



DEPARTMENT OF DEFENSE

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1 October 2004

MEMORANDUM FOR THE SECRETARY OF DEFENSE
THE DEPUTY SECRETARY OF DEFENSE
THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Subject: Initial Operating Capability for Joint National Training Capability (JNTC)

I am pleased to report we achieved Initial Operational Capability (IOC) on 1 October 2004. For the past 20 months, U.S. Joint Forces Command, with exceptional support from the Services, the Combatant Commanders and your staffs, **has** been working to implement the Joint National Training Capability. We have demonstrated our ability to conduct horizontal, vertical, and integration training events. This Training Transformation Implementation Plan milestone **was** achieved through enhancements to the four pillars of joint national training:

- **Realistic combat training.**
 - Each of the pre-IOC events provided training to joint tactical tasks conducted with the proper joint context and assessed against pre-defined conditions and standards.
 - A live, virtual, and constructive simulation environment delivered a higher level of fidelity and jointness to each event. A federation of models enabled joint training that spanned from the Strategic National to the Tactical level.
- **Adaptive and credible opposing force.**
 - Full-spectrum asymmetric opposing forces included fixed and rotary wing threats, unmanned aerial vehicles, threat emitters, decoys, **and** simulated red forces.
 - Opposing forces stressed a multi-national amphibious assault and opposing air assets countered fleet and Joint Tactical Air and Missile Defense units.
- **Common ground truth.**
 - Improved instrumentation systems were implemented at Service training ranges while range complexes were integrated within the Western, Eastern, and Gulf Coast regions.
 - Eighteen **JNTC** sites created the nucleus of the network.
- **High quality feedback.**
 - Fully manned assessment teams were deployed by multiple organizations.
 - A geospatial intelligence network enabled interactive analysis and mission observation of littoral and urban environments.

While Initial Operational Capability is a major milestone on the road to transforming joint training, there is much more work ahead. Nevertheless, we have taken our first big step forward in "training like we fight." I'm confident that with a continuation of the senior-level support we have been getting, we can achieve Full Operational Capability on/or before 1 October 2009. Thank you for your staunch support of this pillar of Joint Transformation.

V/R Ed

E. P. GIAMBASTIANI
Admiral, U.S. Navy



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Under Secretary of Defense (Personnel and Readiness)

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