JWC TRAINING ANALYSTS & THE TRAINING OBJECTIVES

by ROBERT SCHEIDER
Training Analyst, Training Event Development
Joint Warfare Centre

and LT COL MBE RE PAUL YOUNGMAN
British Army
Training Analyst, Training Event Development
Joint Warfare Centre

As training analysts at the Joint Warfare Centre (JWC), our duties include advising Training Audiences (TAs) during development of Training Objectives and assessing whether exercise content will provide the conditions necessary to achieve them. Additionally, we assess the achievement of Training Objectives during the various exercise phases and sub-phases. Our usual guide in the preparation and delivery of exercises, Bi-SC 75-003, is very specific regarding the components of a training objective. However, it is less specific when developing or assessing Training Objectives. The most effective way to develop Training Objectives and to assess their achievement is to use traditional NATO planning and as-

Below: A Training Team meeting during TRIDENT JAGUAR 16. Training Analysts provide assessment of the direction in which the TA is heading. PHOTO: JWC PAO
Mission Analysis

While a JTF HQ is a much larger and more complicated headquarters than that of a late 1980’s BCT, the steps to develop Training Objectives are not that much different. However, one difference is that the BCT from the example had a very specifically defined mission, while a JTF HQ preparing for a standby period does not. It must be prepared to accomplish a wide range of missions across the spectrum of conflict; from peace support to warfighting. Therefore, the range of tasks will be broader and more generic.

While the 1980’s BCT could draw on a list of tasks from a specific manual, there is no single list of tasks for a JTF HQ. Fortunately, Allied Force Standards Volumes and IX (AFS Vol V and IX) include a list of Main Capability Areas (MCAs), with associated tasks, for the joint level. The MCAs provide a good starting point for METL development and are also linked to the SHAPE J7 Evaluation Criteria. They are: 1) Prepare, 2) Project, 3) Engage, 4) Sustain, 5) Consult, Command and Control, 6) Protect, and 7) Inform. From these, the Commander and staff can develop a list of tasks to be operationalized as Training Objectives. Again, AFS V and IX can be helpful in identifying potential tasks to be trained.
COA Development

Based on the nature of the exercise and the list of potential tasks, the JTF HQ can develop COAs to achieve the Training Objectives. The exercise aim and exercise objectives as defined within the Exercise Specification (EXSPEC) will provide a framework in which to nest the Training Objectives. For example, whether an exercise is set in an Article 5 or non-Article 5, Major Joint Operation (MJO) or Small Joint Operation (SJO/Land), or other specific scenario conditions, EXSPEC will help determine what tasks can be exercised.

Another important consideration is the need for training. Commanders and staff can determine the need for training for each potential task based on previous HQ performance; new tasks yet to be performed by the HQ, as well as anticipated staff turnover in staff branches and other considerations. In the end, the HQ should identify a limited number of Tasks to be performed in each phase or sub-phase of the exercise. Preferably, the commander should prioritise these tasks in order of importance and they should be:

- limited in number by phase or sub-phase (ideally, around 10-15);
- comprehensive by covering cross-HQ processes, and preferably not stove-piped by a branch or section;
- distinct, so that there is no overlap between Training Objectives; and
- expressed in action verbs such as "develop", "plan", "coordinate", or "engage".

Plan Development

The next step is to operationalize the Training Objectives. The HQ does this by defining the Supporting and Enabling Tasks (SETs), Conditions, and Standards to under-pin them. Perhaps the most important element is the former as these are the processes that must be achieved to accomplish the SETs. While it is tempting to list every possible step and small process, training objective developers should take care to ensure that each SET could realistically be accomplished and observed during the course of the exercise. Preferably, like the tasks above, they should be:

- limited in number and focused on the most important processes leading to the accomplishment of the task (ideally, around 10-15 as a maximum per task);
- processes or products that can be observed; and,
- expressed in action verbs.

The next element of the Training Objectives describes the "Conditions" under which it should be accomplished. Bi-SC 75-003 explains Condition requirements very well. In general, they concern manning of the HQ as well as any Response Cells, the CIS environment and systems, processes that must be in place (battle rhythm, for example), and the exercise environment (including scenario and exercise play, whether through injects, simulation, or the Opposing Force, OPFOR).

