. MODELS/SIMULATIONS

8. EVALUATION [INDICATE LEVEL OF EVALUATION AND ANY SPECIAL GUIDANCE]

9. TASKS TO PARTICIPATING COMMANDS AND ORGANIZATIONS [LIST SPECIFIC TASKS FOR THE OSE, OCE, PARTICIPATING COMMANDS, SUPPORTING COMMANDS]

10.PUBLIC AFFAIRS

11.ADMINISTRATION AND LOGISTICS

11.A. CLASSIFICATION GUIDANCE THIS EXERCISE WILL BE CONDUCTED AT THE [CLASSIFICATION] LEVEL. THE SCENARIO IS CLASSIFIED [CLASSIFICATION]. [ADDITIONAL CLASSIFICATION GUIDANCE.]

11.B. PERSONNEL SUPPORT REQUIREMENTS

11.B.(1) PERSONNEL REQUIREMENTS MANNING WILL BE DERIVED FROM REF __ AND WILL BE PUBLISHED IN THE (JOINT) MANNING DOCUMENT (JMD). THE JMD WILL ALSO INCORPORATE JECG MANNING REQUIREMENTS. THE JECG WILL INCLUDE ALL RESPONSE CELLS.

11.B.(2) LIFE SUPPORT

11.B.(3) MEDICAL

11.B.(4) UNIFORM

11.B.(5) REGISTRATION [DISCUSS REGISTRATION, PREPARING AND SUBMITTING CLEARANCES, TRANSPORTATION, BILLETING, MESSING, ETC.]

11.C. TRAVEL.

11.D. SAFETY.

11.E. FORCE PROTECTION ASSESSMENT PLANS AND ORDERS

11.E.(1) ANTI-TERRORISM/FORCE PROTECTION EXERCISE COMMANDER IS RESPONSIBLE FOR THE FORCE PROTECTION OF ALL DOD FORCES DEPLOYED IN SUPPORT OF THIS EXERCISE. ESTABLISH LOCAL FPCON POSTURE AND SECURITY MEASURES APPROPRIATE TO COUNTER

EXISTING THREAT. IMMEDIATELY REPORT ANY INCREASE IN THE THREAT LEVEL OR CHANGE IN FPCON.

11.E.(2) [LIST ADDITIONAL INSTRUCTIONS AS NECESSARY IN ENSURING FORCE PROTECTION...]

11.F. EXERCISE FACILITIES [LIST THE REQUIREMENTS AND AVAILABILITY OF FACILITIES IN ORDER TO SUPPORT THE EXERCISE...E.G. CLASSROOMS, WORKSPACES, ETC.]

11.G. EXERCISE ADMINISTRATIVE SUPPORT [ASSIGN RESPONSIBILITY FOR ADMIN SUPPORT]

11.H. EXERCISE MOVEMENT SUPPORT

11.H.(1) ALL COMMANDS AND COMPONENTS ARE RESPONSIBLE FOR ENTERING TPFDD FOR THEIR ASSIGNED FORCES (PERSONNEL AND EQUIPMENT) INTO JOPES FOR MOVEMENT FROM HOME STATION TO (EXERCISE NAME) LOCATION AND RETURN. JOPES CRITICAL DATA PID, FMID, GEO CODE

11.I. FUNDING [Insert Event Funding Plan]

12.REPORTS

12.A. DAILY SITREPS. SUBMIT DAILY ELECTRONICALLY TO ...

12.B. CEER. SUBMIT ELECTRONICALLY TO ... NLT 7 DAYS AFTER ENDEX

12.C. JAAR *or optional* AAR. SUBMIT ELECTRONICALLY (E-MAIL OR DISC) TO ... NLT 60 DAYS AFTER ENDEX

13.COMMAND AND SIGNAL.

13.A. COMMAND

13.A.(1) EXERCISE COMMAND RELATIONSHIPS [LIST EXERCISE AUTHORITIES ...E.G. THE OSE, OCE/LEAD COMPONENT, EXERCISE COMMANDER, EXERCISE DIRECTOR, ETC.]

13.A.(2) COORDINATING INSTRUCTIONS [STATE DIRECT COORDINATION AUTHORITIES]

13.A.(3) MILESTONES [LIST THE KEY EXERCISE MILESTONES APPLICABLE TO THIS EXERCISE WITH RESPONSIBILITY AND SUSPENSE DATE FOR EACH MILESTONE]

13.B. SIGNAL

13.B.(1) STRATEGIC NODES CONTROL WILL USE EXISTING STRATEGIC NODES.

13.B.(2) JECG COMMUNICATION AND COMPUTER SUPPORT WILL BE PROVIDED IAW PARA 3&4 ABOVE TO THE JOINT EXERCISE CONTROL GROUP.

14.POCS [LIST ALL POCS, NAME, TEL. NOS., FAX, E-MAIL FOR EACH OF THE MAIN PARTICIPATING ORGANIZATIONS/CMDS FOR THE EXERCISE]

Return to Table of Contents.

ANNEX 2 to APPENDIX G

Joint Event Life Cycle – Planning Stage

1. The purpose of the IPC is to approve the event design and parameters and assure that they are in accordance with the Commander, USEUCOM, and subordinate commanders' guidance. Changes in the event's concept of operations, event objectives, training objectives, JMETs planned to be evaluated, and planned training audience are reviewed and approved in draft format (pending the Commander, USEUCOM, approval). Staffing requirements for the event are outlined. The event's draft "Road to War," scenario, order of battle, simulation control plan, and JECG control plan, if not already drafted, are drafted, synchronized, and agreed. Augmentation requirements are drafted. C4I requirements are defined and a communications plan is drafted. If the event is computer-assisted, the simulation selection process is completed. The event training plan is developed, and the evaluation collection management plan is reviewed. Event reports are defined. A preliminary event data base is defined. The IPC selects the significant military events for the MSEL working group. Logistical support requirements and the agencies to satisfy these tasks are determined. MPC and FPC dates are projected. Finally, an unresolved issues list with milestones for issue accomplishment is developed.

Target Date	Action	Lead
STARTEX – 9-12 months	• Conduct Initial Planning Conference	
	• Brief approved event design	
	• Brief approved training objectives (if revisions beyond CDC were necessary)	
	• Brief Road to Crisis (outlines sufficient to go into MSEL Conference after IPC)	
	• Conduct workshops per IPC agenda	
	• Brief academic training concept	
	• Finalize MOA/gain approval	
	• Agree Event Funding Plan	
	• Nominate all training, control, and support locations and draft data distribution architecture	
	• Determine logistics requirements	
	• Define C4I Requirements	

Target Date	Action	Lead
	• Validate event milestones (part of MOA)	
	• Deliver draft Event Control Plan	
	• Determine requirements for data base test 1	
	• Finalize event control structure	
	• Outline MSEL conference requirements	
	• Deliver draft Evaluation Plan	
	• Update Evaluation Objective	
	• Draft Data Collection Plan	
	• Verify AAR requirements	
	• Verify mutual support requirements	
	• Draft force protection concept and responsibilities	
	• Establish CCD	
	• Staff draft Exercise/Event Directive	
	• Draft initial joint manning document (JMD)	
	• Identify IPC tasks, OPRs, and post conference minutes on appropriate web site	
	• Update Milestone Message, if required	
	• Conduct post-IPC IPR with OCE	
Prior to MSEL Development Conference (After IPC)	• Identify Training Objectives	
	• Develop Major events	
	• Complete Scenario products necessary for MSEL development	

Target Date	Action	Lead
	• Identify Campaign/OPORD significant events and timelines	
	• Identify Trusted Agents from training audience	
	• Identify MSEL Manager (JECG position)	
	• Identify Distributed MSEL management and control procedures and technologies	
	• Identify Potential master scenario events (for MSEL)	
	• Release MSEL Development Conference (MDC) Calling Message	
	• Follow up MDC calling message with e-mail	
	• Release Country Clearance Message	
	• Finalize and distribute MSEL Development Conference agenda	
	• Recommend force provider unit representatives and other agency attendance as appropriate	
STARTEX – 9 months	• Conduct MDC. Lead the Master Scenario Events List working group in developing the MSEL, in coordination with the assisting center (e.g. JWFC, WPC, etc.) or other supporting staff. The MSEL maps training objectives to the training event's means of satisfying that requirement. Resource and time constraints are considered to ensure that the training objectives can be evaluated in the time available and within the scenario.	HQ USEUCOM or lead component
STARTEX – 8 M	• Draft Campaign Plan built if required	
	• Conduct data base test 1	
	• Conduct operations site survey; finalize technical and facility requirements	
	• Conduct site survey of Host Nation medical facilities	

Target Date	Action	Lead
	• Develop and coordinate Preventive Medicine Guidance, MEDEVAC and U.S./Host Nation Medical Support Plan	
	• Complete Exercise/Event Directive	
	• Identify AMAL/ADAL requirements and movement requirements	
	• Identify medical re-supply requirements and capabilities	
	• Identify radio frequency restrictions and request timelines with OCE and Host Nation	
	• Identify potential communications interoperability issues with participants	
	• Identify appropriate signatories for documents and review contents with Legal Office	
	• Conduct force protection survey, if required	
	• Refine C4I requirements (inputs to Event Control Plan and Exercise/Event Directive)	
	• Continue work on Event Control Plan	
	• Continue work on Event Evaluation Plan	
	• Develop force protection plan	
	• Develop JECG Training Plan	
	• Develop JECG MINIEX	
	• Develop COMMEX	
	• Complete Academic training modules (if required)	
	• Coordinate Scenario	
	• Publish OPORD (if applicable)	
	• Identify movement requirements	

Target Date	Action	Lead
	• Conduct pre-MPC IPR with OCE	
	• Release MPC Calling Message	
	• Follow up MPC calling message with e-mail	
	• Release Country Clearance Message	
	• Finalize and distribute MPC agenda	
	• Recommend force provider unit representatives and other agency attendance as appropriate	

Return to Table of Contents.

ANNEX 3 to APPENDIX G

Joint Event Life Cycle – Preparation Stage

1. The Mid-Planning Conference finalizes the draft planning documents from the IPC. The Exercise Director usually approves these plans, the Operation Plan/Order, and (if he has not already done so) the Exercise Directive. At the MPC, the exercise milestones are updated and dates set for required data base tests. Manning requirements for the exercise are finalized. A last planning meeting for the JECG is conducted, with requirements for its training and manning determined. The JECG manning document and support requirements are drafted. Final detailed exercise planning is conducted. Facility allocation and communications support requirements are finalized. All equipment requirements are identified and finalized.

2. During the event preparation stage, the approved exercise/event directive is published and supporting plans distributed. Pre-exercise training development is completed and conducted. The TPFDD data base is finalized. The Final Planning Conference (FPC) is conducted to ensure completion of all required milestones prior to STARTEX.

3. ECJ3, after coordination with ECPA, submits a detailed SMEB by message if the exercise is SMEB eligible. The SMEB message must be submitted to JS J7 not later than the CCD minus forty days. The CCD is often taken as the date in which military deployment begins (approximately 7 to 30 days in advance of STARTEX), but it is important to remember that no public announcement of the exercise will be made until exercise approval has been received. In addition, the Assistant Secretary of Defense for Public Affairs must approve exercise public affairs releases. Submission of proposed public affairs guidance should be parallel to or preceed SMEB submission. SMEB approval does not constitute approval of public affairs releases. Early SMEB submission may be necessary when a long-lead commitment is required for exercise or host country planning.

Target Date	Action	Lead
STARTEX – 7-8 Months	• Conduct Mid-Planning Conference	Exercise/Event Director
	• Brief draft supporting Exercise/Event Directives (as appropriate)	
	• Deliver and brief Event Control Plan	
	• Deliver and brief Event Evaluation Plan	
	• Brief draft OPFOR Campaign Plan to limited audience	
	• Brief final Scenario (Road to Crisis and Area Study)	

Target Date	Action	Lead
	• Update event planning milestones	
	• Data Base Test -Model Test 2 requirements briefed	
	• Brief academic training concept (if required)	
	• Brief MSEL (selected audience)	
	• Finalize JMD	
	• Identify AAR observer source	
	• Draft medical plan (MEDEVAC and Host Nation support)	
	• Finalize unit customs and agriculture requirements	
	• Finalize Host Nation statement of requirements	
	• Submit ammunition request	
	• Provide appropriate supported command procedures and plans	
	• Finalize force protection plan	
	• Finalize force health protection plan	
	• Draft public affairs guidance	
	• Identify MPC tasks, OPRs, and post conference minutes on appropriate web site.	
Immediately after MPC	• Conduct post-MPC IPR with OCE	
	• Publish Final Supporting Exercise/Event Directives	
	• Release/post MPC minutes	
	• Brief mid-term IPR to JTRB (selected events only)	
	• Brief mid-term IPR to HQ USEUCOM major staff meeting	
	• Publish JOPES planning guidance	

Target Date	Action	Lead
	• Publish public affairs guidance	
	• Reserve commercial air transport if required	
C – 160 Days	• Review transportation requirements and complete the TPFDD data base for deployment and redeployment for the list of forces and resources necessary for exercise execution. Using JOPES, this data base will be provided by Service components to ECJ3 for review. Transportation requirement data must be complete no later than 160 days before C-Day. • C-160 could occur before or after the MPC.	Components
Transportation data base is complete	• Notify USTRANSCOM and other supporting commands of T-day and establish the date by which component transportation requirement sourcing must be completed. This must be accomplished before T-100 for ocean transportation and T-70 for air transportation.	ECJ37
T – 90 Days	• Submit TPFDD requirements for USTRANSCOM-provided sealift to HQ USEUCOM validation	All
T – 60 Days	• Submit TPFDD requirements for USTRANSCOM-provided airlift to HQ USEUCOM validation	All
T – 60 Days	• Validate sealift requirements to USTRANSCOM	ECJ37
T – 50 Days	• Validate airlift requirements to USTRANSCOM	ECJ37
CCD – 47 Days	• Submit SMEB Draft to ECJ3	Lead Component
CCD – 40 Days	• Submit SMEB to Joint Staff	ECJ3
Prior to FPC	• Publish Event Control Plan	
	• Publish Event Evaluation Plan	
	• Prepare Public Affairs Guidance	Exercise Lead
	• Conduct data base test 2	
	• Publish MSEL	

Target Date	Action	Lead
	• Submit TPFDD input to Supported Command. Refer to TPFDD LOI on HQ USEUCOM web site.	
	• Finish Campaign Plan	
	• Finalize Scenario	
	• Finalize and distribute FPC agenda	
	• Conduct pre-FPC IPR with OCE	
	• Release FPC Calling Message	
	• Follow up FPC calling message with e-mail	
	• Release Country Clearance Message	
	• Recommend force provider unit representatives and other agency attendance as appropriate	
STARTEX – 3 Months	• Conduct Final Planning Conference	
	• Distribute all necessary documents	
	• Deliver and or brief applicable plans	
	• Applicable portions of Event Control Plan	
	• Event Evaluation Plan	
	• Observer Training Plan	
	• JECG Training Plan (part of Event Control Plan)	
	• MINIEX Plan (part of Event Control Plan)	
	• OPFOR Campaign Plan (delivered and briefed to limited audience)	
	• Deliver Scenario	
	• Conduct MSEL synchronization workshop	
	• Brief data base – model test 3 requirements	
	• Conduct final event review	

Target Date	Action	Lead
	• Identify FPC tasks, OPRs, and post conference minutes on appropriate Web page	
After FPC	• Conduct post-FPC IPR with OCE	
	• Conduct Academic Training if required	
	• Conduct data base test 3	
	• Complete Event Evaluation Plan	
	• Ensure remaining legal agreements are signed	
	• Confirm commercial transportation reservations	

Return to Table of Contents.

