**NMETLs and NWTS:**

**The Path for Fleet Integration**

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Table of Contents

[NMETLs and NWTS: The Path for Fleet Integration 3](#_Toc334624248)

[The Kill Chain or the “D-T-E” Sequence and Integration 3](#_Toc334624249)

[How could the NMETL-NWTS system aid in these integration and wholeness efforts? 5](#_Toc334624250)

[What exactly is an NMETL and where did they come from? 5](#_Toc334624251)

[JMETLs vs NMETLs 6](#_Toc334624252)

[Where can I learn about the basics of METLs? 6](#_Toc334624253)

[UJTL and UNTL- Task Libraries and More 7](#_Toc334624254)

[UJTL and UNTL- More than Task Libraries- A Conditions Library 8](#_Toc334624255)

[UJTL and UNTL- More than Tasks and Conditions Libraries- Measures and Criteria form Standards 9](#_Toc334624256)

[UJTL and UNTL and NMETLs and Task Linkages 10](#_Toc334624257)

[DRRS - Linking Training and Readiness 12](#_Toc334624258)

[The NWTS Process: Requirements- Plans-Execution-Assessment 12](#_Toc334624259)

[Requirements 12](#_Toc334624260)

[Plans 13](#_Toc334624261)

[Execution 14](#_Toc334624262)

[Assessment 14](#_Toc334624263)

[How do NMETs work in DRRS and DRRS-N? 15](#_Toc334624264)

[Readiness Theory 15](#_Toc334624265)

[DRRS - “Near Real Time” and “Predictability” 16](#_Toc334624266)

[Integration into Capability Requirements 16](#_Toc334624267)

[ROC-POE and NMETLs 16](#_Toc334624268)

[Ideas for Improvements 17](#_Toc334624269)

[Summary 17](#_Toc334624270)

[References 18](#_Toc334624271)

[NMETLs and NWTS Messages of Interest 18](#_Toc334624272)

# NMETLs and NWTS: The Path for Fleet Integration

In 2010, Admirals Harvey (Commander, U.S. Fleet Forces) and Walsh (Commander, U.S. Pacific Fleet) in their joint Fleet Integration Executive Panel PFOR message laid out the objectives:

* “Fleet Commanders are responsible for providing the training, tools and time needed to deploy with confidence to accomplish their assigned missions.”
* Establish clear lines of accountability and ownership. Provide Stakeholder involvement at all levels and across boundaries.
* COMPACFLT and USFLTFORCOM forces shall operate from a common baseline defined by joint policy and joint standards. [[1]](#footnote-1)

# The Kill Chain or the “D-T-E” Sequence and Integration

The bottom line for any system is its ability to execute the “Detect-to-Engage” (DTE) sequence or the “Kill Chain.” Several different depictions/descriptions of the sequence exist. One is called FFTTEA - Find, Fix, Track, Target, Engage, Assess based on the concept of time-sensitive targeting.

COMOPTEVFOR has developed a series of pictures on various Kill Chains as depicted below:

If one added in the applicable NTTL tasks (NTAs) and considered both the Common Tactical Picture and INTEL contributions, the picture could be depicted:

Note that every DTE sequence could employ a similar set of tasks from the NTTL. The NTTL was developed as an interoperability tool to aid concepts of networked warfare and serve as a universal framework for mission analysis, mission assessment, and mission architectures.

# How could the NMETL-NWTS system aid in these integration and wholeness efforts?

NMETLs are Navy Mission-Essential Task Lists and the NWTS is the Navy Warfare Training System. NMETLs and the NWTS equip commanders with four V’s. They help us:

Visualize the mission

Value the contributions

Verify progress

Validate Courses of Action (COAs).

## What exactly is an NMETL and where did they come from?

A Navy Mission-Essential Task List (NMETL) is a comprehensive command and mission specific list of Navy Mission-Essential Tasks (NMETs). More Jominian in concept, but demanding of the Clauswitzian Coup d’oeil in application, “NMETLs allow a commander to quantify the level and scope of effort required to achieve mission objectives.”[[2]](#footnote-2) From a War College perspective, the “METL” actually is a “Nature of War versus Character and Conduct of War” principle.[[3]](#footnote-3) System encompassing NMETLs clearly state mission requirements on which all continuous improvement processes can focus. Navy Leaders responsible for Fleet Integration including alignment, setting expectations, driving continuous improvement, and incorporating lessons learned and best practices, should understand the NMETL-NWTS concept and its applications to our quest for Fleet Integration. NMETLs translate Navy concepts of mission areas (PRMARS and ROC-POE) into capabilities-language. All must ensure no capability is forgotten.

