**MORS 712CD**

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Please use the same title listed on the 75th MORSS Disclosure Form 712 A/B. If the title of the presentation has changed please list both.

Original title on 712 A/B:

- Garnering Joint Training Information for a Block Assessment of Training Transformation

If the title was revised please list the original title above and the revised title here:

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T2 Block Assessment Garnering Information on Joint Training

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T2 Block Assessment – Garnering Information on Joint Training

Presented to
The 75th MORS Symposium
June 2007

Fred Hartman, Director
Annie Patenaude, Deputy Director
Joint Assessment and Enabling Capability (JAEC)
OSD Readiness and Training
Agenda

Joint Assessment and Enabling Capability

- Background of Joint training assessment
- 2005 T2 Block Assessment
- 2007 T2 Block Assessment
  - Changes compared to 2005 assessment
  - Methodology
  - Status of assessment
- Future developments
T2 Is A Key Enabler of the Capabilities-based Transformation of DoD

• Supporting the mission to better enable integrated operations:
  – Align joint education and training with combatant command needs
  – Achieve unity of effort from a diversity of means
  – Develop individuals and organizations that think joint intuitively

• Supporting the mission to enable the continuous capabilities-based transformation of DoD:
  – Prepare forces for new warfighting concepts
  – Develop individuals and organizations that improvise and adapt to emerging crises
JAEC’s Place in Training Transformation

Joint Assessment and Enabling Capability

JNTC
Joint National Training Capab.

JKDDC
Joint Knowledge Development and Distribution Capab.

JAEC
Joint Assessment & Enabling Capab.

Training Capabilities Analysis of Alternatives

T2 Integration

T2 Metrics Development

Block Assessments

TC AoA Implementation

T2 Adaptive Planning Integration

Defense Readiness Reporting Sys (DRRS)

Joint Training Information Mgt System (JTIMS)

Collective

Unit & Staff

Individual

Joint Force Readiness

Feedback

75th MORS Symposium, June 2007
**T2 Assessment Methodology: Origin**

- **Initial T2 Implementation Plan - July 2003**
  - Joint Assessment and Enabling Capability will ensure systematic assessment of Training Transformation plans, programs, and investments throughout the Department.
  - JAEC will provide an assessment process to measure the degree to which training improves joint force readiness, both individually and collectively.

- **Jun 2003: USD (P&R) challenged analysts to assess new methods and measures to improve joint training effectiveness and joint readiness**

- **Sep 2004 Workshop: “Training Transformation: Analysis and Assessment in New Operational Environments”**
  - Determined that mission capability should be the focus of training assessment.
  - Five other criteria also important: realism, assessment to standard, availability, flexibility, and acceptance.

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Led to use of training attributes to manage metrics
• Independent Assessment

T2 Objectives

- Continuously improve joint force readiness by aligning joint education and training capabilities and resources with combatant command needs
- Achieve unity of effort from a diversity of means
- Develop individuals and organizations that think joint intuitively
- Strengthen joint operations by preparing forces for new warfighting concepts
- Develop individuals and organizations that improvise and adapt to emerging crises

Attributes of Joint Training

- Focus on right skills, tasks, learning
- Train the right audience
- Provide flexible, adaptive, and timely training
- Efficiency

• Case Studies

<table>
<thead>
<tr>
<th>Individual</th>
<th>Collective</th>
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<tbody>
<tr>
<td>Illustrative JKDDC courses</td>
<td></td>
</tr>
<tr>
<td>Before T2</td>
<td></td>
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<tr>
<td>Start of T2</td>
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<tr>
<td>T2 Tomorrow</td>
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• T2 Implementation Plan goals
• Stakeholder feedback
2005 T2 Assessment: Insights

<table>
<thead>
<tr>
<th>Addressed in 2005</th>
<th>To Be Addressed in Future Assessments</th>
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<tbody>
<tr>
<td>Use Implementation Plan as focus of analysis</td>
<td>Link metrics to T2 strategy and goals</td>
</tr>
<tr>
<td>Incorporate JFCOM accreditation and certification programs into analysis</td>
<td>Use routinely generated data (e.g., JTIMS and DRRS)</td>
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<tr>
<td>Examine jointness in JFCOM-led and -assisted collective training</td>
<td>Examine jointness in Service and other Combatant Commander training</td>
</tr>
<tr>
<td>Use support personnel as a measure of collective training costs</td>
<td>Identify dollar costs of collective training</td>
</tr>
<tr>
<td>Identify important shortcomings:</td>
<td>Assess important programs:</td>
</tr>
<tr>
<td>– Training for adaptability</td>
<td>– Lessons observed</td>
</tr>
<tr>
<td>– Quick response to changing requirements</td>
<td>– Assessment of learning effectiveness</td>
</tr>
<tr>
<td>– Training with inter-agency, inter-governmental, multi-national, and non-</td>
<td>– Follow-up on TC AoA</td>
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<tr>
<td>governmental participants</td>
<td>– “Integrated” examination of collective and individual training</td>
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2007 assessment builds on key findings from 2005 assessment, ...
...expands to COCOMs and Services, and ...
...uses multiple components of ensure a thorough assessment
Insight #1: Link Metrics to T2 Strategy and Goals

