

**Army Regulation 351-9
OPNAVINST 1500.27E
AFI 36-2230(I)
MCO 1580.7D**

Schools

Interservice Training

**Headquarters
Departments of the Army,
the Navy,
the Air Force,
and the Marine Corps,
Washington, DC
28 August 1998**

UNCLASSIFIED

SUMMARY of CHANGE

AR 351-9/OPNAVINST 1500.27E/AFI 36-2230(I)/MCO 1580.7D
Interservice Training

This revision--

- o Incorporates changes regarding the Interservice Training Review Organization's (ITRO) policies, responsibilities, and procedures (paras 1-4, 1-5, and 1-6).
- o Incorporates changes in ITRO resourcing and funding procedures (paras 1-4, 1-5, and 1-6).
- o Incorporates ITRO organizational and committee changes (paras 1-4 and fig 1).

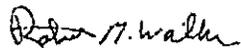
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History. This printing publishes a revision of this regulation. Because the publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation sets the policies, responsibilities, and procedures for-

a. Review of education and training activities to improve their effectiveness and efficiency.

b. Development and conduct of quota courses and interservice resident and nonresident courses.

c. Exchange and development of education and training resources, research data, and training technology.

Applicability. This regulation applies to the Active and Reserve Components of all the Services.

Proponent and exception authority. The proponent of this publication is the Deputy Chief of Staff for Operations and Plans (DCSOPS). The DCSOPS has the authority to approve exceptions to this publication that are consistent with controlling law and regulation. The DCSOPS may delegate this approval authority in writing to a Division

Chief within the proponent agency in the grade of Colonel or civilian equivalent.

Army management control process. This AR is subject to the requirements of AR 11-2. This regulation contains management controls, but does not contain checklists or identify which key controls to evaluate.

Supplementation. Supplementation of this regulation and establishment of command or local forms are prohibited without prior approval from the proponent. Address requests to HQDA (DAMO-TRO), 400 ARMY PENTAGON WASH DC 20310-0400.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA(DAMO-TRO), 400 ARMY PENTAGON WASH DC 20310-0400; Navy users to Director of Naval Training, CNO-N7, WASH DC 20350-2000; Air Force users to HQ AETC/DO, 1F St., Suite 2, Randolph AFB TX 78150-4325; and Marine Corps users to CG MCCDC, Code

C467, 1019 Elliot Rd, Quantico, VA 22134-5027.

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Glossary

1. Purpose

This regulation sets policies and procedures for interservice training of military and civilian personnel of the Department of Defense (DOD). Other regulations and directives contain policies and procedures for Joint Chiefs of Staff and Defense Schools and courses. Training as covered in this publication includes some aspects of professional military education.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are listed in appendix B.

4. Responsibilities of the Interservice Training Review Organization (ITRO)

a. ITRO Functions. The ITRO is an organization of the military Services, established to improve the effectiveness and efficiency of Service training consistent with individual Service requirements. (See fig 1.) The ITRO will:

- (1) Provide policy and guidance for interservice training.
- (2) Review training and related activities to increase effectiveness and efficiency through:
 - (a) Course or curricular realignments (consolidations/collocations).
 - (b) Major functional training area realignments.
 - (c) Standardization.
 - (d) Administrative or management improvement.
 - (e) Evaluation.
- (3) Assist the military departments by performing special studies as directed.
- (4) Serve as a point of contact (POC) and provide a forum for the free interchange of ideas, information, and technology related to interservice training.

b. The executive Board. The Executive Board (EB) governs the ITRO. The board consists of the incumbents of the positions shown below:

- (1) Army - Commanding General, U. S. Army Training and Doctrine Command (TRADOC).
- (2) Navy - Chief of Naval Education and Training (CNET).
- (3) Air Force - Commander, Air Education and Training Command (AETC).
- (4) Marine Corps - Commanding General, Marine Corps Combat Development Command (MCCDC).
- (5) Coast Guard - Director, Reserve and Training, U.S. Coast Guard (as required).
- (6) The Chairperson, Health Care Committee for Health Matters. (This person will serve as ex-officio advisor to the Executive Board as required.)