ANNEX 4 to APPENDIX G

Joint Event Life Cycle – Execution Stage

During the Execution Stage, event participants execute movement plans; train the training staff; conduct individual training and collective training for the training audience; conduct the after-action review and wrap-up the event.

Target Date	Action	Lead
Prior to STARTEX	• Execute the TPFDD – conduct RSO&I. Execution of the TPFDD deploys forces and exercise support personnel to the exercise area. This is a "real world" activity. Any "notional" movement of forces as part of the exercise will be accomplished as part of the exercise. Activity under this generic heading also includes any assembly of exercise participants at their exercise location.	
	• Brief HQ Command Group	
	• Track force deployments	
	• Monitor participant situation reports	
	• Establish Public Affairs and Visitor Reception Center	
	• Establish the event evaluation center and initiate the data collection plan	
	• Conduct JECG training (if not accomplished during preparation stage)	Exercise/Event Director
	• Conduct evaluation observer training	Exercise/Event Director
	• Conduct individual joint instruction	Exercise/Event Commander
	• Conduct COMMEX. Objective is to verify that participant, support, simulation, control, and other important systems and communications are sufficiently functional, end-to-end, for training execution.	Exercise/Event Director
	• Conduct MINIEX. A "mini-exercise" is a short initial execution of a discrete portion of the exercise scenario that allows staff interaction in the exercise environment.	Exercise/Event Director

	• Evaluate MINIEX activity. This technique, not a part of every USEUCOM exercise, allows the creation of a structured, controlled exercise environment in which all participants play. It provides an opportunity to conduct additional practice for participants and a forum for the JECG to conduct cell, simulation personnel, and controller training.	Participants and JECG
STARTEX	• Execute Event	
	• Conduct the STARTEX Conference: The STARTEX conference provides the final opportunity for the commander and the JECG to review the status of any issues and officially begins the exercise.	Exercise/Event Commander
After STARTEX conference	• Direct the MSEL and exercise simulation to begin	Exercise/Event Director
	• Provide situation reports to OSE and OCE	
	• Collect evaluation data	
	• Collect reports of observation, lessons learned, and issues	
	• Conduct Daily JECG Briefings: To insure planned exercise progress, these briefings are conducted by the JECG internally. In these briefings, concerned JECG staff, especially the "trainers/observers" (often generically called the "White Cell"), review the task to MSEL matrix for the exercise to ensure the exercise is producing data for every training objective.	Exercise/Event Director
	• Conduct Mid- and Final FAAR: These two major "Facilitated After-Action Reviews" (FAAR) are critical training events. The mid- and final FAAR are conducted by specialized JECG members, who facilitate "self discovery" learning sessions by the commander and training audience. The facilitator uses the collated TPOs to assist the training audience to discover for themselves what happen during the training, how they can capture the positive training results, and how they can correct the identified training proficiencies. Notes are kept of this discussion for after-action reporting.	Exercise/Event Director

ENDEX	• Conduct ENDEX Activities: Conclude other administrative and support activities necessary to end the exercise.	Exercise/Event Commander

3. Establishing an Event Evaluation Team

a. The Evaluation Team Leader will plan the team composition required to evaluate the designated objectives and convene team members as necessary to complete the planning and preparation of the evaluation.

(1) USEUCOM Event Evaluation Team members will include representatives of the HQ USEUCOM Directorates that are Training Audience OPRs for an exercise or operation, and may include JWFC observers, and Component-provided training observers.

(2) The team should include a Functional Leader for each functional partition of the evaluation.

(3) Team coverage for 24-hour, continuous operation may be required to capture the training audience response.

b. The Evaluation Team Leader will ensure training of the Event Evaluation Team, to include the following:

(1) Exercise or operation background information.

(2) Exercise or operation JMETL and training objectives.

(3) Data collection plan and specific collection requirements.

(4) TPO form or tracking tool operation.

(5) Collection techniques.

(6) Analysis capability and presentation tools.

c. Evaluation concept planning includes the following key actions, as required.

(1) Analysis of command documents, CJCS instructions and manuals, doctrine publications, and the command JMETL.

(2) Collection of the draft exercise directive, standing operating procedures, and operations orders.

(3) Identification of observer requirements, to include physical layout, augmentation, and administrative support requirements.

(4) Development of preliminary training requirements for observers and augmentees, before and after arrival at the exercise site.

(5) Decision briefing for the commander on the evaluation concept of operations.

(6) Following completion, the evaluation concept of operations will be submitted to the OCE for review and approval, and a copy provide to ECJ3.

4. Observing the event.

a. Collect the JMETL, training objectives, conditions and performance targets for the training event or operation on which the evaluation will be conducted. Ensure the objectives have adequate and sufficient performance targets for a factual evaluation of the training objective.

b. Transfer each objective to a Task Proficiency Observation/Task Proficiency Evaluation (TPO/TPE) Form, Tab B, or capture the objectives in an automated tracking tool (JTIMS or equivalent).

c. Observe and record the training event or operation.

(1) Record task accomplishment on the TPO/TPE Form. Ensure the TPO reflects the evaluation of the training objective with satisfactory measurement contained within the observation.

(2) Record techniques, procedures, or workarounds that enabled a task to be accomplished to standard in spite of an identified deficiency or shortcoming as lessons learned.

(3) Record shortcomings, deficiencies, or problems identified that precludes performance to JMETL standard as an issue encountered.

d. Provide means for all event participants to record lessons learned and issues encountered throughout the event life cycle.

5. Evaluating the operation or event.

a. Collect and analyze observations.

b. Conduct an after action review with the training audience.

c. Each Functional Leader will provide an overall subjective evaluation for each TPO as a TPE. Where more than one observation applies to one objective, the Functional Leader will combine those observations into one TPE.

d. The Evaluation Team Leader will provide an overall subjective evaluation of the event.

6. After-Action Review. The AAR ensures joint training event design provides opportunities for observations and data to be generated, captured, and correlated against each training objective. This process requires extensive planning, detailed preparation, and coordinated execution. During execution of the event, data is collected for every training objective and compared with its performance standard under established conditions, derived directly from the command's JMET. The AAR provides the commander the data to identify issues and create a training evaluation for that joint training event. The review will cover associated ERC or HCA projects. This evaluation is an internal command responsibility, intended to determine whether a specific event's training objectives are being or have been met. The training evaluations for each separate

event, when viewed over several joint training events, assist the joint commander's overall assessment of his command's JMET training proficiency (see Appendix H).

7. Reporting an operation or training event.

a. Types of Reports.

(1) Training Evaluation Report – The collection of all TPEs and the subjective evaluation of the Evaluation Team Leader provide to the Event Commander.

(2) Commander's Event Evaluation Report (CEER) is a brief electronic report to the OCE and OSE or tasking authority, copy to the OSE's Center for Lessons Learned, indicating the completion of the event and the commander's initial impressions of the objectives fulfilled, training accomplished, and the value of the event.

(a) The CEER is required for all joint and combined operations and training events.

(b) The reports provided to HQ USEUCOM are maintained on file in the USEUCOM Center for Lessons Learned.

(3) Joint After Action Report (JAAR) – A written report submitted via the USEUCOM Center for Lessons Learned to the Joint Staff, the JAAR provides the official description (Summary Report) of an operation or training event and includes each report of Issue, Lesson Learned and Observation. The JAAR will be submitted electronically using the USEUCOM Center for Lessons Learned web site.

(a) The JAAR is required for all real-world operations and for selected exercises identified by the Joint Staff. HQ USEUCOM will publish the list of selected events annually.

(b) HQ USEUCOM will submit both exercise and operational JAARs electronically to the Joint Staff. The reports are kept on file in the Joint Center for Lessons Learned (JCLL) data base.

(4) The components of the JAAR, described below, can be submitted independently, whenever deemed appropriate by the event commander.

(a) Summary Report of Event/Operation – An official description of an operation or event detailing objectives, major participants, locations, dates, and limitations of the event. It links the JMETL and operational objectives to the content of the report. (Sample report at Tab C).

(b) Report of Observation – Report of a technique or circumstance that significantly impacted (positively or negatively) an operation or training event that should be shared with the joint community. (Sample report at Tab D).

(c) Report of Lesson Learned – Report of a technique, procedure, or workaround that enabled a task to be accomplished to standard based on an identified deficiency or shortcoming. (Sample report at Tab E).

(d) Report of Issue – Report of a shortcoming, deficiency, or problem identified during an operation or training event that precludes performance to standard. (Sample report at Tab F).

(5) HQ USEUCOM uses required reports to assess efficacy of joint and combined training, both the program and specific events. The JAAR is a bottom up review of the exercise and event. The Commander's Event Evaluation Report is a commander's view of an event and also helps determine how well the audience was trained. The external evaluation report provides an independent view of the training achieved relative to the essential tasks. The three types of reports are used to assess the Joint Training Program and provide input to the next annual exercise cycle. Reports of Observations, Issues, and Lessons Learned are reviewed to improve training and operational tactics, techniques, and procedures, and are made available on the ECLL web site to provide the best information to the next planning cycles. Without these critical views of the exercise/event, the evaluation and subsequent annual assessment of the Joint Training Program in theater would not have verifiable inputs to the annual assessment.

b. Report Timing.

(1) The Commander's Event Evaluation Report will be submitted to arrive at HQ USEUCOM ECJ37 within 7 days of ENDEX.

(2) The Training Evaluation Report, the JAAR, After Actions Report, Summary Report, and Observation, Lesson Learned, and Issue Reports will be submitted through command channels to arrive at HQ USEUCOM ECJ37 within 60 days of ENDEX.

(3) HQ USEUCOM will submit JAARs to the Joint Center for Lessons Learned within 90 days of ENDEX. Commanders will submit an interim JAAR every 180 days for operations lasting over 180 days.

c. Form and content of reports. Report quality and completeness is critical for usefulness of the information contained within the report. Submitters may use the Lessons Learned software package available on the USEUCOM Center for Lessons Learned (ECLL) website, which can be reached from the ECJ37 page at http://www.eucom.smil.mil/ecj3/j37/index.html.

(1) Reports will contain the data outlined in the appropriate Tab.

(2) Reports will contain a recommendation.

(3) Each Observation, Lessons Learned or Issue will be recorded as an individual report.

(4) Each Observation, Lessons Learned or Issue will reference a task on the JMETL.

(5) Each Observation, Lessons Learned or Issue will reference the appropriate categories from the following choices: doctrine, operations, training, materiel, leadership development, personnel, facilities (DOTMLPF).

(6) Acronyms and abbreviations will be spelled out the first time used.

(7) Document, pages, and paragraphs of classified reports will be marked appropriately.

d. Reports will be submitted via the most convenient electronic method that will meet the suspense.

Target Date	Action	Lead
ENDEX	• Consolidate AAR results	
	• Evaluate Training Objectives (T, P, U, N)	
	• Conduct Issues Definition	
ENDEX +7 Days	• Submit Commander's Event Evaluation Report	
	• Brief results to JTRB (selected events only)	
	• Brief results to HQ USEUCOM major staff meeting	

ENDEX+60 Days	• Submit JAAR
	  • Commander's Summary Report
	  • Reports of Observation, Lessons Learned, Issues	

ENDEX +90 Days	• Update related Joint Training Plans	

Return to Table of Contents.

ANNEX 5 to APPENDIX G

Joint Event Life Cycle – Evaluation Stage

---

1. Exercise/Event Commanders conduct event evaluations for each event on the USEUCOM Joint Training Schedule in order to document the training accomplished, lessons learned, and issues and to provide required reports to higher headquarters. Commanders use these procedures for operations to document missions accomplished, training accomplished, lessons learned, and issues and to provide required reports. For selected training events or operations, HQ USEUCOM will establish the Event Evaluation Team to assist the Exercise/Event Commander in conducting the evaluation.

2. Evaluation planning.

a. The proposed level of evaluation for each event will have been determined during Phase II of the Joint Training System, at the Training Synchronization Conference and recorded in the Joint Training Plan. Commanders will confirm the level of evaluation in the Exercise/Event Directive. Generally, there are four levels of evaluation, HQ USEUCOM augmented by JWFC, HQ USEUCOM, Component, and Unit; however, Exercise/Event Commanders may propose different levels, for example, coalition or multi-unit, as appropriate, for inclusion in the Exercise/Event Directive.

b. The evaluation process is essentially the same for each level. This Annex focuses on a HQ USEUCOM level evaluation and should be adapted to the circumstances of the event.

c. The OSE may designate the Evaluation Team Leader for the Event Evaluation Team or delegate the choice to the OCE. Likewise, the OCE may delegate the choice to the Exercise/Event Commander.

(1) The Evaluation Team Leader should possess requisite expertise and rank to fulfill his or her responsibilities in the context of the event.

(2) An O-6 or higher ranking officer (or equivalent) will normally head the USEUCOM Event Evaluation team for large scale events (e.g. joint operations HQ events).

(3) For small to mid size events (e.g. MEDFLAG), an O-5 or higher ranking officer (or equivalent) will normally head the USEUCOM Event Evaluation Team.

d. The Evaluation Team Leader should be designated as early as possible in the event life cycle in order to participate in event planning activities, build the evaluation and data collection plans in a timely fashion, and observe the design and preparation of the event.

e. For the assignment of evaluators, the scope of the evaluation should be divided into mission and JMET-related functional partitions, normally consistent with the headquarters organization. Evaluators, however, must take care to include the interfaces, coordination, and collaboration across the partition boundaries within the evaluation.