The NMETL-NWTS process combines the best facets of mission planning, program management, and timely execution for monitoring performance, measuring progress, and generating returns on investment. The two key themes of DOD’s Training Transformation are “Training Transparency” and “Mission Rehearsal.” *Training Transparency* means we train like we fight- or expect to operate, and *Mission Rehearsal* strives to place the organization (commanders, systems and personnel) into situations which are as close as possible to the conditions we expect them to face in real missions. The goal is to build confidence in mission achievement. Moreover, a key feature of the Defense Readiness Reporting System (DRRS) is to link training and readiness to mission performance.

To do so requires forethought and imaginative involvement of all levels in the chain of command. We map out several concepts for the operation and discern the essential tasks, which must be performed to levels which promise success for the mission. In our training and mission rehearsal events, not only do we develop organizational cohesion and confidence, we begin to help commanders develop an improved level of self-efficacy as they consider how to measure mission progress and picture overall success.

By working through several aspects for potential missions, commanders can assemble a set of mission-essential tasks (METs) that clearly articulates mission performance requirements. In laying out the mission flows to meet the challenge, commanders and planners can construct specific performance standards on a task-by-task basis based on their systems and personnel.

## JMETLs vs NMETLs

JMETLs belong to Joint Force commanders; NMETLs belong to Navy commanders at any level. The basics are all the same.

# Where can I learn about the basics of METLs?

The guidance for METLs is found in the manual for the Universal Joint Task List (UJTL) (CJCSM 3500.04 series) maintained by the Joint Staff with inputs from the UJTL community which includes all joint commands, the Defense agencies, and the services. The Navy (in conjunction with the Marine Corps and Coast Guard) produces and maintains the Universal Naval Task List (OPNAVINST 3500.38 series) through NWDC. Much of the direction for this paper can be found in these manuals.[[4]](#footnote-4)

The MET framework is simple:

“Do this task… under these conditions… to this standard.”

Each of those terms has specific meanings. A **task**, according to the UJTL and UNTL, is a specific action that enables a mission or function to be accomplished. The UNTL adds that a task is not specific to a specific unit or individual. These “mission” tasks are "capital T" tasks as opposed to individual job- "little t"- tasks you might find in a Job Task Analysis (JTA), Personal Qualification Standard (PQS), or other assembly of tasks. Mission Tasks usually terminate where individual TTP steps begin.

# UJTL and UNTL- Task Libraries and More

The UJTL-METL structures (UNTL-NMETL structures) are standardized tools for describing mission-to-task requirements for planning, conducting, executing, and assessing joint and Navy operations and training as well as any other attribute of the DOTMLPF-P[[5]](#footnote-5) system. NMETL systems can describe network foundations. Moreover, the new DOD capabilities guidance employs MET language to frame required capabilities for force transformation, experimentation, and concept development.

Note that the UJTL/ UNTL serve as a *Task Library,* much like the DoD Dictionary (JP 1-02) serves as the basis for terms of reference, and covers the full range of military operations from the BP Oil spill or KATRINA recovery operations to winning the Global War on Terrorism (GWOT) or succeeding in Overseas Contingencies.

Tasks in the task libraries follow the same format. Strategic National (SN), Strategic Theater (ST), Operational (OP), and Joint Tactical (TA) tasks as well as Navy Tactical Tasks (NTA) all have a nomenclature (SN 1.1, ST 2.3, OP 4.5, TA 3.2, etc), title, description (formerly “definition”), and doctrinal reference documents. Example from the UJTL:

SN 1.1.2 Coordinate and Match Transportation Resources and Requirements

To compare deployment requirements against the actual strategic lift assets made available. If a change in the allocation is required, the supported combatant command, in coordination with USTRANSCOM, requests additional transportation allocations from the Chairman of the Joint Chiefs of Staff.(JP 4-0, 4-01, 4-01.1, 4-01.2, 4-01.3, 4-01.54-01.7)[[6]](#footnote-6)

…and a Sample Task from the UNTL:

**NTA 1.1 Move Naval Tactical Forces**

To move naval units and/or organizations and their systems from one position to another in order to gain a position of advantage or avoid a position of disadvantage with respect to an enemy. (JP 3-0, 3-02, 3-02.1, 3-15, MCDP 1, 3, NDP 1, 4, NWP 1-02, 3-02 Series, 3-20.6, 4-01, 4-01.4)

The UJTL includes the strategic, operational, and joint tactical tasks plus each service, agency or other organization’s task libraries. The latest Universal Naval Task List (UNTL Version 3.0) includes both the Navy Tactical Task List (NTTL) and the Marine Corps Task List (MCTL).