c. Deputy Executive board. The Deputy Executive Board (DEB) consists of a principal training deputy (general/flag or civilian equivalent) to the primary Executive Board member. The Deputy Executive Board reviews and approves all actions forwarded to the Executive Board for decision and approves/disapproves Steering Committee recommendations.

d. Steering Committee. The Steering Committee coordinates the day-to-day activities of the ITRO for the Deputy Executive Board. Steering Committee members will normally be a Colonel/Captain (O-6) level or civilian equivalent.

e. Secretariat. The Secretariat serves as the central POC for all ITRO matters. Secretariat responsibilities are rotated yearly among the Services. The current members of the Secretariat Service chair the Steering Committee, Deputy Executive Board, and Executive Board.

f. Committees. ITRO functions through a series of major committees and subcommittees (as needed). Steering committee members manage and direct the committees and subcommittees. Each committee and subcommittee will include representation from each

Service. The steering committee will recommend establishment of new committees, subcommittees, and study groups. Establishment is subject to approval by the DEB/EB.

5. Policy

a. The interservice training review process must be responsive to a dynamic environment. This process must encompass the following tenets:

(1) The Services will review training courses and training resources to eliminate duplication, reduce or avoid costs, standardize instruction, and increase efficiency. Course information will be provided to other Services upon request.

(2) A systems approach will be used. Reviews may focus on major functional training areas or on individual courses or groups of courses. Each Service's curricula requirements for a particular training area will be reviewed for the purpose of creating an interservice curriculum either by consolidating existing programs or re-engineering training to meet mutual interservice needs. The review will consider, but is not limited to, factors such as costs, manpower, and infrastructure. The installation, service-wide impacts, and quality of life needs must also be addressed.

(3) A long-term, total force perspective is essential to ensure a posture for the optimum outyear training capability. Short-term efficiencies or lack thereof should not detract from this perspective.

(4) Review recommendations will be consistent with the readiness, responsibilities, and requirements of the Services.

b. A military service requiring training where none exists within that Service, will document evaluation of existing schools and courses within the other Services before setting up a new school or course.

c. Training resources available to one military service will be used as much as possible to meet the training needs of the other Services in developing, revising, or conducting all training. Interservice Support Agreements (ISA) and Memoranda of Agreement (MOA) identify support requirements and responsibilities. These will be used to effect use of other Services' resources as approved by the ITRO EB.

d. The methodology used in training cost studies to determine mission and base support costs is an accepted method among the Services for determining ITRO related costs and reimbursements. All other agreements follow traditional interservice support guidelines contained in DODI 4000.19.

e. The Services will exchange training vision, information, advice, ideas, and facilitate coordination of training and related areas of mutual interest.

f. This regulation does not abrogate existing interservice agreements. Services conducting interservice courses will continue to do so until mutually agreed otherwise. Withdrawal from an interservice course is discouraged and is usually prevented by program adjustments. A Service desiring to withdraw from an interservice course will withdraw only after providing a letter of intent to all participating Services. The letter of intent must be provided at least one year in advance of the withdrawal to provide for appropriate budget resourcing adjustments. A withdrawal may also occur with mutual consent of participating Services. The Executive Board will be briefed on all withdrawal actions to insure alternative actions have been reviewed.

g. The Services will conduct a free exchange of information related to distance training/learning course programs.

h. Each Service will approve other Service requests for their eligible member's enrollments in quota courses, consistent with existing training capacity. When the demand for quota course enrollment consistently presents an undue burden on classroom or housing facilities, training equipment, or instructor billets, a fair share instructor quota agreement or an ITRO consolidation study should be considered. A request for such a study may be initiated by either the host or participating Service.

i. Students attending a quota course or an interservice school or

course will not normally be required to perform guard, housekeeping, or other similar duties. When justified by one of the circumstances listed below, duties will be assigned on an equitable basis and commensurate with individual pay grades:

- (1) When a requirement exists to clean and maintain their own unit areas including living area and classroom areas.
- (2) When dropped from school and awaiting orders in a disciplinary or casual status.
- (3) During cleanup or recovery operation after an emergency.
- (4) When these duties are essential to learning objectives within the course of instruction.