Return to Table of Contents.

TAB A to ANNEX 5 to APPENDIX G

Commander's Event Evaluation Report

The Commander's Event Evaluation Report (CEER) is a concise electronic report indicating the completion of the operation or training event and summarizing the commander's first impressions of successes and issues.

FM …

TO …

INFO …

Insert proper classification and paragraph markings

OPER/(OPERATION NAME)// ***or***

EXER/(EXERCISE NAME)//

SUBJ/(OPERATION ***or*** EXERCISE NAME) COMMANDERS EVENT EVALUATION REPORT

MSGID/GENADMIN/...//

REF/A/

RMKS/

NARR/THIS IS THE [ISSUING COMMANDER] EVENT EVALUATION REPORT FOR OPERATION ***or*** EXERCISE (NAME)

1. MISSION

1.A. OPERATION ***or*** EXERCISE NAME, DATES, AND LOCATION

1.B. COMMAND RELATIONSHIPS ***or*** OSE AND OCE

1.C. U.S. UNITS INVOLVED (INCLUDE DEPLOYMENT COMMANDER, MAJOR EQUIPMENT TYPES AND NUMBERS, AND NUMBER OF PERSONNEL).

1.D. PARTICIPATION BY OTHER NATIONS (LIST OTHER NATIONS INVOLVED, LEADERS [names, ranks, and titles], UNITS INVOLVED, NUMBERS OF PERSONNEL, AND MAJOR EQUIPMENT).

2. COMMANDERS INTENT ***or*** EXERCISE OBJECTIVES.

3. SUMMARY OF ACCOMPLISHMENTS (SORTIES, OTHER TRAINING, SOCIAL, ETC)

4. PARTICIPATION OR VISITS BY SENIOR-LEVEL OFFICERS OR GOVERNMENT OFFICIALS (include representation by the U.S. and other nations)

5. CAPABILITIES AND INFRASTRUCTURE OF OTHER NATIONS (evaluation based on observations)

6. ATTITUDES OF PARTICIPANTS FROM OTHER NATIONS (evaluation based on observations)

7. STATED REQUESTS FOR FOLLOW-ON ACTIVITIES, CONTACT, OR INVOLVEMENT.

8. VALUE OF OPERATION ***or*** EXERCISE, LESSONS LEARNED, AND OTHER COMMENTS.

8.A. OVERALL OPERATION ***or*** EXERCISE EVALUATION:

8.A.(1) JMETS (*EXERCISE*) (T,P,U)

8.A.(2) SATISFACTION OF COMMANDER'S INTENT (*operation*)

8.B. SUMMARY OF SIGNIFICANT OBSERVATIONS, LESSONS LEARNED, AND ISSUES ENCOUNTERED.

9. COMMANDERS COMMENTS

Each unit participating will evaluate the operation or exercise by conducting a subjective benefit analysis, rating the values of readiness, training, and theater security cooperation on the following scale: 1 = none; 2 = little; 3 = some; 4 = good; 5 = excellent:

Readiness: Operation or exercise's contribution to preparedness to accomplish mission

Training: Operation or exercise's training value to help the unit become more proficient in performing its mission(s)

Theater Security Cooperation: Operation or exercise's contribution to theater security cooperation objectives.

Return to Table of Contents.

TAB B to ANNEX 5 to APPENDIX G

Task Proficiency Observation/Evaluation Form

Task Proficiency Observation/Evaluation			
TO #		Functional Leader	
Mission		F/L Phone	
Focus Area		F/L E-Mail	
Event Code		Phase	
Event Name		Training Audience	
MTG #		Responsible Org	
JMET #		Title	
Tng Obj			
Performance			
Situation			
Required Level of Performance			
Observation #1	Training Audience		
Observer	Comment		
DTG			
Observation #2	Training Audience		
Observer	Comment		
DTG			
Observation #3	Training Audience		
Observer	Comment		
DTG			
Observation #4	Training Audience		
Observer	Comment		
DTG			
Potential Lesson Learned Recommendation/Comment			
Functional Leader's Recommended Evaluation			
Did Audience Achieve Training Objective? Yes		No	

Return to Table of Contents.

TAB C to ANNEX 5 to APPENDIX G

Example Summary Report of Event/Operation

---

1. LESSON LEARNED ID: XXXXX-XXXXX

2. ORIGINATOR: USJFCOM, POC: LTC SAMPLE
DSN: 111-2222, COMM: 111 222 3333

3. OPEX: JTFEX 98-1, DATE OBSERVED: 02/04/98.

4. TITLE: SUMMARY – JTFEX 98-1

5. GENERAL DESCRIPTION: JTFEX 98-1 was a CJCS approved, USJFCOM scheduled, FORSCOM sponsored joint field training exercise employing Army, Navy, Air Force, Marines, and SOF elements in a littoral environment. Commander, XVIII Airborne Corps, was the Joint Task Force commander for this exercise. The general scenario for the exercise was built around an "emerging nation, multithreat environment, in the USEUCOM/USCENTCOM theater." JTFEX 98-1 was a Joint Mission Essential Task (JMET)/Joint Force interoperability based field training and assessment exercise. The primary training audience is forward deploying CONUS-based units and consisted of six general phases: deployment/FDOs, crisis response, deployment/FDOs, decisive combat, transition, and redeployment. The exercise featured multiservice force integration, unit-level operations, and a Commander Joint Task Force (CJTF) staff. Predeployment certification of the Carrier Battle Group (CVBG), Amphibious Ready Group (ARG), and Marine Expeditionary Unit (MEU) is also a major aspect of the JTFEX. Additionally, a two-brigade airborne operation (BIG DROP) was conducted. The Navigation Warfare (NAVWAR) ACTDs were demonstrated during the exercise.

6. DATES:

   a. Phase I-Deployment/FDOs: 12-17 Jan 1998

   b. Phase II-Crisis Response: 18-20 Jan 1998

   c. Phase III-Deployment/FDOs: 21-24 Jan 1998

   d. Phase IV-Decisive Combat: 25 Jan-01 Feb 1998

   e. Phase V-Transition: 02-03 Feb 1998

   f. Phase VI-Redeployment: 04-05 Feb 1998

7. LOCATION OF OPERATIONS: The JECG for the exercise was located at Fort Bragg, NC. Maritime operations, Blue and OPFOR, (exercise) were conducted in the West Atlantic Ocean, east coast in the Virginia Capes Operating Area (VCOA), Cherry Point Operating Area (CPOA), Jacksonville Operating Area (JOA), and the Puerto Rican Operating Area (PROA). Ground operations, Blue and OPFOR, were conducted at Camp Lejune, North Carolina; Camp Blanding,

Florida; Camp Davis, NC; Fort Benning, Georgia; Fort Bragg, North Carolina. Air operations, Blue and OPFOR, were conducted in the VCOA, CPOA, PROA, over Fort Benning and Fort Bragg, Barksdale AFB, Hurlburt Field, Florida.

8. LOCATION OF PERSONNEL: Same as above.

9. OBJECTIVES: The following OP level task (UJTL ver 3.0) have been assigned to assess joint interoperability training:

a. OP1.1.2. Conduct Intratheater Deployment and Redeployment of Forces Within Theater of Operations/JOA

b. OP 1.2. Conduct Operational Maneuver

c. OP 1.2.3. Concentrate Forces in a Theater of Operations/JOA

d. OP 1.2.4.3. Conduct Forcible Entry. Airborne, Amphibious, and Air Assault

e. OP 1.3.1. Overcome Operationally Significant Barriers, Obstacles, and Mines

f. OP 1.5.1. Control Operationally Significant Land Area

g. OP 1.5.2. Gain and Maintain Maritime Superiority in Theater of Operations/JOA

h. OP 1.5.3. Gain and Maintain Air Superiority in Theater of Operations/JOA

i. OP 2.5.1. Provide Intelligence for Theater of Operations

j. OP 3.1. Conduct Joint Force Targeting

k. OP 3.1.7. Develop Fire Support Coordination Measures

l. OP 3.2.2.4. Conduct Nonlethal Attack on Personnel, Equipment, and Installations

m. OP 4.2. Synchronize Supply of Fuel in Theater of Operations/JOA

n. OP 5.1.2. Manage Means of Communicating

o. OP 5.6. Employ Operational Information Warfare (IW)

p. OP 6.1. Provide Operational Airspace and Missile Defense

q. OP 6.2.5. Provide Identification of Friendly Forces Within Theater of Operations/JOA

r. OP 6.5. Provide Security for Operational Forces and Means

s. OP 6.2.8. Establish NBC Protection in Theater

10. 10. (U) LIMITATIONS. There were a number of significant limitations noted during the execution of this exercise.

a. Available manpower was a major limitation. In addition to this exercise, UNIFIED ENDEAVOR 98-2 (Category 3 exercise) was being conducted at the same time, which is also a manpower intensive exercise. JFCOM needs to establish a methodology to deconflict the overlapping of two major exercises.

b. An emerging real world operation forced the early recall of the carrier battle group and the amphibious ready group.

c. The JECG and the Joint Operational Support Team (JOIST) were well organized, manned, and led during this exercise. However, to maintain continuity between exercises and to increase emphasis on joint interoperability tasks, a permanent Commander, USJFCOM, led JECG and JOIST is preferable.

d. The exercise script Joint Intelligence and Simulation Master Plan (JISMAP) and scenario development process is at a level of maturity and flexibility to support other battle staffs to plan, control, and execute JTFEX series events. A move toward a Commander, USJFCOM, centralized scenario production process is needed to further improve exercise efficiency and effectiveness.

e. The availability of observers for the JTF staff during this exercise was limited due to other exercises and real world operational requirements. Commander, USJFCOM, should consider providing a more robust joint observer/trainer team to provide guidance and training to the JTF staff during category II exercises and to collect observations on joint interoperability to be incorporated into the exercise after action report. The JTF HQ staff was not fully manned until 26 Jan 98, 14 days into the exercise. This resulted in limitations on planning by and guidance for the CVBG and ARG/MEU during the first two phases of the exercise.

(1) NAVFOR requested operational deception (OPDEC) and psychological operation (PSYOPS) plans from the JTF HQ, which were not provided. The JTF HQ, which should have facilitated planning for tactical exploitation of PSYOPS capabilities, was not fully stood up until after opportunities during maritime operations had passed.

(2) It took 2 days for the JTF HQ to respond to initial NAVFOR request for supplemental ROE.

f. Joint C4I. There were several limitations related to the C4I architecture required to support joint and combined operations.

(1) Extensive use of SIPRNET homepages and e-mail as a primary information management tool stresses current C4I capabilities for all components. This is compounded by a lack of trained and experienced information managers within the JTF HQ and component staffs.

(2) The VTC on the ARG/MEU was nonoperational during much of the exercise due to internal C4I shortfalls. VTC problems also existed at the JFACC and JSOTF locations.

11. MAJOR PARTICIPANTS.

a. ARMY

- Commander, Joint Task Force 840 (CG XVIII ABN CORPS)
- XVIII ABN CORPS
- 82d ABN DIV
- 101st ASSLT BDG TF

b. b. NAVY

- Commander, Carrier Group SIX (CCG 6)
- Carrier Air Wing Seven (CVW 7)
- Commander, Destroyer Squadron TWENTY-TWO (CDS 22)
- Commander, Amphibious Squadron SIX (CPR 6)
- JOHN C STENNIS BATTLE GROUP
- USS JOHN C STENNIS (CVN 74) USS MONTEREY (CG 61)

c. c. AIR FORCE

- 8 Air Force Air Mobility Command
- 1 Fighter Wing 23 Fighter Group
- 347 Wing 552 ACW

d. d. MARINES

- II MARINE EXPEDITIONARY FORCE (Fwd)
- 26 MARINE EXPEDITIONARY UNIT (SOC)

e. e. SOCJFCOM

- Commander, Special Operations Command Atlantic Cmd
- 3rd Special Forces Group 75th Ranger BN (-)
- Seal Team FOUR

f. f. USSOCOM

- 8 PSYOP BN

g. g. OPPOSING FORCES

- 10th MTN Div CTF 88

Return to Table of Contents.

TAB D to ANNEX 5 to APPENDIX G

Example Report of Observation

---

1. LESSON LEARNED ID: XXXXX-XXXXX

2. ORIGINATOR: USASETAF, POC: LTC WORKER
DSN: 111-2222, COMM: 111 222 3333

3. OPEX: AGILE LION 99, DATE OBSERVED: 01/25/99.

4. TITLE: OBSERVATION -- Information Operations (IO) Matrix.

5. OBSERVATION: The U.S. Army Southern European Task Force (SETAF) JTF HQ uses a unique IO "matrix" construct to depict the desired "end state" for IO resources (e.g., PAO, offensive IO, defensive IO, CA, PSYOP, EW, OPSEC, etc.) for each phase of an operation.

6. DISCUSSION: The IO matrix observed during AGILE LION (AL 99) is the culmination of efforts initiated during AG 98 by the SETAF staff and the Army's Land Information Warfare Activity (LIWA). The IO matrix depicts the desired operational end-state for each IO component. For example, Phase I on an OPLAN might list the desired end-state for the following IO components: PAO, offensive IO, defensive IO, CA, PSYOP, IW, OPSEC, deception, etc. The SETAF JTF staff J-7 has the lead for IO planning. The J-7 provides IO input to OPLANs, OPORDs, and fragmentation orders (FRAGOs) through the JTF Chief of Staff to the J3 for execution. IIO begins with "stand up" of the JTF. The IO staff develops a "strawman" IO matrix with input from the JTF staff. This matrix is prioritized in accordance with the Joint Integrated Priority Target List (JIPTL) by the Joint Target Coordination Board Working Group/Information Operations Working Group (JTCBWG/IOWG). Once approved, the matrix is refined and presented to the JTCB for approval and integration into the tasking order (TO) by either the air tasking order (ATO) or fragmentation order (FRAGO).

7. LESSON LEARNED: None.

8. RECOMMENDATION: Incorporate, as appropriate, in Joint Pub 3-13; consider using IO matrix construct in appropriate IO instruction in JPME curricula.

9. COMMENT: None.

10. TASK DATA
Task: OP 5.6: Employ Operational Information Warfare (IW)

11. DOTMLPF Implications

☐ Doctrine ☒ Operations ☐ Training ☐ Materiel
☐ Leadership Development ☐ Personnel ☐ Facilities

Return to Table of Contents.