Remember- Tasks in the UJTL/ UNTL have rules:

**UJTL = SN-ST-OP-TA Tasks & Service Tasks**

**UNTL = NTTL & MCTL**

Tasks are based on doctrine or developing concepts. Each task describes a discrete activity or event. UJTL/ UNTL Tasks do not specify **who** or **how**. Tasks do not define specific systems or pieces of equipment. Tasks do not describe environmental issues. Tasks do not need many adjectives or adverbs. Additionally, tasks do not duplicate existing tasks. Tasks such as "Plan Air Operations, Plan Surface Operations, Plan ASW Operations, and Plan Maritime Interception Operations" are all included in the universally applicable and understood "NTA 5.3.9 Prepare Plans and Orders" task. Commanders use this NTA and select appropriate conditions and standards (measures + criteria) based on their command level, responsibilities, and available resources to complete their NMET.

The task libraries are always amendable for additions, improvements, or even deletions of tasks that do not fit the format. When mission analysis discovers the need for a new task, the commander can nominate it to NWDC for consideration and inclusion in the UNTL. Once approved, it will be added to the Navy Training Information Management System (NTIMS)[[7]](#footnote-7) database which is the authoritative source for all NMETL and NWTS products.

## UJTL and UNTL- More than Task Libraries- A Conditions Library

Conditions help us understand the level of difficulty for task performance. METL language expresses conditions in three themes: physical, military, and civil. Other mission analysis practices use terms like “METT-TC” (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations), or PMESII (Political, Military, Economic, Social, Infrastructure, and Information).

 The UJTL/ UNTL Conditions Library enables any of these views to be expressed in MET “Task, Conditions, Standards” statements. Note, the UNTL includes specific threat conditions for considering advances in adversaries’ capabilities.

Conditions describe the general environment in which task performance is expected. An NMET’s condition set actually describes a range for the level of difficulty for task performance. Conditions should be monitored and recorded every time performance is recorded and reported. In so doing, various performance curves can be generated to aid assessment of readiness and the need for interventions through training or development of new capabilities. (Note that in some ways the resource categories of personnel. equipment, supply, training, ordnance and facilities (PESTOF) can also be thought of as “conditions.”)

## UJTL and UNTL- More than Tasks and Conditions Libraries- Measures and Criteria form Standards

The UJTL and UNTL set specific meanings for the terms *standards*, *measures* and *criteria*. (The dictionary actually uses them to define each other.) However in MET terminology, a *standard* consists of two components: the *measure* and the *criterion*. The measure is the parameter or dimension of performance we want to measure, and the criterion is that value or level of the measure, we must achieve to guarantee high probabilities for mission success. All of our training and readiness programs must align and drive to meet these standards.

Good MET standards contain both MOPs (Measures of Performance) to gauge “processes” and MOEs (Measures of Effectiveness) to gauge results or “products.” Additionally, some standards will be “input-based” to ensure all systems are set up for success. The UJTL p. A-3 notes “…These standards, when linked to conditions, provide a basis for planning, conducting, and evaluating military operations as well as training events.”

The UJTL/ UNTL include the following guidance for setting good METL standards:

* Employ measures from a variety of categories: Input, Process, Output, and Outcome. All have value in setting goals and evaluating performance.
* Focus on “Process” and “Outcome” (or *Product*) measures. (Note: *Inputs* may add insight.)
* Keep them “Simple, …”
* Reflect the commanders’ guidance—their values set criteria!
* Reflect an understanding of the task and its contribution to mission success.
* Consider incorporating recent Lessons Learned to validate they have been learned.
* Remain sensitive to impact of changing conditions on the measures—often this helps in narrowing the condition sets to choose for a MET. Standards must match the conditions.
* Refrain from using only “Go-No Go” type measures. (Allows trend recognition.)
* Use both absolute and relative scales.
* Set *Criteria* by employing “capabilities” inherent in the DOTMLPF-P system design.