Finally, the "Standards" provide the criteria upon which accomplishment of Training Objectives are assessed. Again, AFS Volumes V and IX can be a source document, as well as JTF SOPs and Standing Operating Instructions (SOIs), and Allied Joint Publications. To assist those who observe and assess the exercise, they should be as specific as possible.
Training Objectives and Relationship to Exercise Content

At JWC, we develop exercise content, including triggers from the Main Events List/Main Incidents List (MEL/MIL), Computer Assisted Exercise (CAX) simulation and OPFOR, based on the TA’s training objective needs. For example, when developing the MEL/MIL, the content developers link each incident (or storyline) to a specific training objective and based on the training objective’s SETs and Conditions, the developers script a number of injects to provide triggers to stimulate the TA. The better developed SETs and Conditions are, the more the content developers can develop and deliver effective and stimulating incidents and injects.

Assessment

Just as accurately defined “Actions, Effects and Decisive Conditions” are the cornerstones to effective Operational Assessment, so are well-defined Training Objectives similarly critical to assessing the training progression of the TA’s training objective. Over the years, we have used several methods for assessing Training Objectives based upon input from our Training Team’s (TTs) Observer/Trainers. In general, the Observer/Trainers provide feedback on, among other things, whether the SETs have been accomplished to the specified standard. Well-developed tasks can be compared to Decisive Conditions, while the SETs are more like “Effects”. As the SETs are achieved, the analyst can develop a cumulative assessment of each Training Objective. One recent method of assessment is based on the percentage of SETs that have been achieved and these are mapped across the exercising days. See Figures 1 (below, left) and 2 (above).

EXAMPLE ASSESSMENT SCALE

<table>
<thead>
<tr>
<th>Observing</th>
<th>SETs success observed</th>
<th>SETs deficiency</th>
<th>Majority SET success observed (&gt;65% SET)</th>
<th>TO success (&gt;90% SET)</th>
<th>TO failure (&gt;90% SET)</th>
</tr>
</thead>
</table>

About the training progression of the TA’s training objective, the analysts report daily to the Exercise Director (EXDIR) who is then able to better determine, if at all, there is need for additional training or exercise content to provide the Training Audience with further opportunities to meet their Training Objectives. Then, at the end of the training event, training progression mapping and associated observations from Observer/Trainers are used to inform formal reviews, reporting and the capturing of lessons identified.

Conclusion

Whilst the TA creates and owns its Training Objectives, it is the Training Analyst who provides intimate developmental support, bringing to bear his or her experience and advising on process as well as best practice. However they are built, it is crucial that the Training Objectives represent a vehicle that services the demands of the TA’s Commander’s training needs and intent as well as the exercise objectives, and that they will also provision SHAPE J7’s Evaluation process. Ensuring that they will, it is the role of the Training Analyst who will map the Training Objectives across a MEL/MIL and exercise development process that can take some 10-months.

Finally, during exercise’s execution, it is the Training Analyst who provides assessment and analysis of the direction in which the TA is heading. He will advise the EXDIR as to whether he should or should not amend the MEL/MIL content, with the aim being to provide the TA with the correct stimulation to demonstrate training objective proficiency, thus achieving the “green status” by ENDEX.

While the levels of command and range of potential missions for NATO Command and Force Structure headquarters are far more complex than for a BCT in the 1980’s, the process of developing sound Training Objectives need not be much more difficult. Tools such as the Training Objective Management Module (TOMM) can assist headquarters in developing Training Objectives collaboratively and some headquarters have developed their own systems. For example, Rapid Reaction Corps-France has a tool to incorporate AFS Vol V and IX tasks into their Training Objectives.

Additionally, headquarters preparing for exercises in which JWC is the “Officer Directing the Exercise” (ODE) can also receive advice and assistance from JWC Training Analysts. They are available to assist in delivering special Training Objective Workshops and in reviewing draft Training Objectives. Their early involvement in the Training Objective Development Process will benefit the TA and other stakeholders and increase the likelihood of achieving “green” on Training Objectives in due course.