6. Services Training Commander Responsibilities and Funding Requirements

a. Services. Each Service's Training Commander and/or his/her designated training representative will:

- (1) Evaluate the training programs and capabilities of the other Services before developing training programs of their own. This evaluation should be documented and should, at a minimum, include the potential for consolidating or collocating schools or courses.
- (2) Provide other Services with written notification prior to revision or termination of any training program used by the other Services.
- (3) Exchange catalogs of resident training courses and training materials to decide the appropriateness of existing courses or materials and to facilitate their use.

(4) Provide Service representation to the ITRO to coordinate actions with Military Department and Service Secretariat staffs as required.

(5) Transfer serviceable training material and equipment to the conducting Service on a non-reimbursable basis when the responsibility for conducting training is moved from one participating Service to a new host. This transfer is done only if required for the interservice training and a higher priority requirement does not exist in the participating Service. The participating Service will finance packing, handling, crating, and transportation charges associated with the transfer. Providing technical manuals and other data for proper operation, maintenance, and logistic support of transferred training aids, devices or equipment is the responsibility of the Service furnishing the training material. The host Service will maintain the training aids and devices, including acquisition of spare parts, unless otherwise specified by applicable ISA/MOA.

b. Host Service. Each Service's Training Commander and/or his/her designated training representative accepting an interservice school or course as a mission responsibility will:

(1) Budget and program resources to meet the requirements of the other Service requesting the training except for the following:

(a) Service-unique equipment and/or equipment maintenance, Service-unique consumable materials and/or one-time costs associated with Service-unique facilities requirements of the participating Service.

(b) Personnel costs (pay and allowances such as clothing, subsistence, travel, per diem, etc.) and manpower for the administrative, instructor, and student personnel provided by the participating Service.

(2) Make changes to course curricula and training resources to meet the consolidated curricula and trained personnel requirements after participating Services agree. Changes to consolidated curricula may not occur without approval of the participating Services.

(3) Issue training policies, directives, and materials required for efficient operation and management of quota and consolidated courses only. This includes instructor evaluations, student counseling, and training resources. Policies, directives, and materials required for operation and management of Service-unique tracks and for collocated training remain a participating Service responsibility.

(4) Be primarily responsible for consolidated course revisions and evaluations. A participating Service may visit its students and their respective courses at the host Service training site to gain information on the experience or success of these students. If the visit reveals a training problem or a change appears to be required,

the participating Service will notify the host Service, in writing, outlining the problems and proposed changes. Every effort will be made to accommodate changes requested by the participating Service.

(5) Provide all necessary base-operating support functions unless other arrangements are made by the Service headquarters level in a MOA or ISA. Ensure required DD Form 1144 (Support Agreements) are prepared per the procedures in the DOD Instruction on Interservice and Intragovernmental Support (DODI 4000.19). MOAs/ISAs document the arrangements made and the responsibilities assumed by the parties concerned.

(6) In interservice training consolidations, obtain mutual agreement from the Services as to instructors, staff, and other overhead manpower requirements.

(7) Provide data to the participating Service in the format requested regarding entries, graduates, eliminations, recycling (set-back/washback), and evaluation of their students.

(a) The host Service will request trained personnel requirements for a given fiscal year from participating Services to meet the budget or planning cycle timelines as defined in respective MOA. This will be done no later than 12 months prior to the beginning of the fiscal year.

(b) Projected fair share instructor personnel requirements not previously identified will be given to the participating Service in sufficient time to meet class start dates.

(c) When by-name student confirmations are required, they will be in accordance with host Service requirements.

(8) Provide the proportionate share of instructor and school support personnel to support consolidated training.

(9) Approve leave requests for instructor, support, and student personnel. Either the host Service or the parent Service, depending upon the existence of a support organization may initially approve these requests. In either case, coordinate the leave request with the other Service if not otherwise specified in the MOA. Apply regulations of the parent Service to areas such as conduct (to include military jurisdiction), appearance requirements, and wearing of the uniforms. Students attending other Service courses will abide by the host Service requirements for physical training as contained in the POI. Unless otherwise specified in the MOA, Services may conduct their own physical training outside curriculum scheduled times when the POI does not satisfy that Service's requirements.