TAB E to ANNEX 5 to APPENDIX G

Example Report of Lesson Learned

---

1. LESSON LEARNED ID: XXXXX-XXXXX

2. ORIGINATOR: USCENTCOM J6-D, POC: LT COL PRACTICE
DSN: 111-2222, COMM: 111 222 3333

3. OPEX: DESERT THUNDER, DATE OBSERVED: 02/23/98.

4. TITLE: LESSON LEARNED -- Standardized SIPRNET Web Pages for Crisis Operations

5. OBSERVATION: The Joint Staff requested each unified commander create a set of standard links on their website for use during a crisis in J33-CSOD message 220118Z JAN 98, Subject: Standardization of SIPRNET Homepages. These links contain warfighter information spanning all functional areas.

6. DISCUSSION: U.S. Central Command's set of links, accessible via the SIPRNET, was placed under the heading "Mission Critical Links" at the homepage level. The most critical link within this list was the Crisis Response Cell (CRC)/Crisis Action Team (CAT) page. CCJ3-O established policy for the information placed on that page. Other directorates funneled their requests for links on that page through CCJ3-O. Agencies outside USCENTCOM found access to DESERT THUNDER data easier and directorates within the headquarters understood the internal information linkages better as the operation progressed. CCJ3 control of the web information flow via the CAT paralleled traditional quality assurance steps for paper production. Web postings were elevated to the "record" level.

7. LESSON LEARNED: The establishment of a single source for links on the SIPRNET web page improved the quality of and access to crisis data, reducing distribution delays and confusion. The Web was used more extensively than ever before and proved its reliability and value for command and control.

8. RECOMMENDATION: U.S. Central Command's process and Web capability worked well. Recommend this implementation be used as a model for other unified commanders.

9. COMMENT: This Lesson Learned is applicable outside of U.S. Central Command. Action is required of all unified commanders.

10. TASK DATA
Task: ST 5.1 Operate and Manage Theater C4I Environment

11. DOTMLPF Implications

☐ Doctrine ☒ Operations ☒ Training ☐ Materiel
☐ Leadership Development ☐ Personnel ☐ Facilities

Return to Table of Contents.

TAB F to ANNEX 5 to APPENDIX G

Example Report of Issue

---

1. LESSON LEARNED ID: XXXXX-XXXXX

2. ORIGINATOR: USCENTCOM, POC: LTC EXAMPLE
DSN: 111-2222, COMM: 111 222 3333

3. OPEX: DESERT THUNDER, DATE OBSERVED: 04/21/98.

4. TITLE: ISSUE -- Acquisition and Cross-Servicing Agreement

5. OBSERVATION: The Acquisition and Cross-Servicing Agreement (ACSA) enhanced coalition logistics support, but component comptrollers were unsure how to implement procedures to receive timely reimbursement.

6. DISCUSSION:

a. DOD Directive 2010.9 provides policy for the acquisition and transfer of logistic support, supplies, and services under the ACSA. However, DOD lacks any instruction that provides the funding details to be used during execution of ACSA transactions.

b. USCENTCOM component commanders are responsible to provide the full range of logistical support to the Coalition countries assigned to them. ACSA allows the responsible U.S. Component to transfer logistical support, supplies, and services to Coalition partners using reciprocal pricing principles for all acquisitions or transfers. All transactions must be reimbursable by Payment-in-Kind, Replacement-in-Kind, or Equal Value Exchange.

c. On the reimbursable side, coalition country forces fall into one of two categories:

(1) Countries with which we currently have an Acquisition Cross-Servicing Agreement (ACSA countries); and

(2) All other countries (non-ACSA countries).

d. The U.S. currently has ACSAs with the following countries: Australia; Bahrain; Canada; Czech Republic; Denmark; France; Germany; Hungary; Italy; Netherlands; Norway; Poland; and the United Kingdom. For non-ACSA countries (e.g., Argentina, New Zealand, Romania, Senegal, Bangladesh, Ukraine, Kuwait, and Oman) logistic support may only be provided under an existing FMS case. Absent an FMS case, no legal authority exists for U.S. forces to provide support to coalition forces from that country. Accordingly, support for these forces is a national vice U.S. responsibility.

7. LESSON LEARNED: None, this is an issue.

8. RECOMMENDATION: OSD comptrollers need to provide funding and reporting guidance to service components under a Department of Defense (DOD) instruction. OSD prepare a Department of Defense Instruction providing the necessary funding and reporting guidance.

9. COMMENT: None.

10. TASK DATA
Task: SN 3.1.3 Support Establishment of Access and Storage Agreements

11. DOTMLPF Implications

☒ Doctrine ☐ Operations ☐ Training ☒ Materiel
☐ Leadership Development ☐ Personnel ☐ Facilities

Return to Table of Contents.

APPENDIX H

Assessment of Joint Training

1. A training assessment is the analytical process used by commanders to determine their organization's proficiency to accomplish the mission capability requirements defined in joint mission-essential tasks. The assessment phase of the Joint Training System provides the commanders and staffs at each level of command valuable information that describes a direct pay-off in terms of improved mission capability for the effort associated with the first three phases. The goal of the assessment phase is to provide a clear structure to institutionally capture those insights and create a learning organization. The assessment phase describes how the collective training results are:

(1) Translated into future training requirements for subsequent training cycles.

(2) Developed into lessons learned.

(3) Used to identify and resolve issues.

(4) Made available to other users of training information.

2. This Appendix describes the methods for conducting the assessment, documenting the results, and distributing those results internally and externally for action. The methods are dependent upon three key factors: clear commander's guidance on how to assess the training (the assessment plan), well-documented output from the execution phase, and disciplined support of the assessment process. The Annexes to this Appendix discuss three significant parts of the USEUCOM Joint Training Assessment Program – Assessing Training Performance, USEUCOM Center for Lessons Learned, USEUCOM Remedial Actions Program

3. Evaluation versus Assessment. Before discussing the assessment process, leaders must understand the important difference between an evaluation and an assessment.

Commander's Evaluation…	Commander's Assessment…
…takes a "snapshot" of an organization's actual performance	…applies the commander's judgment to collective "snapshot" data points to determine the organization's capability to perform in the future
…captures a specific training audience's performance in relation to a specific task, under specified conditions, and a designated level of performance during a particular event	…assesses the command's ability to accomplish its JMETs and perform its missions based on the totality of evaluations, informal results, operations, and any other pertinent information
…looks backward at a specific event	…looks forward to readiness
… is covered in Appendix G	…is covered in Appendix H

Return to Table of Contents.

ANNEX 1 to APPENDIX H

Assessing Training Program Performance

---

1. The training assessment process is an analytical approach to the application of military judgment to the issue of the value of training efforts. While this assessment should be a continuous, on-going process, the principal product of the process is the commander's annual report on the training program in May answering these three questions:

a. How well did the program meet the objectives established in the training plan?

b. How well did the program meet the commander's capability requirements?

c. How can the training program be improved?

2. The first question measures success against the standards that the training program set for itself and could be paraphrased "did we train well?". The second question measures success against the needs of the command and could be paraphrased "did we train right?" The third question then takes account of the first two answers to help address "how and what should we train next?"

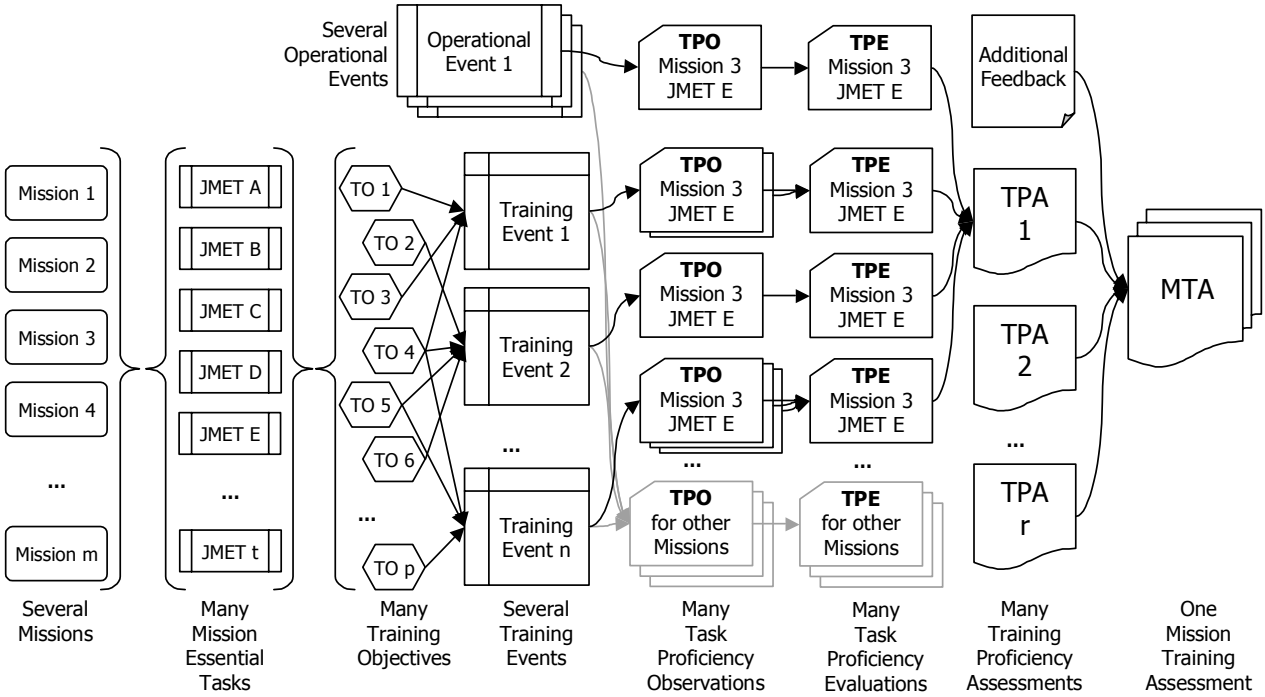
3. Assessment is by definition a subjective activity. The application of analytic techniques enables the dissection of large subjective judgments into smaller judgments and, if correctly applied, reduces the uncertainties associated with a summary judgment. For training assessment, as for any analysis, an incomplete or inappropriate sample of data can lead to greater uncertainty or incorrect conclusions. The overall value of training assessment process depends on the rigor and completeness of the training evaluations, operational observations, and other feedback on training audience activities. Where event evaluations described in Appendix F are not available, other, often less precise, judgments or estimates must be generated to fill the gap.

4. There is an inherent conflict of interest when the trainers alone assess the training program. Normally, training offices (at HQ USEUCOM, ECJ37) will collect, review, and record the various inputs to be used in the assessment process. To accomplish the assessment, however, commanders should lead a multi-functional team with a functional lead for each mission area to be assessed. For example, ECJ2 would be expected to provide a functional expert to lead the assessment of intelligence related tasks.

5. Each Joint Training Plan will include the commander's training program assessment plan. The plan will detail the commander's approach to answering the three questions above. This plan should provide guidance on measurement standards, priorities, use of real-world operations, and key assessment considerations. Tab A provides an example of an Assessment Plan.

6. Figure H-1-1 is an overview of the training-to-mission process from mission analysis to JMETL build to training objective determination through training, evaluation, and analysis. Note that the process foresees deriving task proficiency observations not only from training events, but also from real-world operations. The block "additional feedback" covers informal results from

other forms of training, selected lessons learned, or other input on the ability of the training



audience to perform the task.

Figure H-1-1 – Mission Training Assessment Process

7. The training assessment process is described in the following eight steps.

a. Step 1. Assemble and Train the Assessment Team. The commander for whom the training assessment is to be compiled will designate the assessment team leader. The assessment team leader will identify the staff agencies and commands that need to be represented based on the mission essential tasks under the assessment. At HQ USEUCOM, ECJ37 will organize the team; each HQ USEUCOM staff agency responsible for a JMET under evaluation will provide a functional lead to the team.

b. Step 2. Review Task Proficiency Inputs. Review task proficiency data collected from within the command over the period of the assessment. Respective functional leads should organize the data. Reviewers should be sensitive to potential cross-functional applicability of observations. Sources include TPEs, after-action reports from operations, informal results from other internal training, selected joint lessons learned, and feedback from external sources such as the operations or training results derived by other organizations. Each TPO/TPE collects observations for one JMET for a specific mission.

c. Step 3. Develop Training Proficiency Assessments. The functional lead of each staff organization responsible for performing a JMET assesses whether the training audience can perform the JMET. The functional lead rolls the observations collected on the TPEs into the Task

Proficiency Roll-up Matrix (TPM) by each JMET and Mission. Multiple training events' observations are reported on the TPM (see Tab B) and assigned one of the following Training Proficiency Assessment designators.

(1) T – Trained – the training audience demonstrated satisfactory knowledge and skill toward the task exercised and evaluated.

(2) P – Needs practice – The training audience is not fully capable of completing the task but requires only practice to achieve the trained category. Practice via an exercise is not required to change ratings from P to T, classroom seminars or coursework can be undertaken to raise the training audience to Trained.

(3) U – Untrained – The training audience is deficient in performing tasks to satisfy the training objectives. Retraining and validation that the knowledge or skill has been achieved is required in a future exercise.

(4) N – Not applicable.

d. Step 4. Analyze Observation, Issues and Lessons Learned. Observations, and potential issues and lessons learned, were developed and reported for each event during Phase III, Execution and for operations as they occurred. During this phase, the assessment team will review and analyze the submission for information pertinent to the training program assessment, to include, but not restricted to the following.

(1) Training accomplished or not accomplished.

(2) Appropriateness of training, for example, comments during operations that prior training did or did not prepare participants for the operation.

(3) Lessons learned and issues related to the execution of the joint training plan and training techniques and procedures.

e. Step 5. Develop Mission Training Assessments. Based on the TPAs and other data, the assessment team leader prepares the staff recommendation on the command's training proficiency in performing its missions. These assessments are reported in terms of a demonstrated ability of assigned forces to perform the tasks comprising a mission under the conditions and to the standards associated with the commander's concept of operations. Once the organizational assessments are complete for each JMET, the team assesses the collective TPAs for the JMETs linked to a specific mission, and assigns an overall assessment MTA of command proficiency for each mission being assessed. Table H-1-1 provides MTA grading guidelines for completing the assessment. Tab C is an MTA capture form. Tab D is the Training Audience Assessment Matrix, which the assessment team uses to advise the commander and influence the next training cycle. This assessment data is entered into JTIMS. JTIMS data includes all JMETs required to accomplish each assigned mission, entered in Phase I, Requirements. Once these assessments are entered into the working matrix and approved by the commander in Step 5, they become the inputs to Tab D of the JTP in the next cycle.