Joint Assessment and Enabling Capability

T2 Strategic Plan, T2 Implementation Plan, QDR report, other guidance

2007 T2 Block Assessment

Metric

Data Element

Data Element

Data Element

Data Element

Data Element
Analytical Issues for the 2007 Assessment

Joint Assessment and Enabling Capability

1. Does training have valid joint context?
2. Are COCOM operational needs trained in joint training events?
3. Do individual joint knowledge services address individual joint training requirements?
4. Were the training objectives of collective joint training met?
5. Were the learning outcomes from individual joint training met?
6. Is joint knowledge accessible, available and used on joint and Service knowledge portals?
7. What is the level of participation in joint training events by category? (e.g., Active and Reserve Components, DoD civilians, NGO, international, etc.)
8. To what extent was the deployed joint force trained prior to deployment?
9. How many and how quickly are lessons observed being incorporated into joint training?
10. What electronic infrastructure is available to support distributed events / exercises / activities and how is it used?
11. Are key gaps in joint training being addressed?
12. How does integration of T2/JNTC-enhanced live, virtual and constructive simulations increase joint context in and distribution of collective training?
13. Is it cost-effective to develop reusable joint knowledge services?
14. Are COCOMs using JTIMS and DRRS capabilities to support joint training and assessment?
15. What impact does Training Transformation have on the cost of collective joint training events / exercises / activities?

Each issue is supported by multiple metrics
Insight #2: Use Routinely Generated Data

Joint Assessment and Enabling Capability

- **2005** – T2 capabilities provide data extracted from variety of sources and anecdotal evidence
  - Limited to T2

- **2007** – institutionalize collection effort
  - JNTC and JKDDC - expanded information and collaboration compared to 2005
  - Manual data pull from Joint Training Information Management System (JTIMS) and Defense Readiness Reporting System (DRRS)
  - Other existing sources (e.g., program management databases, T2 Implementation Plan goal tracking)
  - Quarterly data inputs from Combatant Commanders, Services

- **2007 database (Access)** developed by IDA to support queries
  - Interim capability until included in JTIMS

Goal - automated data collection transparent to users (2009 and beyond)
Insight #3: Examine Jointness in Service & Other Combatant Commander Training

Organizations involved in Joint training

- Army
- Navy & Marine Corps
- Air Force
- Unified Combatant Commands
- Secretary of Defense
- Office of the Secretary of Defense
- CJCS / Joint Staff
- Central Command
- Space Command
- Defense Agencies
- European Command
- Special Operations Command
- Joint Forces Command
- Strategic Command
- Pacific Command
- Transportation Command
- Southern Command
Organizations in 2005 T2 Block Assessment

Joint Assessment and Enabling Capability

Secretary of Defense

Army

Navy & Marine Corps

Air Force

Unified Combatant Commands

Central Command

Space Command

European Command

Special Operations Command

Joint Forces Command

Defense Agencies (14)

CJCS / Joint Staff

Space Command

Special Operations Command

Joint Forces Command

JAEC

JKDDC, JNTC

Strategic Command

Transportation Command

Southern Command

CJCS / Joint Staff

Defense Agencies (14)
Organizations in 2007 T2 Block Assessment
Organizations in Future T2 Block Assessments

Joint Assessment and Enabling Capability

Secretary of Defense

Army
Navy & Marine Corps
Air Force
Unified Combatant Commands

Office of the Secretary of Defense
CJCS / Joint Staff

Central Command
Space Command
Special Operations Command
Defense Agencies (14)

European Command
Joint Forces Command
Strategic Command

JKDDC, JNTC

Pacific Command
Transportation Command

Southern Command
Elements of the 2007 T2 Block Assessment

Block Assessment Components

Accomplishment of T2 Implementation Plan Goals
- Capability components/actions/tasks
- Outcomes accomplished

Joint Training Community Feedback
- Feedback/interview results

Qualitative Assessment
- Research
- Interviews

Quantitative Assessment
- Combatant Command/Service response
  (Excel Template)
- JTIMS/DRRS data

Assessments & Recommendations

- Right Skills and Tasks
- Right Audience
- Right Learning
- Adaptable
- Efficient

Synthesis of Analytic Results

Right Skills and Tasks
Right Audience
Right Learning
Adaptable
Efficient
Joint Assessment and Enabling Capability

2007: Institutionalize processes, metrics, and data in a “corporate” automated system:
- Consistent data formats
- Leverage Joint Training Information Management System (JTIMS), with links to other systems

Global Information Grid (GIG) & Net-Centric Enterprise Services (NCES)

Full Operational Capability (FOC) includes:
- Training, joint events, and T2 program management evaluated
- Evaluations and data available as needed
- System of systems integrates training, personnel, and readiness requirements
- Assessment results inform leadership
- Continuous access to automated assessment tools and processes

Leveraged the 2005 report to establish a framework that will support future assessment
**T2 Block Assessment: Way Ahead**

**Joint Assessment and Enabling Capability**

- **For T2**
  - Develop assessment framework with common metrics
  - Incorporate Block Assessment feedback into T2 Programs
  - Provide data collection plan within JTS and JTIMS
  - Continue to address critical TC AoA joint training deficiencies (gaps)
  - Incorporate resource analysis process

- **For Block Assessment**
  - Prepare JMOs for future cost, schedule and performance assessments
  - Focus data collection for Services and COCOMs through JTS and JTIMS
  - Provide metrics development process for T2 exercises and individual training
  - Institutionalize feedback from Senior Mentors, Staff Assistance Visits, and lessons learned

Block Assessments are iterative periodic snapshots of training transformation progress
Assessment...
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Questions?