(10) Evaluate performances for assigned instructor and support personnel according to parent Service directives.

(11) Arrange for staff visits to the interservice training site. Participating Services should coordinate with the host Service before the visit.

c. Participating Services. When acting as a participating Service, each Service's Training Commander and/or his/her designated representative will:

(1) Furnish the estimated trained personnel requirements projected by fiscal year (FY) to the host Service in enough time to be included in the proper financial planning cycle. Establish a POC to process trained personnel requirements and receive quotas for each Service.

(2) Provide the proportionate share of instructor and school support personnel to support consolidated training. Quota course instructor requirements will be identified by the host Service and provided to each participating Service, for staffing, at the conclusion of the annual quota planning cycle.

(3) Coordinate assignments of instructor and school support personnel with the host Service school and/or personnel activities. Military personnel remain administratively assigned to their parent Service, but they may be assigned to the host Service for the purpose of executing their day-to-day duties and responsibilities as designated members of the school staff.

(4) Coordinate inspector general visits with the host Service and course personnel in advance. Coordination will include the following:

(a) Scope of inspection.

(b) Number of personnel visiting.

(c) Length of stay.

(5) Participate in host Service evaluation data collection efforts.

(6) Coordinate with host Service when arranging for staff visits to the interservice training site.

d. *Funding.* Resource transfers between Services to implement an option are to be handled as follows:

(1) Services will submit to DOD the required resource transfers between Services/appropriations to support implementation of an approved option as part of the normal OSD/OMB budget submission. Proposed transfers must be supported by an approved MOA. All categories of base operations and mission support to be funded by the *Budget Based Transfer/Military Interdepartmental Purchase Request (BBT/MIPR)* will be listed, and all one-time costs will be identified in the MOA. Both mission and base support requirements are reimbursable from the participating Service(s) until the resource transfers are included in the host Service's budget.

(a) For new training, host Service will advise the participating Service in writing of the anticipated funding requirements. Operation and Maintenance (O&M) funding requirements will include both mission and base support for all consolidated training; base support only for collocated training, and for Service-unique tracks of consolidated courses.

(b) O&M funds to transfer will be amounts approved by the ITRO Executive Board. Funding will be provided to the host Service by using MIPRs until BBTs realign interdepartmental funding. If mission/training requirements change prior to a BBT, MIPRs will be adjusted to reflect increases/decreases in requirements. Host service, in coordination with each participating service, will initiate BBTs through the OSD comptroller.

(c) After BBTs have accomplished interdepartmental transfers, any additional BBTs that are required as a result of changes in mission/training requirements caused by the participating Service will be coordinated between the host and participating Service IAW existing budgeting guidance. If a participating Service desires immediate changes in mission/training requirements, it will provide host with interim funding through a MIPR until a BBT can be processed.

(d) Following the BBT, host and participating Service(s) will prepare an Interservice Support Agreement (ISA) to cover recurring reimbursable costs not included in the BBT. The ISA will be reviewed annually and updated as required.

(2) Should participating Service(s) require training in addition to that included in the cost study package (Service-unique), funding to support that training will be transferred directly to the host Service IAW paragraph 1-6.d.(1) above.

7. Procedures

a. *Quota Courses.* The criteria outlined below in addition to factors peculiar to a specialty, will be considered in using quota courses to satisfy trained personnel requirements.

(1) The adequacy of the training available to meet the job description or mission involved.

(2) The capability of the Service conducting the training to meet the total training requirement of the other Services involved.

(3) Some quota courses may require instructor resource commitments to meet desired training loads.

b. *Interservice Training.* The following criteria will be used to evaluate and analyze cost effectiveness of consolidation/collocation of Service training:

(1) All efforts should be made to use existing DOD facilities and equipment. Facilities modification or construction may be considered when offsetting or compensating savings or when improved training effectiveness/efficiency justifies such construction costs. If a major capital investment is required, the savings generated should amortize the investment within 10 years.