MTA Rating	Percentage TPM for Mission rated "T"	Percentage TPM for Mission rated "P"	Percentage TPM for Mission rated "U"
T	≥ 85%	≥ 10%	< 5%
P	≥ 70%	≥ 20%	< 10%
U	≤ 69%	≤ 30%	> 15%

Table H-1-1 – MTA Guidelines

f. Step 6. Assess the Appropriateness of Training. The input of training audience commanders and others who have participated in operations in the form of interviews, annual training briefings, and joint after action reports – both for training and operations – are the critical sources for this information. As we have little control over the operational events that test the validity of training, it is likely that there will not be complete coverage in operations of the training accomplished. Significant disconnects, however, should be visible and must be reported. It might be that the JTP did not address necessary JMETs, did not define needed training objectives, overlooked training audiences for specific training objectives, etc. In many cases, the root issue may be found in the plans or operational concepts. In assessing the reports, the assessment team must estimate the likelihood of repetition of the operational event in the manner it was executed by USEUCOM in order to avoid drawing false conclusions. It is particularly important for the assessment team to consult senior commanders during this assessment.

g. Step 7. Develop Recommended Training Program Improvements. The review and analysis for the mission training assessment and the appropriateness of training will highlight shortfalls in the planning and execution of the training and exercise program. If not already in the form, these shortfalls should be recorded by the team in terms of observations, lessons learned, and issues and provided to the USEUCOM Center for Lessons Learned. The assessment team will include the team's recommendations for corrective action. Potential corrective action may include topics for the commander's training guidance, changes to this Directive, proposed changes to Joint Doctrine, or other modifications to the program.

h. Step 8. Prepare Staff Training Assessment for Commander's Review and Approval. Once all the assessments have been completed, the assessment team prepares a recommendation for the commander that includes the proposed TPAs and MTAs with supporting documentation; the assessment of the appropriateness of the training program; training issues, lessons learned, and recommendations; and draft inputs for the commander's training guidance for the next cycle. The commander approves or adjusts the staff recommendations and provides more definitive guidance for the next training cycle.

Tabs

A. Training Assessment Plan Example
B. Task Proficiency Roll-up Matrix
C. Mission Training Assessment Form
D. Training Audience Assessment Matrix

Return to Table of Contents.

TAB A to ANNEX 1 to APPENDIX H

Training Assessment Plan Example

---

1. The commander's assessment plan provides guidance on how to assess and rate training. It outlines the frequency of assessment, how credit is given to real world operations, how training audiences will be grouped, criteria for making subjective judgments and thresholds for identifying observations, lessons learned and issues.

2. Assessment plans will document the status of training and what measures need to be taken in future training plans to correct training deficiencies.

3. The following is an example/template of the Commander, USEUCOM, assessment plan. It also appears in the templates section of JTIMS. (http://jtims.jwfc.jfcom.smil.mil/jtims/servlet/JempNav?Link =Templates) Other commanders will adapt the plan as is appropriate for their headquarters.

Commander, USEUCOM, Assessment Plan for FY XX

1. PURPOSE. This plan provides specific guidance for conducting assessment of all training events, real-world operations, plus any other sources that may be applicable in order to make an assessment of USEUCOM's ability to perform its missions.

2. INTENT.

a. [insert Statement of intent.]

b. [insert Schedule for component commanders' and designated joint task force and joint functional component commanders' training briefings.]

3. EXECUTION.

a. USEUCOM will follow the methodology outlined in CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of the United States, "to determine whether training audiences achieved the training objectives related to a specific JMET" and to determine the "command's training proficiency in performing its missions."

b. USEUCOM will adhere to CJCSI 3150.25 Series, "Joint Lessons Learned Program," to identify, capture and share information to the joint community.

c. Assessment will focus on:

(1) Missions.

(a) [insert list specific plans]

(2) Training events.

(a) [insert list training events]

(3) Real-World Operations.

(4) [insert list other commander's assessment focus areas]

d. Criteria for making assessments decisions.

(1) The USEUCOM standard for determining an audience's TPA will be based upon two categories: first, the percentage of "achieved" training objectives, and second, the longevity of directorate key leaders. Functional leader/trainers of cells, centers, boards and bureaus will use the level of performance of a training objective to determine whether an audience did, in fact, achieve the training objective. Directorates will then follow the criteria in Figure B-1 when recommending their TPA for a specific JMET. (When the Director determines that the number or significance of available training objectives for a JMET does not permit an accurate assessment using Figure B-1, the team will subjectively rate that JMET.) While the percentages for each of these categories are different, they both will receive equal weight of importance. Recommended directorate TPAs for each JMET will be listed in the TPE Roll-up Matrix (TRM), which is shown in paragraph 4.a.

Percentage of Training Objectives Achieved For a JMET	TPA Rating for a JMET
> or = 85	Trained
70 - 84	Needs training
< 69	Untrained

Figure B-1. TPA Criteria

e. The USEUCOM standard for a mission's training assessment (MTA) will be based upon the percentage of "trained" JMETs for a specific mission. [responsible office] will apply the criteria listed in Figure B-2 when determining a mission's MTA. (When the Director determines that the number or significance of available JMET assessments for a mission does not permit an accurate assessment using Figure B-2, the team will subjectively rate that mission.)

Percentage JMET rated Trained	MTA Rating
> or = 85	Trained -T
70 - 84	Needs practice - P
< 69	Untrained - U

Figure B-2. MTA Criteria

f. Special focus. The command's training concerns are shown below. Special focus will be given to these concerns when reviewing observations, potential issues and potential lessons learned.

(1) [insert list special focus]

g. Grouping/rating instructions.

h. The Assessment Team and Assessment Training.

(1) ECCS will assign one directorate as the lead organization for the command's assessment team. The lead directorate will be responsible also for training USEUCOM's assessment team, which will be composed of at least one representative from each directorate and at least one representative from each service in the subordinate commands.

(2) Assessment training will be scheduled every quarter in USEUCOM. Focus of training is to provide a pool of trained assessors so that an effective and timely assessment can occur in [month].

(a) [insert training schedule and agenda]

4. Assessment timeline. The assessment process will occur each [insert month] for the previous fiscal year. The assessment team will produce two key documents: the command's Training Proficiency Assessment and the Mission Training Assessment.

5. ASSESSMENT OUTPUTS.

a. TPE Roll-up Matrix (TRM). The collection of all TPEs for the training cycle is shown in the command's TRM. For each JMET by mission/event/operation, TPEs for training objectives are collated for every audience. From this collation, each directorate will recommend a JMET training proficiency for an audience for a JMET for a selected mission.

b. Training Proficiency Assessment (TPA). USEUCOM will use a two-step process to determine the TPA for JMETs related to a mission.

(1) Step One: a JMET assessment will be recommended by each directorate for the JMETS to which they contribute. Each directorate will provide a recommended assessment (T, P, U) of its ability to perform its part of a JMET. The criteria for making assessment decisions in step one is outlined in paragraph 3.d.(1).

(2) Step Two: once all recommended directorate JMET assessments for a mission have been received, an overall assessment will be made for each JMET by the "responsible organization," indicating the whether the command is T, P or U. The consolidated directorate JMET assessments and overall command assessment for each JMET, by mission, will be shown in the TPA Matrix and presented at the Assessment Brief to the commander annually.

c. Mission Training Assessments (MTA). The J-3/5 will prepare each mission's MTA using the "Overall JMET" assessment ratings from the TPA Matrix. The criteria for making assessments in the MTA is outlined in paragraph 3 d. (3). The J-3/5 will present the MTA Matrix at the Assessment Brief to the commander annually.

d. ECJ3 will also prepare assessment documents for the following areas to presented at the Assessment Brief to the commander.

(1) Selected lessons learned from JAARs.

(2) Selected observations from JAARs.

(3) Internal issues and resolutions.

(4) Issues beyond the commands capability to resolve.

e. Input to follow-on training cycle/JTP. The following paragraphs identify the minimum list of subjects for guidance to be provided as input to the follow-on JTP.

(1) Joint operational headquarters training and exercises

(2) Joint interoperability training and exercises

(3) Multination training and exercises

(4) NATO training and exercises

(5) Partnership for Peace training

(6) JMETL tasks that are rated "Trained"

(7) JMETL tasks that are rated "Needs training"

(8) JMETL task that are rated "Untrained"

6. RESPONSIBILITIES

a. [insert responsibilities by Director or Component]

b. Each Director will provide two action officers to the Assessment Team.

c. Each Director will provide one administration specialist to the Assessments Team on a rotating basis.

7. DISSEMINATION.

Return to Table of Contents.

TAB B to ANNEX 1 to APPENDIX H

Task Proficiency Roll-up Matrix

Training Year		Mission			
JMET No		Description			
Event Name	Training Objective No.	Focus Area	TPE (Y/N)	Functional Leader Name, Phone, E-Mail	Assessment Team TPA (T/P/U)

Return to Table of Contents.

TAB C to ANNEX 1 to APPENDIX H

Mission Training Assessment Form

USEUCOM Mission Training Assessment

Training Year 200x

Mission	JMETS						OMA Note 1

Note 1: Overall Mission Assessment: Recommended by Assessment Team and approved by Commander (T, P, U)

Return to Table of Contents.

TAB D to ANNEX 1 to APPENDIX H

Training Audience Assessment Matrix

JMET	Commander	HQ Staff	CJTF					Sub-unified					Functional				Service				Unit				Other			
			1	2	3	4	5	1	2	3	4	5	1	2	3	4	A	N	F	M	1	2	3	4	1	2	3	4

	CJTF	Sub-unified	Functional	Service	Unit	Other
1						
2						
3						
4						
5						

Return to Table of Contents.

ANNEX 2 to APPENDIX H

USEUCOM Center for Lessons Learned

---

1. The USEUCOM Center for Lessons Learned is the central facility for receiving, processing, archiving, and redistributing the operational and exercise of Training Evaluation Reports, JAARS, Summary Reports, and Reports of Observation, Lesson Learned, or Issue described in Annex 5 to Appendix G.

a. The USEUCOM Center for Lessons Learned is maintained by ECJ37. The Center works as a repository and coordination focus and works with the Joint Center for Lessons Learned, Component Centers for Lessons Learned, and USEUCOM Functional OPRs to ensure the distribution of reports and the tracking of resolution.

b. Functional OPRs are normally designated staff officers with functional responsibility for related DOTMLPF solutions within HQ USEUCOM. The Functional OPRs may also be staff representatives on the USEUCOM Remedial Actions Working Group.

2. These reports for both operations and exercises will be forwarded though command channels to reach the Center within the suspense in Appendix F. Reports of joint operational headquarters will be forwarded to the officer establishing the headquarters and then, through channels, to the Center. Information copies should be provided to supporting Component commanders.

3. Commanders in the command channel for the submission of the reports should review and take action upon the reports as appropriate. This will include corrective action on incorrect or incomplete reports. All reports due to the USEUCOM Center for Lessons Learned will be forwarded, preferably electronically, to arrive not later than 60 days after ENDEX or report close out date. Component commanders, joint operations headquarters commanders, and supporting commanders will handle these reports in the following ways.

a. Review and forward all Training Evaluation Reports on operations or training events on the USEUCOM Joint Training Schedule to the Center. The Center will make distribution within HQ USEUCOM to include a copy for training assessment to review for immediate actions and retention for the annual training assessment.

b. Review and forward all JAARs and Summary Reports on operations or training events on the USEUCOM Joint Training Schedule to the Center with copies to other participating commands and to service centers for lessons learned, when appropriate. The Center will distribute the JAAR for HQ USEUCOM and outside agency review, as appropriate, and will forward the staffed report to the Joint Center for Lessons Learned (JCLL).

c. Review all Reports of Observation, Reports of Lesson Learned, and Reports of Issue, including those incorporated in JAARs.

(1) Commanders will take for action those reports that apply solely within their command.

(2) Commanders will forward reports that apply solely to their service center for lessons learned.

(3) Commanders will forward all reports that concern HQ USEUCOM, multi-service operations, or joint operations to the USEUCOM Center for Lessons Learned and may copy concerned Components and service centers for lessons learned, as appropriate.

(4) The Center will process the report as described in paragraph 4 below.

4. Processing Reports of Observation, Reports of Lesson Learned, or Reports of Issue.

a. The USEUCOM Center for Lessons Learned will ensure the following three actions are taken on each report received.

(1) The report is forwarded to the USEUCOM Functional OPR for the content of the report for review and action within five days of receipt.

(2) Reports that concern headquarters or operations outside of USEUCOM are forwarded, with the comments of the USEUCOM Functional OPR, to the JCLL within 30 days of receipt (or within 90 days from ENDEX of the event).

(3) Reports and comments are retained for review during the annual training assessment.

b. The USEUCOM functional OPR will review the report and determine the appropriate action within 20 days of receipt.

(1) If the report requires action outside of USEUCOM, the functional OPR will recommend the appropriate action to accompany the report to the JCLL and will, when appropriate, initiate action within functional channels to address the content of the report.

(2) If the report requires action within USEUCOM, the functional OPR will recommend the appropriate action and assign it for action through staff channels. The functional OPR will copy the recommended action and suspense to the USEUCOM Center for Lessons Learned.

Return to Table of Contents.

ANNEX 3 to APPENDIX H

USEUCOM Remedial Actions Program

---

1. The USEUCOM Remedial Action Program (RAP) implements CJCSI 3150.01A, CJCS Remedial Action Program. The USEUCOM RAP (EC-RAP) is established to provide visibility, oversight, and corrective action on Issues identified during operations and exercises. The program is executed in synchronization with the USEUCOM Center for Lessons Learned. The functions of the program are executed by the RAP Coordinator in the USEUCOM Center for Lessons Learned and the RAP Working Group (EC-RAP WG). The working group is composed of representatives of HQ USEUCOM (all directorates and staff offices that have responsibility for some element of DOTMLPF solutions to theater issues) and representatives of each component command. A working group member may also be the Functional OPR for the USEUCOM Center for Lessons Learned.

2. The EC-RAP provides a method for USEUCOM and Component Commanders to initiate, coordinate or monitor corrective actions for Issues of joint significance that arise from the Lessons Learned Program collected as a result of operations, exercises, training events, rehearsals and other sources. Issues will be identified in terms of DOTMLPF to facilitate resolution and validation.