The UJTL and UNTL provide further amplification on high-quality measures and standards which is the most succinct and profound guidance available for assembling performance management parameters.

## UJTL and UNTL and NMETLs and Task Linkages

NMETLs do not stand on their own necessarily; each NMET fits into the overall picture of mission accomplishment for the force. In our strategy-to-task framework, combatant commanders have JMETLs based on their major OPLANS or ongoing operations. Subsequently, Navy Fleet commanders have supporting (J)NMETLs, and, to align warfighting capabilities, Strike Group Commanders have an NMETL. Each of their warfare commanders and the functional coordinators has its NMETL and their units all have NMETLs. These must be "linked together" to fully understand the mission. Links key network views.

We "link" NMETLs on a task-by-task basis between commands. We start from the top-down mission analysis and build task-to-task links to each level. A lower level NMETL has tasks that support higher-level NMETs.

Often, a junior's achievement of its NMET standard sets his senior's conditions for success. In METL language, tasks in the subordinate chain of command that support a commander’s task are ***supporting*** tasks. Senior’s METL Tasks that a junior's MET supports are ***supported*** tasks. Those tasks performed by agencies, the naval shore establishment, and other organizations outside the commander's direct control are termed "***command-linked”*** tasks. Command-linkages demonstrate the value supporting commands add to mission success.

For example, Navy Meteorological and Oceanographic (METOC) organizations support combat organizations through command-linked tasks; these networked tasks show how supply and logistics organizations or national intelligence organizations support a local commander. In Navy vernacular, the Air Defense Commander (ADC) supports the Anti-Submarine Warfare Commander (ASWC), and vice versa via command-linked tasks. Commander Naval Installations Command (CNIC), Naval Expeditionary Combat Command (NECC), and other Navy Readiness Enterprise provider organizations demonstrate their value through command-task linkages.

When the linkages are complete, you might have a “spider web-like” display of the operation, but you will have a clear framework to articulate current and future capability requirements. Using the Force-wide linkages of NMETLs, FORCEnet architects and developers could construct a capabilities framework against which to develop the perspective to integrate and improve standards, and articulate future ideas to improve our knowledge management, command and control, and maritime domain awareness systems.

# DRRS - Linking Training and Readiness

To assemble the training program, each level must develop confidence – call it whatever we want: “proficiency, competency, Knowledge, skills and abilities/attitudes (KSAs), experience, certification, currency” – that when called, the organizations can perform their mission-essential tasks in the given conditions to the standards. The Joint Training System (JTS) and the Navy’s adaptation, the Navy Warfare Training System (NWTS), offer the linkages between training and readiness, and can enable alignment of Planning, Programming, Budgeting and Execution System (PPBES) and future capabilities development to anticipated mission requirements.

(Note: The following discussion is Navy centric, but shifting *Navy* to **Joint** makes the process universally adaptable.)

# The NWTS Process: Requirements- Plans-Execution-Assessment

Based on the METL concept and the Joint Training System, the Navy Warfare Training System (NWTS) is a four-phased continuous improvement engine that

* Develops NMETLs in the Requirements phase- (Mission Performance Requirements)
* Designs a synchronized and progressive training curriculum in the Plans phase - (“Talk”, walk, run.)
* Executes the training Events and Sub-events in the Execution phase while recording performance, experience, and resource data as well as support for “conditions. Additional data can be collected on training systems and actual systems employed.
* In the Assessment phase, analyzes the reported performance for trends, gaps and opportunities to drive better performance.

The NMETL-NWTS process provides the architecture for analyzing performance, interoperability, and integration.

## Requirements

Commanders build NMETLs through a detailed mission analysis process. It is a simple concept--the METL flows "downhill.” At every level, the mission analysis process is the same: review the directives, study the specified tasks, discern the implied tasks, determine essentiality, figure out what help you need, either from supporting commands (below you) or commands outside your chain, designate standards, and identify conditions that affect achievement of the performance standard. Existing CONOPS can help develop early NMETLs; moreover, systematically developed NMETLs can lead to refined CONOPS. Both enhance the commander’s understanding of the mission.