(2) Training programs will be analyzed for the possibility of consolidation or, if not feasible, collocation.

(3) Consolidated training should create savings or increased training effectiveness/efficiency through the development of common core curricula and use of common equipment/facilities.

(4) Detailed budget quality costs will be determined and approved by the Executive Board before any training is consolidated or collocated.

(5) Mobilization, Reserve, and surge training requirements will be considered in all interservice consolidations or collocations. Significant adverse impacts will be addressed in detail.

(6) Interservice course or system consolidation or collocation approvals will be evaluated on the basis of DOD cost/savings, improved training effectiveness/efficiency, and overall resource savings. A long-term, cost effective action is the objective; however, improvement in training efficiency may offset increased costs.

(7) Personnel (instructor, staff, or student) increases associated with consolidations are normally programmed through the DOD Planning, Programming, Budgeting and Execution System (PPBES). Thus, consolidations requiring additional personnel, even if cost effective, may have to be deferred until the affected Services can obtain the required manpower.

(8) Normally, interservice training will be established at locations that can provide Government furnished base facilities (housing, messing, and transportation) for students attending training courses. Minimum DOD standards are required in all cases.

c. *Interim Action.* During the interim period from the time an MOA is effective until the program and budget of the host Service conducting the training reflects the trained personnel requirements of the participating Services, the procedures below will apply.

(1) The host Service will give school or course quotas to participating Services within the maximum capability of the host's training resources.

(2) Both the host and each participating Service will furnish support and instructor personnel in grades, specialties, and numbers as requested and agreed, based on proportionate share of student enrollment and as agreed to in the study costing documentation or MOA.

(3) After consolidation, changes in course curricula will be made by the host Service to satisfy the requirements of the participating Service(s) provided these changes will not:

(a) Adversely impact the course purpose, prerequisites, and duration.

(b) Adversely affect the standards of achievement of the host and participating Services.

(c) Increase manpower, facility, or equipment requirements unless programmed for and allocated by the applicable Service.

(d) Adversely affect the host Service resources committed in the MOA/ISA.

(4) Minimum prerequisites established by the host Service will apply to the participating Services except when modified by agreement.

d. *Certificates or Letters of Completion.* The host Service will provide certificates or letters of completion for consolidated training courses. The parent Service will provide certificates or letters for collocated courses.

e. *Distance Training/Learning.*

(1) The originating Service is primarily responsible for distance training/learning courses and programs except for those consolidated by interservice action.

(2) Each Service will accept a properly approved enrollment application as evidence of qualification for enrollment. The application, with approval, will be sent directly to the Service providing the distance training/learning courses and programs.

(3) Each Service will correspond directly with enrolled students from other Services on course/program material, academic standards, and other administrative matters when the primary interest is between the student and the course/program administrator.

(4) Each Service will furnish completion certificates or letters of completion for courses and/or programs successfully completed by members of other Services.

(5) Services will carry on a free exchange of information related to distance training/learning courses and programs. Services will:

(a) Submit progressive ideas and information about giving and using these courses and programs.