3. Issues are received and processed as stated in the preceding Annex. The EC-RAP Coordinator will analyze each Issue and prepare it for the EC-RAP WG consideration. The EC-RAP WG may combine Issues of a similar nature. If applicable, Issues will reference the appropriate Lesson Learned and will be tracked via the Issue Tracking Matrix, Tab A.

4. The EC-RAP WG will classify Issues into two categories: Tracked Issues and Non-Tracked Issues.

a. Tracked Issues (TI). If the TI can be resolved at USEUCOM, the functional OPR (see Annex 2 to Appendix G) will pursue a resolution including validation of the resolution using standard joint action procedures. After the resolution is validated the TI will be closed. If the TI cannot be resolved at USEUCOM or cannot be validated, it must be forwarded to the Joint Staff for resolution. To expedite resolution to a TI, it may be appropriate to refer it to another formal process e.g., Joint Quarterly Readiness Review, Joint Warfighting Capabilities Assessment.

b. Non-Tracked Issues. The EC-RAP WG with the advice of the concerned functional OPR, will document the decision that the Issue need not be tracked with the rationale for Non-Tracked status. Following rationales will be used:

(1) Procedural issue, an established procedure or policy was not followed. If this is the reason, then the policy or procedure that was not followed will be listed.

(2) Exercise issue. The issue arose due to exercise constraints or design, should only arise in an exercise environment, and would not occur in actual operations.

(3) Noted issue. This issue is a good news story (i.e., why things went right) or as possible items to think about or include when planning a training event or operation

5. A TI may be recommended closed by the EC-RAP WG to the HQ USEUCOM Chief of Staff if one of the following conditions exist

a. The issue has been resolved.

b. The issue is being worked at a higher-level; i.e., Joint Staff.

c. The issue is referred to another formal process for resolution.

d. The Joint Staff has closed a similar issue whose solution also applies to the TI.

e. The TI can be resolved better if it is combined with another TI or Joint Staff TI.

f. Conditions have changed and the issue is no longer perceived as a problem; i.e., the release of a new major computer system that replaced multiple older systems and resolved the problems in the older systems.

6. Procedure for closing

a. When the OPR has ensured that one or more of the closing criteria above have been met, they can recommend the issue be closed to the EC-RAP WG.

(1) In most cases, a TI must be validated before it can be closed. Validation ensures the developed solution is effective and can be applied in the "real world." The most common methods for validations are a "real world" operation, CJCS-sponsored exercise, or Commander, USEUCOM, sponsored exercise. Special studies or an operational test and evaluation program are also acceptable means of validation. Validation, however, may be accomplished by using any method that provides the EC-RAP WG assurance that the issue is solved.

(2) In some cases validation may not be necessary or required. The EC-RAP WG must approve these cases. If approved, the issue is considered "Closed by Decision."

b. The OPR will forward recommendations for closure to the EC-RAP Coordinator. Recommendations should include, at a minimum, the actions taken, their effectiveness to resolve the issue, and a statement recommending that the TI be closed.

c. Recommendations for closure will be annotated in the Issue Tracking Matrix, Tab A. The EC-RAP Coordinator will review proposed closures and make recommendations to the ECJ3. ECJ3 will review recommendations and either recommend closure or return it to the OPR for further action.

d. ECJ3 will recommend the Issues for disposition to the USEUCOM Command Group.

Return to Table of Contents.

TAB A to ANNEX 3 to APPENDIX H

Issue Tracking Matrix

1	2	3	4	5	6	7	8
EC-RAP Issue Number	Function	OPR	Issue Description	Relevant Lesson Learned	History	Validation Event	JMET

Column 1 – EC-RAP Issue Number – EC-RAP assigned tracking number.

Column 2 – Function – Describes the DOTMLPF basis of the Issue, e.g. Personnel, C2, C4I, Logistics, Policy, Plans, Communications, Public Affairs, Medical, etc

Column 3 – OPR – USEUCOM or Component OPR.

Column 4 – Issue description – Basic description of the Issue.

Column 5 – Relevant Lesson Learned – EUCOM Lesson Learned Program number that originated the EC-RAP Issue.

Column 6 – History of Issue including source operation or exercise, Joint Staff history if externally assigned.

Column 7 – Validation Event.

Column 8 – JMET – Task or tasks from JMETL that is unachievable based on Issue.

Return to Table of Contents.

APPENDIX I

Joint Training Information Management System

1. The Joint Training Information Management System (JTIMS) is the system of record for capturing information about events on the JTMS and communicating that information to the Joint Staff and other interested parties.

2. JTIMS is an automated system specifically designed to assist users in developing the key products related to each of the four phases of the Joint Training System. JTIMS provides a web-based, graphical user interface for developing and viewing the Joint Training System products. JTIMS is specifically designed to support the task-based, closed-loop features of the Joint Training System. More specifically, JTIMS facilitates the development of an integrated, task-based, "thread" to guide the application of all four Joint Training System phases. Requirements, plans, execution events, and assessments can all be derived from, or linked to, essential mission tasks. JTIMS is platform independent and is designed for collaborative development of training products.

3. In USEUCOM, JTIMS will be used as the official development tool and repository for JMETLs, Joint Training Plans, and information related to events on the USEUCOM Joint Training Schedule.

4. It is a USEUCOM objective to phase into operation the full exploitation of JTIMS, as software capabilities and procedural data integrity safeguards are implemented, to include:

a. Employment of JTIMS as the repository and management tool for information associated with all events in the USEUCOM Training and Exercise Program and selected other operational events that either provide training value or impact training schedules.

b. Entering information into JTIMS as close as practical to the source of the information, for example to allow components to maintain records for activities that they manage and to provide their information for events managed by HQ USEUCOM directly in JTIMS.

c. Use of the JTIMS support for scenario events management, evaluation, and assessment.

5. JTIMS information can be viewed by individuals with SIPRNET accounts by accessing the JTIMS web site at http://jtims.jwfc.jfcom.smil.mil/jtims/servlet/JempNav, using the User name “Public”; no password entry is required. USEUCOM information is listed under either “EUCOM” or “European Command”. This site also provides access to JTIMS web-based training and the JTIMS User Manual. Web-based training may be accessed directly at http://jtims.jwfc.jfcom.smil.mil/jtims/wbt/index.htm.

6. Individuals who require the ability to enter or edit information in JTIMS must establish an “analyst” account by contacting ECJ37.

Return to Table of Contents.

APPENDIX J

International Agreements

1. An international agreement, per DOD Directive 5530.3 (Reference C), is any agreement, including an oral agreement, concluded with one or more foreign governments (including their agencies, instrumentalities, or political subdivisions) or with an international organization, that:

a. Is signed or agreed to by personnel of any DOD Component, or by representatives of the Department of State, or any other Department or Agency of the U.S. Government;

b. Signifies the intention of its parties to be bound in international law.

c. Is denominated as an international agreement or as a memorandum of understanding, memorandum of agreement, memorandum of arrangements, exchange of notes, exchange of letters, technical arrangement, protocol, note verbal, aide memoir, agreed minute, contract, arrangement, statement of intent, letter of intent, statement of understanding or any other name connoting a similar legal consequence.

2. The authority to negotiate and conclude international agreements stems from Congress and the President and, for training and joint operational command matters, has been delegated to the Secretaries of the Military Departments and the Chairman of the Joint Chiefs of Staff. DOD personnel shall neither initiate nor conduct the negotiation of an international agreement, nor request another U.S. Government organization to negotiate an international agreement, without prior written approval by a DOD officer to whom the authority to negotiate and conclude international agreements has been granted.

3. Combined training and exercises, as well as the training of U.S. forces in theater Host Nation territory, entails a variety of agreements. Although not all of these agreements will be international agreements, that determination and the determination of the appropriate source of authority to negotiate and conclude the agreement may not be obvious. Further, strict procedures govern the negotiation, legal and fiscal review, and reporting of agreements, including requirements to notify HQ USEUCOM. Accordingly, theater training and exercise planners who expect a requirement for an agreement with foreign military or any element of a foreign government or who are approached by a representative of a foreign government with regard to an agreement will, prior to initiation of negotiations:

a. Consult their staff Legal Counsel, Judge Advocate General, or Legal Advisor Office with regard to authority, procedures, restrictions, requirements, and guidance on negotiating and concluding agreements;

b. Consult their staff Legal Counsel, Judge Advocate General, or Legal Advisor Office to ensure that they have received properly delegated, written authority to negotiate; and

c. Ensure that HQ USEUCOM Judge Advocate (ECJA) has been informed.

Return to Table of Contents.

APPENDIX V

Points of Contact

---

1. HQ USEUCOM
   a. ECJ1
      (1) ECJ1-OP, Plans and Readiness Branch
         (a) Branch Chief: 314-430-5332
         (b) Branch Fax: 314-430-8850
         (c) Web site: http://www.eucom.smil.mil/ecj1/ops/index.html
   b. ECJ2
      (1) ECJ23-O, Operations Support Branch
         (a) Branch Chief: 314-430-8531
         (b) Web site: http://www1.eucom.smil.mil/ecj2/j23o/
      (2) JAC Exercise Branch, 314-268-1528/1557
   c. ECJ3
      (1) ECJ37, Joint Readiness, Training, and Exercise Division
         (a) Division Chief: 314-430-4134
         (b) Division Fax: 314-430-4106
         (c) Web site: http://www.eucom.smil.mil/ecj3/j37/index.html
         (d) Group e-mail: ECJ37.pg@eucom.smil.mil or ECJ37.pg@eucom.mil
      (2) ECJ37-S, Administrative Support, 314-430-4160/4543
      (3) ECJ37-P, Requirements, Plans, and Programs Branch, 314-430-4238?4273
         (a) ECJ37-PR, Requirements Section, 314-430-4101/8247
         (b) ECJ37-PP, Plans Section, 314-430-4160
      (4) ECJ37-E, Exercise Execution Branch, 314-430-4156
         (a) ECJ37-EN, NATO/PfP Exercise Section, 314-430-4237/4153/4159/5822

(b) ECJ37-EI, International Exercise Section, 314-430-4155/8098/6748

(c) ECJ37-EJ, Joint Training Exercises Section, 314-430-7299/4161/4105/5724

(5) ECJ37-A, Assessments and Readiness Branch, 314-430-4108

(a) ECJ37-AA, Assessments Section, 314-430-4162

(b) ECJ37-AR, Readiness Section, 314-430-4246/4235

d. ECJ4

(1) ECJ4-ID/HA, Humanitarian Assistance Branch, International Division

(a) Humanitarian and Civic Assistance Program Manager, 214-430-5819

(b) Branch Fax: 314-430-5360

(c) Web site: http://www.eucom.smil.mil/ecj4/misc/hap.htm

(2) ECJ4-EN, Directorate of Logistics and Security Assistance, Engineer Division, Contingency Branch

(a) Division Chief: 314-430-7475

(b) Division Fax: 314-430-5017

(c) Web site: http://www.eucom.smil.mil/ecj4/misc/division.htm#EN

(3) ECJ4-PM-PPB, Programs and Plans Branch (exercises), Programs and Mobility Division

(a) ECJ4 Exercises Officer, 314-430-7463

(b) Branch Fax: 314-430-8569

(c) Web site: http://www.eucom.smil.mil/ecj4/misc/division.htm#EN

(4) ECJ4-MR, Medical Readiness Division (Command Surgeon)

(a) Exercise Medical Planner, 314-430-5225

(b) Division Fax: 314-430-6410

(c) Web site: http://www.eucom.smil.mil/ecj4/misc/mr

e. ECJ5

(1) ECJ5 Plans

(a) Plans Development Branch Chief, 314-430-8343/4462

(b) Web site: http://www.eucom.smil.mil/ecj5/j5_plans/j5_p_div.html

(2) ECJ5 Europe

(a) Web site: http://www.eucom.smil.mil/ecj5/j5_europe/NEW%20WEB%20PAGE/index.htm

(3) ECJ5 Middle East/North Africa

(a) Web site: http://www.eucom.smil.mil/ecj5/j5_mid_east/j5_me_div.html

f. ECJ6

(1) Operations, Training and Exercise Branch

(a) Branch Chief: 314-430-5976

(b) Branch Fax: 314-430-6073

(c) Web site: http://www.eucom.smil.mil/ecj6-o/ecj6%20operation%20files/Exercises%20page.htm

g. ECSM

(1) Policy Division

(a) Division Chief: 314-430-8351

(b) Division Fax: 314-430-8676

(c) Web site: http://www2.eucom.smil.mil/hq/ecsm/ecsm_home.htm

(2) Current Operations, Training, and Plans Division

(a) Division phone: 314-430-4385

(b) Division fax: 314-430-8676

(c) Web site: http://www2.eucom.smil.mil/hq/ecsm/ecsm_home.htm

(d) Plans Officer: 314-430-868

h. ECJA

(1) Office phone: 314-430-8001

i. ECIG

(1) Office phone: 314-430-5290/5556

(2) Office fax: 314-430-5476

(3) Office e-mail: ecig-xo@eucom.smil.mil

(4) Web site: http://www.eucom.smil.mil/ecig/

2. HQ USAREUR

a. Division Chief: 314-370-6081

b. Division Fax: 314-370-6233

c. Website: http://www.odcsops.hqsareur.army.smil.mil

3. HQ NAVEUR

a. N-37 Office phone: 314-235-4631

b. N-37 Office fax: 314-235-4637

c. Web site: http://www.naveur.navy.smil.mil/n3/n37/default.html

4. HQ USAFE

a. To be published

5. HQ MARFOREUR

a. Future Operations Office Phone**:** 314-431-2990

b. Web site: http://www.mfe.usmc.smil.mil/

6. HQ SOCEUR

a. SOJ37 Office Phone: 314-430-5683/8485

b. Web site: http://www.soceur.eucom.smil.mil/Directorates/j3/Default.htm

7. Joint Warfighting Center

a. Web site: http://www.jwfc.jfcom.smil.mil/home.html

8. Warrior Preparation Center: Command Section

a. E-mail: USAFE/WPC-CC@wpc.usafe.af.smil.mil

b. Telephone: DSN 314-489-6501

9. JTF Readiness Center – Kelley

a. Phone: 314-421-2711

b. Web site: http://www.eucom.smil.mil/ecj3/j37/index.html

Return to Table of Contents.