The mission analysis process answers three big questions:

1. What do we really have to do?

2. How well do we have to do it?

3. What help do we need from outside our organization?

A commander's mission analysis should capture first, in language which is locally understood, what the mission tasks are, and then employ the UJTL/UNTL to translate those tasks into NMETs. We currently assemble NMETLs from CSG/ESG and tactical units in the NTIMS program - but do not have a good way to link up to JMETLs.

To keep Naval forces aligned, USFF introduced the concept of “RESPORG.” A “RESPORG” represents a generic organizational model on which to assemble mission-based NMETLs. For example, to align the mission capability requirements for cruisers, experienced commanders and working groups assembled one CG NMETL across the main Navy missions of Air Superiority, Maritime Superiority, Power Projection, and AMPHIB Ops (from the major OPLAN tasks assigned to Naval commanders). NMETLs now exist for every Strike Group, Warfare Commander and Coordinator, ship types and variants, aircraft squadrons, supporting forces, and NECC command and organizational elements as well as CNMOC, FLTCYBERFOR, and CNIC organizations. After the COLE bombing, a forcewide AT/FP NMETL was developed and applied to every RESPORG. With the advent of DRRS-N, mission NMETLs have been parsed into supporting Mission Areas.

*Operational Level of War view secret.* Begin NMETL development from the mission, to the tasks, then assign to the responsible organizations (“RESPORGs” in NMETL language.) Most Navy planning begins with the organization in the center, rather than the mission endstate on the edge. Assemble ideas for how the mission may flow, then work back to identify the necessary tasks. UJTL shows it so. When we have a complete mission METL view, we will account for all the “requirements” for mission success, plus be able to rapidly identify commands who should be involved to support the effort via those “command-linked” and “supporting” tasks.

## Plans

Once commanders identify the mission requirements, a progressive and synchronized curriculum will prepare the force for mission success. Various steps to build up performance and experience through schools, classroom discussions, tabletop exercises, and wargames will prepare the forces for walk through and mission rehearsal events. Plus in realistic rehearsals, commanders are often challenged to make quick adaptations and meaningful decisions that reflect what they must do and how well they must respond during actual missions. The Navy calls the entire curricula across the Fleet Response Training Program, the Navy Warfare Training Plan (NWTP) that consists of Events and sub-events designed to build performance confidence and test the systems’ readiness for mission success.

NWTPs include not only the classroom and live events, but also the many synthetic training opportunities to take advantage of advances in modeling and simulation for mission rehearsals. Parallel efforts for experimentation, concept development, TACD&E, or even operational tests can be folded into existing events. New systems and procedures should be able to perform the same or an advanced set of tasks to higher levels of performance or meet the current standards under tougher conditions.

## Execution

In NWTS Execution, Fleet Commanders and trainers conduct the Events and Sub-events. They monitor and evaluate performance versus NMET standards. Execution employs the NWTP to produce data collection and analysis plans. Results generate readiness indicators and ideas for improvements in systems across all DOTMLPF-P issues. Many of these concepts will serve as the basis for Lessons Learned which, when tied to specific NMETs, offer definite paths for appraising systems’ enhancements.

## Assessment

One goal of assessment is to adjudge readiness of the force to meet standards. We will call the organization (force, group. unit, command, staff, team, etc) ready if it demonstrates the ability to perform its assigned/ expected tasks to standards in the prescribed conditions. Analysis based on results of demonstrated performance in training and operating events may uncover gaps that can be further identified as *capabilities* gaps or as *capacities* gaps. Moreover, the same methodology can be employed in testing and experimentation.

Assessments can be assembled across a whole range of dimensions based on our ability to meet MET standards. Commanders may ask:

* How ready are we? How do we know?—Are we measuring the right parameters?
* Are my standards high/ tough enough—How have our commanders’ self-efficacy improved?
* What is the performance trend? (By unit, or by other groupings)
	+ On this task
	+ For this mission area
	+ Across the force
* What performance or capacity gaps exist?
* How do we project the planned intervention (e.g. DOTMLPF–P or PESTOF improvement) will affect readiness (improve our performance or our confidence in performance)?
* How did the recent intervention actually improve our performance?

