



Highlights of [GAO-06-802](#), a report to the Subcommittee on Readiness, Committee on Armed Services, House of Representatives

Why GAO Did This Study

The Department of Defense (DOD) established its Training Transformation Program to ensure combatant commanders that forces deploying to their theaters have had experience operating jointly. The centerpiece of this effort is the Joint National Training Capability (JNTC) initiative, which accounts for 84 percent of the \$2 billion the department plans to invest by 2011 to provide a persistent global network that will increase the level of joint training.

GAO assessed the extent to which (1) JNTC has improved the ability of the services and combatant commands to train jointly, (2) the reserve components are benefiting from the JNTC initiative, and (3) the Joint Forces Command has developed an accreditation process to facilitate program goals. To address these objectives, GAO obtained and analyzed key DOD and JNTC documents. GAO also reviewed and analyzed 5 of 16 events selected in 2005 as JNTC training events, and observed 2 of those events firsthand.

What GAO Recommends

GAO recommends that the Secretary of Defense take a number of actions to further enhance the quality of joint training for active and reserve components. In response to a draft of this report, DOD generally agreed with GAO's recommendations.

www.gao.gov/cgi-bin/getrpt?GAO-06-802.

To view the full product, including the scope and methodology, click on the link above. For more information, contact Janet St. Laurent at (202) 512-4402 or stlaurentj@gao.gov.

MILITARY TRAINING

Management Actions Needed to Enhance DOD's Investment in the Joint National Training Capability

What GAO Found

The extent to which the JNTC initiative is improving joint training overall is unclear because DOD has not yet assessed the program's results; however, GAO's review of five JNTC-enhanced training events found indications of some joint training improvements. Prior GAO work and the *2006 Quadrennial Defense Review Report* have stressed the importance of performance metrics to gauge program success. While DOD's initial training transformation assessment set a basic framework for measuring future program performance, DOD has not developed a strategy to evaluate the overall impact of the JNTC initiative that includes metrics, time frames, and processes for gathering data. Without such a plan, DOD will not know whether the money invested in the initiative will produce desired results or maximize the benefit for the investment.

Reserve units have participated in JNTC training events, but the unique training needs of the reserve components have not been fully considered because Joint Forces Command has not established an ongoing working relationship with them. The Training Transformation Strategic Plan recognizes that the reserve components face unique training requirements and circumstances that must be considered. However, the command has not established a liaison position for any of the reserve components and has not included the reserve components in working groups and planning sessions, as it has done with the active service components and the combatant commands. Until the command incorporates the reserves more fully into the JNTC initiative, the reserve components will continue to have limited ability to enhance their joint training skills.

The Joint Forces Command has begun to develop an accreditation process to facilitate the JNTC initiative's goals, but it has not emphasized new and emerging missions, taken steps to ensure that accredited joint tasks will continue in future training rotations, or incorporated the National Guard. The *2006 Quadrennial Defense Review Report* declares that training transformation should emphasize new and emerging mission areas, such as irregular warfare and combating weapons of mass destruction. The Joint Forces Command has allowed services and combatant commands to nominate existing training programs to be accredited, but these programs may not reflect the priorities established in the *Quadrennial Defense Review Report* because nomination guidance does not emphasize the need to accredit programs that will improve proficiency in new and emerging mission areas. Further, no training programs specific to the National Guard are currently being considered for accreditation. Until the department establishes nomination guidance and reaccreditation standards and includes the National Guard in the accreditation process, JNTC events may not reflect DOD's training priorities, the services may not continually incorporate JNTC enhancements into their training exercises, and the National Guard will continue to have limited ability to enhance its joint training skills.