APPENDIX W

Glossary of Exercise Models and Simulations

---

1. **Joint Training Confederation**. The Joint Training Confederation (JTC) is a service-approved, theater-level simulation covering the entire spectrum of military operations. It is run in a joint environment and is modular, interoperable and distributable. The JTC is a collection of distinct military simulations that exchange object information in order to improve the representation of combat operations in simulations that support joint training exercises all over the world. The simulations within the JTC interact through a common interface. This exchange of information can occur via the Aggregate Level Simulation Protocol (ALSP) or the High Level Architecture (HLA) Run Time Infrastructure (RTI). ALSP and RTI are protocols that enable interoperability between aggregate, constructive simulations. These simulations support combat interactions between air, land, sea, and space objects (including tactical ballistic and cruise missiles). The WPC uses several of the JTC models, interfaces, and C4I systems in exercises.

a. **Air Warfare Simulation (AWSIM).** AWSIM models aspects of warfare that impact Air Force activities – the forces that the Air Force employs (air and ground) and the targets and threats that it opposes. Administrative and logistics functions are modeled in addition to warfare.

b. **Corps Battle Simulation (CBS).** CBS is designed to train Army commanders and staffs at the Division level and above. It models Army combat, combat support, combat service support operations, and those aspects of Air Force activity relevant to the Army. CBS's internal combat service support and air activities are disabled when it is operating in a confederation with CSSTSS and AWSIM.

c. **Research, Evaluation and System Analysis Simulation (RESA).** RESA simulates naval warfare. It models all Navy objects (surface, subsurface, and air), their threats, and their targets. All naval warfare areas are simulated.

d. **Marine Air-Ground Task Force Tactical Warfare Simulation (MTWS).** MTWS simulates Marine Corps' activities. It models amphibious landings, ground warfare, and Marine air warfare (both rotary and fixed wing). It integrates with AWSIM and RESA for aircraft, CBS for air-to-ground and ground-to-air, and JECEWSI for EW.

e. **Combat Service Support Training Simulation System (CSSTSS).** CSSTSS is a detailed simulation of Army rear area combat service support. It models transportation, sustainment, maintenance, and medical functions in conjunction with the Combat and Combat Support functions of CBS.

f. **Joint Electronic Combat Electronic Warfare Simulation (JECEWSI).** JECEWSI provides electronic combat and electronic warfare information. It models close-in and stand-off jamming and can be integrated into larger simulations such as AWSIM, MTWS, and RESA.

g. **Joint Command and Control Attack System (JCAS).** JCAS represents strategic targets.

h. **Joint Conflict and Tactical Simulation (JCATS).** JCATS is an interactive, high resolution, conflict simulation that models joint-multi-sided air, ground, sea, combat on high/low resolution digitized polygonal terrain. It is an ideal simulation for training throughout the full spectrum of conflict, from JTF level high intensity operations to operations other than war.

i. **Joint Deployment Logistics Model (JDLM)**. JDLM supports mission planning, rehearsals, and training associated with power projection and military stability operations. It provides the tools to gain operational insight and train on the critical tasks relating to mobilization, deployment, RSOI and sustainment operations; intransit visibility; and velocity management. It also supports the management of the infrastructure and assets associated with strategic, operational and tactical movements and maneuvers; maintenance operations; medical operations; medical supply operations; personnel replacement and strength management; material management and distribution operations; and operations in hazardous environments.

j. **Joint Operational Intelligence Simulation (JOISIM).** JOISIM provides joint intelligence.

k. **Joint Network Simulation (JNETS).** JNETS models infrastructure assets.

l. **Tactical Simulation (TACSIM).** TACSIM is an intelligence simulation that replicates the intelligence collection assets available to an Army Corps in theater. Intelligence products are provided to the training audience in the form of processed intelligence and summary intelligence reports.

m. **Missile Defense Space Tool (MDST).** MDST simulates space activities. In the JTC, it provides early warning for TBMs launched by AWSIM and RESA. It models satellite objects and ground control systems.

2. **Joint Theater Level Simulation (JTLS).** The Joint Theater Level Simulation system is an interactive, multi-sided war gaming system that models a joint and coalition force air, land, and naval warfare environment. The JTLS consists of six major programs and numerous smaller support programs that work together to prepare the scenario, run the game, and analyze the results. Designed as a tool for use in the development and analysis of operation plans, the model is theater-independent and is now primarily a tool for driving computer assisted training exercises. The JTLS operates on a single computer or on multiple computers, either at a single or at distributed sites. Model features include Lanchester attrition algorithms, detailed logistic modeling, and explicit air, land, sea, amphibious, and SOF operations. In addition to the model itself, the JTLS system includes software designed to aid in scenario data base preparation and verification; entering game orders; and obtaining scenario situational information from graphical map displays, messages, and status boards. Focus is on conventional joint and combined operations at the Operational Level of War as defined by the Joint Staff's Universal Joint Task List. The model supports limited nuclear and chemical effects, low intensity conflict, and pre-conflict operations.

3. **Spectrum**. Spectrum is a personal-computer-based simulation developed to support command and control training for stability and support operations (SASO). Spectrum combines conflict, attrition-based modeling with a sociological model to replicate the unpredictable and

chaotic environment associated with operations other than war. It is a member of the Family of Simulations fielded by the U.S. Army.

4. **Master Events Management System (MEMS).** MEMS is a software tool designed to support the planning, development, execution, and analysis phases of MSEL scripted exercises. MEMS, a MSEL management tool, was specifically developed to support battle staff training exercises which will always require scripted injects in order to meet specific training objectives. MEMS cross-references important exercise data and provides a shared information base for the Joint Exercise Control Group. The integration of MEMS with all aspects of Exercise Control and the training audience allows MEMS to become a centralized tool for an Exercise Director to monitor and control the execution of an exercise. The MEMS functionality is scheduled to be included in the Phase II release of JTIMS.

5. Exercise models and simulations under development.

a. **Joint Simulation System (JSIMS).** JSIMS is being developed to support training and education of ready forces by providing realistic joint training across all phases of military operations for all types of missions. JSIMS will provide both joint and service-specific training. A distributed, constructive war gaming simulation, JSIMS is designed to create a single, seamlessly integrated, common environmental and operational picture of the battlespace called Joint Synthetic Battlespace (JSB). It will interface with command, control, communications, computers, and intelligence (C4I) functions and equipment in the field, linking the JSB and the training audience. The resulting effect is a training environment indistinguishable from the real world by the training audience. JSIMS employs the DoD High Level Architecture for Modeling and Simulation. JSIMS consists of Service, Agency, and Joint models; a Synthetic Natural Environment; and other applications and tools constructed to comply with HLA requirements. Models, representing joint land, maritime, air/space, and intelligence agency domains, interoperate in the JSB creating an operational environment that is coherent across the tactical, operational, and strategic levels of war; synchronized between types of events, and realistic in the context of the specific training scenario. At IOC, JSIMS will replace the useful training functionality of the 1998 Joint Training Confederation in supporting joint training events. Through subsequent version releases, JSIMS will be employed to provide full spectrum training through the entire warfare hierarchy for National Headquarters Staffs, Combatant Commanders, joint task force commanders, joint force functional and service component commanders, and service warfare commanders and their staffs. The final product of the JSIMS development will be a complete, accredited, interactive JSB for training strategic-national joint tasks and Joint and Service tactical tasks in all phases of operations (mobilization, deployment, employment, sustainment, and redeployment).

b. **Warfighter's Simulation (WARSIM) 2000**. WARSIM 2000 is a computer based simulation with associated hardware and is the Army's next generation command and control training environment. In conjunction with JSIMS, it will support the training of unit headquarters and command posts from battalion through theater-level in joint and combined scenarios. It is designed to allow units world-wide to train in their command posts using organic C4I equipment, with a minimum of overhead. This simulation system will meet emerging distributed simulation standards and protocols, thus providing a comprehensive joint environment capable of linking its

simulation based constructive entities with virtual (simulator-based) and instrumented vehicles. WARSIM 2000 will replace, in priority order, a number of existing legacy training simulations including CBS, TACSIM, and the CSSTSS.

c. **WARSIM Intelligence Module (WIM).** WIM is the intelligence component of WARSIM. It will accommodate TS/SCI classification requirements.

Return to Table of Contents.

APPENDIX X

Glossary of Abbreviations and Acronyms

---

§	Section
A	
AAR	After-Action Review
ADAL	Authorized dental allowance list
AFFOR	Air Force Forces
ALSP	Aggregate-Level Simulation Protocol
AMAL	Authorized medical allowance list
AOR	Area of Responsibility
ARFOR	Army Forces
AWSIM	Air Warfare Simulation Model
B	
C	
C-Day	Unnamed day on which deployment starts
C4I	Command, Control, Communications, Computers, and Intelligence
CAX	Computer Assisted Exercise
CBS	Corps Battle Simulation
CCC	Component Commanders' Conference
CCD	Critical Cancellation Date
CDC	Concept Development Conference
CIF	CINC (Combatant Commander) Initiatives Fund
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
COMMEX	Communications Exercise
CONUS	Continental United States
CPX	Command Post Exercise
CSSTSS	Combat Service Support Training Simulation System
CTP	Commercial Ticket Program
D	
DCCEP	Developing Countries Combined Exercise Program
DOD	Department of Defense
DOTMLPF	Doctrine, Operations, Training, Materiel, Leadership Development, Personnel, and Facilities
DTG	Date-time group
E	
ECCM	Comptroller, HQ USEUCOM

ECCS	Chief of Staff, HQ USEUCOM
ECIG	Inspector General, HQ USEUCOM
ECJA	Judge Advocate, HQ USEUCOM
ECJ3	Director of Operations, HQ USEUCOM
ECJ37	Chief, Joint Readiness, Training, and Exercise Division, ECJ3
ECJ4	Director of Logistics and Security Assistance, HQ USEUCOM
ECJ5	Director of Plans and Policy, HQ USEUCOM
ECJ6	Director of Command, Control, and Communications Systems, HQ USEUCOM
ECLL	USEUCOM Center for Lessons Learned
ECPA	European Command Public Affairs
ENDEX	End of Exercise
ERC	Exercise Related Construction
ETCC	European Theater Command Center
ETPC	USEUCOM Training Planning Conference
ETSC	USEUCOM Training Synchronization Conference

F

FAAR	Facilitated After-Action Review
FEMA	Federal Emergency Management Agency
FMID	Force Module Identifier
FPC	Final Planning Conference
FPCON	Force Protection Condition
FTX	Field Training Exercise
FY	Fiscal Year

G

H

HCA	Humanitarian and Civic Assistance
HCA PM	HCA Program Manager
HLA	High Level Architecture
HQ	Headquarters
HQ USEUCOM	Headquarters, U.S. European Command

I

IPC	Initial Planning Conference
IPR	In progress review

J

JAAR	Joint After Action Report
JAC	Joint Analysis Center
JCAS	Joint Command and Control Attack System
JCATS	Joint Conflict and Tactical Simulation
JCLL	Joint Center for Lessons Learned
JCS	Joint Chiefs of Staff

JDLM	Joint Logistics and Deployment Model
JECEWSI	Joint Electronic Combat Electronic Warfare Simulation
JECG	Joint Exercise Control Group
JELC	Joint Event Life Cycle
JFACC	Joint Force Air Component Commander
JFC	Joint Force Commander
JFCOM	Joint Forces Command
JFC HQ	Joint Force Commander's Headquarters
JFFC	Joint Force Functional Component
JFLCC	Joint Force Land Component Commander
JFMCC	Joint Force Maritime Component Commander
JFSC	JFCOM Scheduling Conference
JFSOCC	Joint Force Special Operations Component Commander
JIACG	Joint Inter-Agency Coordination Group
JMD	Joint Manning Document
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JOISIM	Joint Operational Intelligence Simulation
JOPES	Joint Operation Planning and Execution System
JPME	Joint Professional Military Education
JSCP	Joint Strategic Capabilities Plan
JSB	Joint Synthetic Battlefield
JSIMS	Joint Simulation System
JSOTF	Joint Special Operations Task Force
JTC	Joint Training Confederation
JTF	Joint Task Force
JTIMS	Joint Training Information Management System
JTLS	Joint Theater-Level Simulation
JTMS	Joint Training Master Schedule
JTP	Joint Training Plan
JTRB	Joint Training Review Board
JULL	Joint Universal Lesson(s) Learned
JWFC	Joint Warfighting Center

K

L

LOI	Letter of Instruction

M

MARFOR	Marine Corps Forces
MARFOREUR	Marine Corps Forces Europe
MDC	MSEL Development Conference
MDST	Missile Defense Space Tool
MEDEVAC	Medical Evacuation
MEMS	Master Events Management System

MINIEX	Mini-exercise
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPC	Mid-Planning Conference (also called Main Planning Conference)
MSEL	Master Scenario Events List
MTA	Mission Training Assessment
MTWS	Marine Air-Ground Task Force Tactical Warfare Simulation

N

NATO	North Atlantic Treaty Organization
NAVEUR	Naval Forces Europe
NAVFOR	Navy Forces

O

O&M	Operations and Maintenance
OCE	Officer Conducting Exercise
ODC	Office of Defense Cooperation
OPFOR	Opposing Forces
OPORD	Operations Order
OPR	Office of Primary Responsibility
OPTEMPO	Operations Tempo
OSD	Office of the Secretary of Defense
OSE	Officer Scheduling Exercise

P

PERSTEMPO	Personnel Tempo
PfP	Partnership for Peace
PID	Plan Identifier
POC	Point of Contact
PSYOP	Psychological Operations

Q

QTCM	Quarterly Training Coordination Meeting

R

RAP	Remedial Action Project
RESA	Research Evaluation and System Analysis
RSO&I	Reception, staging, onward movement, and integration
RTI	Run Time Infrastructure

S

SIPRNET	Secure Internet Protocol Router Network
SECDEF	Secretary of Defense
SJA	Staff Judge Advocate
SMEB	Significant Military Exercise Briefing
SOF	Special Operations Forces
STARTEX	Start of Exercise

STRATLIFT	Strategic Lift

T

T-Day	The first day of the month in which deployment or redeployment starts.
TACSIM	Tactical Simulation
TI	Tracked Issue
TPA	Training Proficiency Assessment
TPFDD	Time Phased Force and Deployment Data
TPM	Training Proficiency Matrix
TPO	Task Performance Observation
TTP	Tactics Techniques and Procedures

U

UCP	Unified Command Plan
U.S.	United States
UJTL	Universal Joint Task List
USAFE	U.S. Air Forces in Europe
USAREUR	U.S. Army Europe
USASETAF	U.S. Army Southern European Task Force
USEUCOM	U.S. European Command
USC	United States Code
USNAVEUR	U.S. Naval Forces Europe
USTRANSCOM	U.S. Transportation Command
USSOCOM	U.S. Special Operations Command

V

W

WARSIM	Warfighter's Simulation
WG	Working Group
WIF	Warsaw Initiative Funds
WIM	WARSIM Intelligence Module
WJTC	Worldwide Joint Training Conference
WPC	Warrior Preparation Center
WWSC	Worldwide Scheduling Conference

X

Y

Z

Return to Table of Contents.