Often, NMET standards can be used to track execution of management programs such as safety, personnel development, or security across the force. The Cultural Awareness Tasking message (092030Z JUL 07) noted, “One of the powerful applications of the Navy Warfare Training System (NWTS) is as a tool for management controls. Common tasks that cut across the missions of the Navy can be identified and assigned to appropriate responsible organizations (RESPORGS) for execution, performance measurement, and subsequent reporting.” Further alignment to demonstrate conformance with Joint or Navy-wide directives or monitor Force-wide initiatives could employ this concept.

# How do NMETs work in DRRS and DRRS-N?

DRRS is a “capabilities-based” readiness reporting system. Since capabilities and METs employ the same task-conditions-standards framework, METs serve as the foundation for readiness assessments. We measure and assess MET performance. Anything which improves performance (e.g., good training or repairing a piece of downed equipment) or raises confidence in future MET performance (excellent Preventive Maintenance System, improved individual qualifications, demonstrated history of superior performance), raises readiness. Performance also depends on having the right resources and training.

The NMETLs in DRRS-N are aligned by mission areas.

## Readiness Theory

Readiness should be thought of as a “confidence in future performance.” Commanders get that confidence from at least two ways. One, the resource view, contends that if commanders and organizations have the right personnel, adequate equipment and supplies, enough training (demonstrated performance in MET-like conditions), and the right ordnance (if required), then they will complete their mission successfully. This is “PESTO” and when shore-based establishments are considered, “Facilities” complete the new resource mnemonic: “PESTOF.” DRRS-N capitalizes on this view and aligns NMETs to Mission Areas.

The second is a performance view. How did the organization do against the specific standards and what conditions existed compared to the one prescribed in the NMET? The rest of the variables for performance readiness assessment include: the trend (and track history) of task performance (with the actual conditions), how long it has been since the task was last performed, how has the command’s level of resources or training changed, how has the actual situation (conditions) changed? Gathering this data requires performance against each standard and the condition set that defines the environment. This information gives us insight and confidence that the performance data adds value. DRRS focuses on the performance view but also includes resource tabs to track the individual P-E-S-T-O and F components.

## DRRS - “Near Real Time” and “Predictability”

DRRS is also supposed to be a “near real time” readiness reporting system. DRRS and DRRS-N, using existing and developing databases linked together, will feed updated performance against standards. Any time new performance data is available, it should be reflected in updated readiness displays and assessments. The same goal applies to all resource data. Updates should occur automatically throughout the system as quickly as the initial report on resource changes (plus or minus) can be processed. In his 1994 Congressional testimony, then Director of Reporting, National Security and International Affairs Division for the GAO, Neal P. Curtin, spoke on the challenge for maintaining readiness in an austere funding environment to avoid "the potential for the U.S. military to be reduced to the 'hollow forces' that prevailed during the 1970s" (GAO/T-NSLAD-94-16). Does that sound familiar to what is happening today? Moreover, he added “A future readiness system should factor in jointness, have predictive capability, facilitate trend analyses, and provide more objective and candid assessments.”

# Integration into Capability Requirements

The long range vision for the capabilities-based force linked mission requirements to training and readiness programs and followed through with focused solutions to improve performance. The Joint Capability Integration and Development System (JCIDS) capitalizes on the existing structure and now defines “Capability requirements” to be described in terms of tasks, standards, and conditions as defined by the UJTL, to the greatest extent possible.

The language of capabilities is the language of METs!

## ROC-POE and NMETLs

One gap that exists is in understanding how close NMETLs and ROC-POE or shore-based Mission-Functions-Tasks (MFTs) documents could be. The origins for the Navy Tactical Task List were the ROC statements modified to conform to UJTL task rules. Navy manpower algorithms are closely linked to ROC-POE or COLs defined in MFTs.

The NMET framework allows commanders to specify clear levels of performance and consider different conditions. Systems can be tagged to tasks they do and integrated architectures can be assembled based on the mission architecture defined by linked NMETLs. All elements of a system across DOTMLPF and P could be aligned among those architectures.