APPENDIX Y

Explanation of Terms

Term	Explanation
After Action Review	1. A process designed to provide commanders direct feedback on the accomplishment of selected joint mission essential tasks, conditions, and standards stated in terms of training objectives for the commander to evaluate training proficiency. 2. An analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event.
Analysis	The process of organizing and evaluating information to facilitate use; information subjected to review in order to identify significant facts for subsequent interpretation.
Assessment Program	A CJCS program for JMETL-based evaluation of operations and exercises. Evaluations are used to identify Issues and are translated into future requirements for subsequent training cycles
C-Day	The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport. For exercises, entered as 31 December of the preceding year.
Combined Exercise	An exercise involving forces from the United States and at least one other country.
Command Post Exercise (CPX)	An exercise in which the forces are simulated, involving the commander, his staff, and communications within and between headquarters.
Critical Cancellation Date (CCD)	The last date on which an exercise can be canceled or significantly modified without having a severe impact on political, financial, or force commitments.
Evaluation	Based on a single training event, a measurement of the training proficiency of a single training audience.
Exercise	A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a combined, joint, or single service exercise, depending on participating organizations.
Exercise/Event Commander (EXCDR)	The Senior Commander of the training audience participating in the exercise. Principal event trainer.

Term	Explanation
Exercise/Event Directive (EXDIR)	The base document for a training event. It specifies responsibilities and authorities, event objectives, training objectives, scenario to be exercised, and the exercise evaluation concept.
Exercise/Event Director	The chief representative of the OSE for the event, ensures the event is conducted to meet all training objectives.
Field Training Exercise (FTE)	An exercise that trains and evaluates actual forces deployed in a field environment under simulated war conditions.
Global Command And Control System (GCCS)	The new command and control system designed to fulfill the DOD concept of C4I for the Warrior.
Headquarters, USEUCOM	The headquarters staff of the Commander, USEUCOM.
Incremental Funding	Service operations and maintenance funds earmarked (fenced) by Congress for joint training. These funds are allocated by Services in accordance with Service unique schemes.
(Report of) Issue	A shortcoming, deficiency, or problem identified during an operation or training event that precludes performance to JMETL standard.
Joint After Action Report (JAAR)	A written report that provides the official description (Summary Report) of an operation or training event followed by each identified Issue, Lesson Learned and/or Observation Report. The JAAR is mandatory for all real-world operations and for selected exercises identified by Joint Staff message.
Joint Exercise	An exercise involving forces from two or more U.S. Military Services under a joint commander using joint doctrine.
Joint Force Commander	A general term applied to a combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Not to be confused with US Joint Forces Command (JFCOM).
Joint Mission Essential Task (JMET)	Broad-based task considered essential for accomplishment of a combatant commander's operational plans or treaty obligations.
Joint Mission Essential Task List (JMETL)	The list of a commander's Joint Mission Essential Tasks.

Term	Explanation
Joint Operation Planning and Execution System (JOPES)	The system that forms the foundation of the U.S. Planning and Execution conventional command and control system consisting of policies, procedures, and reporting systems supported by automation used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities in peace, exercises, crises, and war.
Joint Operations Headquarters	A headquarters of the commander of a joint force to include HQ USEUCOM as the joint task force commander's headquarters and joint task force headquarters. Commanders of joint functional components may or may not be designated joint force commanders; however, for the purposes of this Directive, the headquarters of joint functional component commanders are considered joint operations headquarters.
Joint Exercise	A joint military maneuver, simulated wartime operation, or other Chairman of the Joint Chiefs of Staff or combatant commander-designated training event involving planning, preparation, execution, and evaluation. A joint exercise involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces or joint staffs or both; and is conducted using joint doctrine or joint tactics, techniques, and procedures.
Joint Training	Military training based on joint doctrine or joint tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic and operational requirements deemed necessary by combatant commanders to execute their assigned missions. Joint training involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander; involves joint forces or joint staffs or both; and is conducted using joint doctrine or joint tactics, techniques, and procedures.
Joint Training Information Management System (JTIMS)	The software tool that provides automation support to the four phases of the Joint Training System.

Term	Explanation
Joint Training Master Schedule	The annual schedule of the Chairman of the Joint Chiefs of Staff (CJCS) exercise program training events that integrates the Joint Training Schedules of the combatant commands, Defense Threat Reduction Agency, and the schedule of the CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year and the following 5 years. Only training events listed in the JTMS are eligible to use certain exercise-specific fund, to include exercise strategic lift funds and service incremental funding for joint training.
Joint Training Plan	A plan developed and updated annually to define the strategy for training joint forces, and joint operations headquarters, and senior warfighting commanders (training audiences) in joint doctrine, tactics, techniques, and procedures to accomplish the mission requirements over the selected training period. Specifically, the plan identifies training audiences, joint training objectives, required training resources, and training events comprising the USEUCOM Joint Training Schedule. The USEUCOM JTP is recorded in JTIMS.
Joint Training Schedule	The resource-constrained program of theater training events developed and updated annually. The USEUCOM Joint Training Schedule integrates joint training events in the USEUCOM Training and Exercise Program that meet training objectives in the joint training plans and, in addition, selected combined training events that meet component training objectives and security cooperation objectives. Once approved by the Joint Staff and included in the Joint Training Master Schedule, these events are eligible to use certain exercise-specific funds. The USEUCOM Joint Training Schedule is recorded in JTIMS. Component managed events that are part of the USEUCOM Training and Exercise Program but are not part of the USEUCOM Joint Training Schedule may also be recorded in JTIMS for information purposes; however, the listing in JTIMS does not make those event part of the Joint Training Schedule or JTMS.
Lead Component	USEUCOM organization (normally a Service Component or SOCEUR) designated in the USEUCOM Training and Exercise Program for providing the OCE for U.S. lead training events or fulfilling the OCE responsibilities for U.S. participation in non-U.S. events.
Lesson Learned	A technique, procedure, or workaround that enabled a task to be accomplished to standard based on an identified deficiency or shortcoming.

Term	Explanation
Mission Training Assessment (MTA)	A Commander's Subjective Assessment of the command's assigned missions derived from Training Proficiency Assessments.
(Report of) Observation	A technique or circumstance that significantly impacted (positively or negatively) an operation or training event that should be shared with the joint community.
Officer Conducting Exercise (OCE)	Commander designated by and responsible to the OSE for all aspects of planning and executing the training event. When the OCE is a NATO or Host Nation officer, the U.S. Lead Component fulfills OCE responsibilities for U.S. participation. The OCE corresponds to the "Sponsoring Command" in the Joint Training Manual.
Officer Scheduling Exercise (OSE)	Commander who originates the training event and orders it to take place. For events on the USEUCOM Joint Training Schedule, the OSE is CJCS, combatant commander, or a NATO or Host Nation officer. For component command scheduled events on the USEUCOM Training and Exercise Program and not on the Joint Training Schedule, the component commander is the OSE. For NATO and Host Nation scheduled events, the OSE is either a NATO or Host Nation officer. When the OSE is a NATO or Host Nation officer, the Commander, USEUCOM, for Joint Training Schedule exercises, or the U.S. Lead Component, for non-Joint Training Schedule events, fulfills OSE responsibilities for U.S. participation. The OSE corresponds to the "Scheduling Command" in the Joint Training Manual.
Operation	A military action or the carrying out of a strategic, tactical, service, training, or administrative military mission; the process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.
Remedial Action Program (RAP)	A CJCS program managed to improve joint warfighting capability by identifying real-world impediments to warfighting capability, then assigning responsibility for and tracking corrective action throughout the Department of Defense.
Senior Warfighting Commanders	The theater joint force commanders, potential joint force commanders, Component commanders, and their deputies.
Significant Military Exercise Brief (SMEB)	A message from the sponsoring combatant commander detailing exercises for possible approval by the National Security Council.
Significant Military Exercise	An exercise in the CJCS Exercise Program that requires a Significant Military Exercise Brief.

Term	Explanation
Summary Report	An official description of an operation or exercise detailing objectives, major participants, locations, dates, and limitations of the event. It links the JAAR to the JMETL and operational objectives.
Task Performance Observation (TPO)	Documented single or multiple observations of a specific training audience performing a designated Training Objective.
Timed-Phased Force And Deployment Data (TPFDD)	The computer-supported JOPES data base portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan. Information includes in-place units, prioritized arrival of units deployed to support the OPLAN, routing of forces to be deployed, movement date associated with deploying forces, estimate of transportation requirements that must be fulfilled by commercial lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.
Tracked Issue (TI)	A Tracked Issue is a deficiency or shortcoming in existing policies, supporting strategies, plans, procedures, systems, materiel, or forces that focus on Issues with joint implications. Tracked Issues are closely followed from identification through correction. Tracked Issues are entered in RAP when no other formal process exists or the existing formal process has been ineffective.
Training Proficiency roll-up Matrix (TPM)	Derived from the primary trainer's Subjective Assessment of an organization by comparing TPOs and other training inputs over time against JMET tasks, conditions and standards.
U.S. European Command	The combatant command to include all assigned headquarters, subordinate headquarters, and forces.

Term	Explanation
USEUCOM Training and Exercise Program	Training and education of individuals, staff elements, entire staffs, and units, by using self-study, seminars, exercises and sequenced programs of pre-and post-exercise training support for the following training events. • All joint and combined exercises directed by the Chairman, Joint Chiefs of Staff and executing within executing within the area of responsibility (AOR) of the Commander, USEUCOM; • All joint and combined exercises, seminars, and academic training sponsored or scheduled by the Commander, USEUCOM; • All exercises and training activities involving USEUCOM forces deployed by the Commander, USEUCOM in support of another Unified Commander; • All exercises and training activities involving USEUCOM forces and the military forces of another nation; • All exercises and training activities involving U.S. forces and the military forces of another nation in the AOR of the Commander, USEUCOM; • All exercises and training activities involving U.S. forces and NATO military commands in the AOR of the Commander, USEUCOM; • All joint and combined education programs conducted with U.S. forces among the training audiences in the AOR of the Commander, USEUCOM.
Validation	Real world operations or exercises that ensure developed solutions to Tracked Issues (TI) are effective and can be applied in the real world. Not required for all TI but the European Command – RAP Working Group (EC-RAP WG) can determine a TI closed by decision.

Return to Table of Contents.

APPENDIX Z

References

A. DOD Directive 2205.2, *Humanitarian and Civic Assistance (HCA) Provided in Conjunction with Military Operations,* 6 Oct 94

B. DOD Directive 5106.4, *Inspector General of the Department of Defense,* 7 Jan 93

C. DOD Directive 5530.3, *International Agreements,* 11 Jun 87 (Administrative Reissuance Incorporating Change 1, February 18, 1991)

D. CJCSI 2320.01A, *Guidance for the Implementation of the Vienna Document 1992 and Associated Documents*, 31 May 2001

E. CJCSI 3010.02A, *Joint Vision Implementation Master Plan (JIMP),* 15 Apr 2001

F. CJCSI 3150.01A, *CJCS Remedial Action Program,* 1 Nov 1999

G. CJCSI 3150.05, *CJCS Assessments Program,* 1 Aug 2000

H. CJCSI 3150.25A, *Joint Lessons Learned Program,* 01 Oct 2000

I. CJCSI 3500.01B, *Joint Training Policy for the Armed Forces of the United States,* 31 Dec 1999

J. CJCSI 3500.02C, *Joint Training Master Plan 2002 for the Armed Forces of the United States,* 14 Aug 2000

K. CJCSI 4600.01, *Exercise-Related Construction Standing Operating Procedures*, 20 Jun 2001

L. CJCSI 7401.01A, *CINC Initiatives Fund*, 30 Jan 99

M. CJCSM 3113.01A, *Theater Engagement Planning,* 31 May 2000

N. CJCSM 3500.03A, *Joint Training Manual for the Armed Forces of the United States,* Working Draft, 23 May 2002

O. CJCSM 3500.04B, *Universal Joint Task List,* Change 1, 01 Oct 1999

P. CJCSM 3500.05, *Joint Task Force Headquarters Master Training Guide,* 15 Apr 1997

Q. ECDC Memorandum, *Charter of the Joint Training Review Board,* 6 April 2001

R. ED 55-11, *Joint Task Force Headquarters Policies, Procedures and Organization,* 14 Aug 01

S. ED 55-22, *Joint Combined Exchange Training (JCET),* 1 Jun 00

T. ED 55-05, *Implementation of the Vienna Document 1992 of the Negotiations on Confidence and Security, Building,* 17 Apr 02

U. ED 56-10, *Theater Engagement Planning (TEP)*, 29 Sep 01

V. ED 67-11, *MEDFLAG and MEDCUER Exercise Program*, 8 Jul 00

W. OPORD 0101, with FRAFO 1, *COMUSEUCOM Antiterrorism-Force Protection Operations Order*, 8 Mar 02

Return to Table of Contents.

ANNEX 1 TO APPENDIX Z

Federal Statutes Relevant to Military Exercises

---

1. Title 10 USC §161 –Combatant Commands:

2. Title 10 USC §162 – Combatant Commands; assigned forces; chain of command

3. Title 10 USC §164 – Commanders of combatant commands: assignment; powers and duties

4. Title 10 USC §165 – Combatant commands: administration and support

5. Title 10 USC §166a – Combatant commands: funding through the Chairman of Joint Chiefs of Staff

6. Title 10 USC §168 – Military-to-military contacts and comparable activities

7. Title 10 USC §401 – Humanitarian and civic assistance provided in conjunction with military operations

8. Title 10 USC §1051 – Bilateral or regional cooperation programs: payment of personal expenses

9. Title 10 USC §2010 – Participation of developing countries in combined exercises: payment of incremental expenses

10. Title 10 USC §2011 – Special operations forces: training with friendly foreign forces

11. Title 10 USC §2801 – Scope of chapter: definitions

12. Title 10 USC §2805 – Unspecified minor construction