# Ideas for Improvements

Jensen and Sage (2000) laid out the concepts for an enterprise-wide performance management system. Their ideas are sound and must be further incorporated in the family of systems supporting capabilities-based approaches. Short “thought starters” follow their ideas

* Communicate performance facets essential to organizational success. – NMETLs serve this purpose.
* Communicate how individual efforts contribute to mission success. – Performance (?) and Resources (DRRS-N) can be better aligned and displayed.
* Communicate current organizational progress to all. – Transparency/ Reports/ Business Intelligence (BI) tools.
* Provide historical documentation for improvement and legal use. – Data Warehouse (Performance, experience, resources, costs, Lessons Learned). Neither DRRS nor DRRS-N contains a *track* *history* for performance or resource values.
* Align business activities to goals and objectives. – Missions, Doctrine, Commanders’ Guidance.
* Provide info to set goals based on current performance. – Plans.
* Provide info to ID problems and risks. – Assessment- what are we not doing well in?
* Provide means to check success of initiatives. – Assessment- how much did performance improve after…?
* Assist with visualization of the mission and its contributors/ progress. – NMETL Linkages and Displays?
* Standardize organizational performance data for accuracy and consistency. – UNTL and NMETL-NWTS process aligned with Capabilities-based planning.
* Provide info for strategic, capital investment and other decisions. – Assessment based on reliable evidence.

# Summary

NMETL and the NWTS provide a pathway for comprehensive Fleet (and Navy) integration into the larger concept of Unified Action across all services, agencies and governmental entities. Navy leaders at all levels should invest some time to learn the concepts and appreciate where we have been, and where we need to- and can- go toward achieving warfighting wholeness.

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**Seven Steps to NMETL Advocacy**

1. **Learn the Framework and the Language.** Understand the background of the UNTL-Mission Analysis-NMETL framework and the mission performance language of METLs.
2. **Grasp “Universal.”** Acknowledge the big picture of the “Universal”-ness of the NMETL format. ROC-POE, system design specifications and all other requirements tools can employ the METL format of Tasks, Conditions and Standards based on the common language of the UNTL. CONOPS and METLS are mutually supporting.
3. **Adopt the Process**. Understand the Four-phased continuous improvement process of Training Transformation (T2) and the Joint Training System & Navy Warfare Training System: Requirements-Plans-Execution and Assessment. This conceptual “continuous improvement engine” runs on the fuel of Lessons Learned from training, planning and operating events.
4. **Practice-Execute the NWTS.** Enforce NMETL application through systems thinking throughout the Navy and Fleet Integration efforts.
5. **Drive for the Standard.** Understand the METL *Standard* as a *Measure* with a *Criterion*. Moreover, tasks must have both performance/procedure-type measures as well as outcome-based measures, and may have more than one standard.
6. **Appreciate Conditions**. Consider, comprehend, and appreciate the effects *Conditions* have on performance. Changing Conditions also alter risk! Conditions and effects are in the same space: “System State.”
7. **Refine your “Coup d’oeil.”** Comprehend the T2 Mission Rehearsal-Transparency concept as a Commander’s “coup d’oeil” refinement tool.

Elevator thoughts:

NMETLs and the NWTS (Navy Warfare Training System) provide commanders with four V’s:

They help them:

Visualize the mission

Value the contributions

Verify progress

Validate COAs.

1. <http://usfleetforces.blogspot.com/> 10 Dec 2010 [↑](#footnote-ref-1)
2. NTTP 1-01 The Navy Warfare Publication Library (April 2005). [↑](#footnote-ref-2)
3. The nature of war is immutable, unchanging. Its character and conduct are continually re-inventing who fights, why they fight, how they fight, etc… and that is part of the “nature” of war! This principle makes the METL process universal since per Clausewitz “War is the continuation of policy with other means.” [↑](#footnote-ref-3)
4. I offer a free full day seminar on how the systems (UJTL-JTS-DRRS-JCIDS-JLLIS) and Navy programs (UNTL-NWTS-DRRS-N-NLLIS-ROC-POE) should be fitting together. [↑](#footnote-ref-4)
5. DOTMLPF-P means “system” in DoD- doctrine, organization, training, material, leadership development and education, personnel and facilities and “policy” was added in Spring 2010. [↑](#footnote-ref-5)
6. UJTL, on JDEIS website: <https://jdeis.js.mil/jdeis/jel/template.jsp?title=ujtlportal&filename=ujtl_portal.htm> [↑](#footnote-ref-6)
7. NTIMS- Navy Training Information Management System developed by USFF to assemble, store, and maintain NMETLs and other Navy Warfare Training System products. On the Siprnet: <https://ntims.ffc.navy.smil.mil/NTIMS> [↑](#footnote-ref-7)