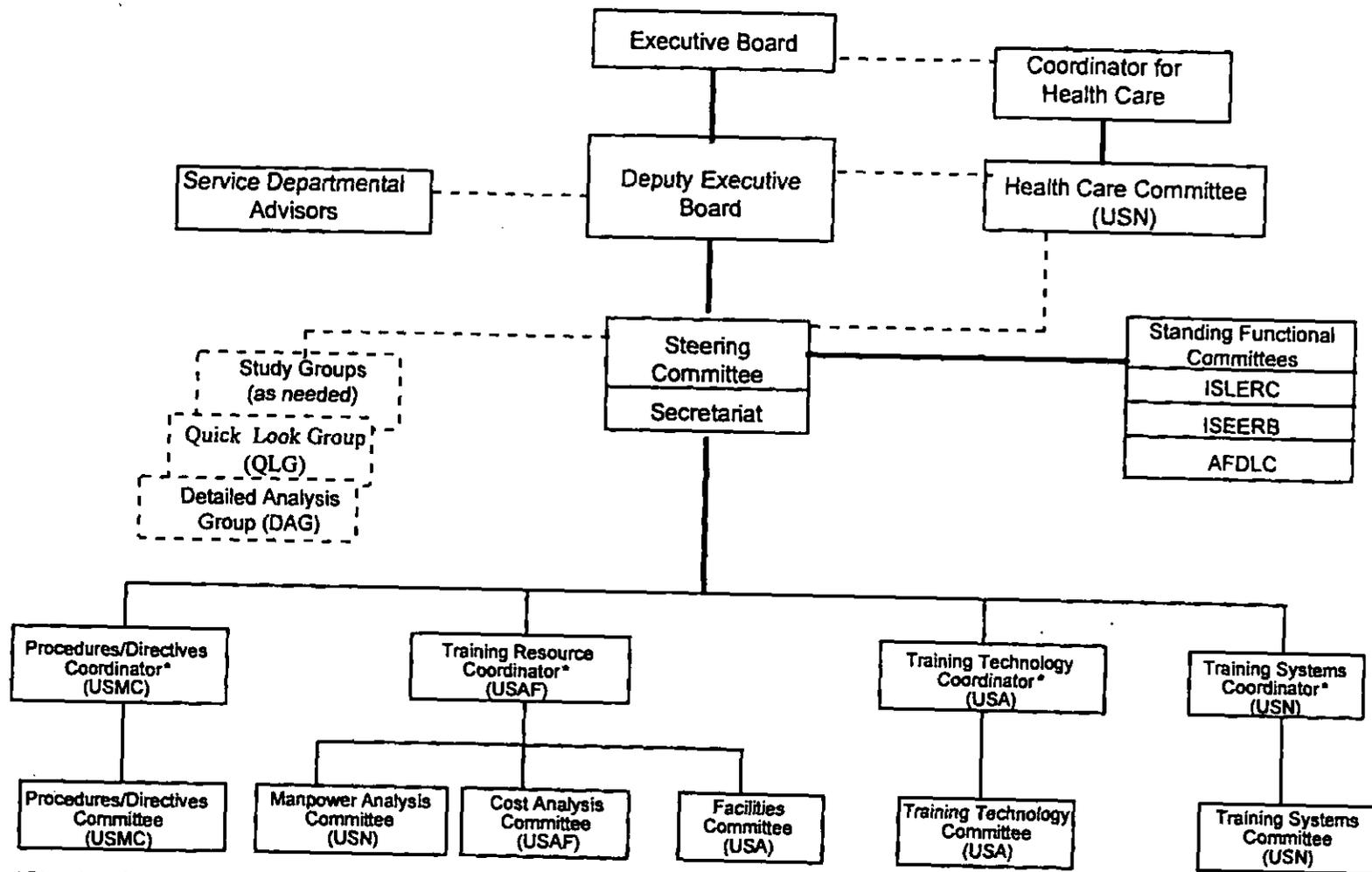
(b) Furnish information copies of new or revised publications, courses, and programs as requested by other Services.

(c) Make courses and programs containing material having general application to all military Services available for adoption by and integration into the programs of the Services upon request.

8. Additional Guidance

Further amplification of this regulation is contained in the ITRO Procedures Manual and respective committee procedures manuals.

Figure 1. Interservice Training Review Organization



*Steering Committee members will serve as Coordinators for their Service's committee(s)

ISLERC - Interservice Legal Education Review Committee

ISEERB - Interservice Environmental Education Review Board

AFDLC - Armed Forces Distance Learning Council

**Appendix A
References**

**Section I
Required Publications**

This section contains no entries.

**Section II
Related Publications**

DODI 4000.19

Interservice and Intragovernmental Support

The Interservice Training Review Organization Procedures Manual.

(The ITRO Procedures Manual may be obtained through the following addressee: Director, Training and Education Division, ATTN: C467 MCCDC, 1019 Elliot Rd, Quantico VA 22134-5027.)

**Section III
Prescribed Forms**

This section contains no entries.

**Section IV
Referenced Forms**

DD Form 1144

Support Agreements

Glossary

Section I Abbreviations

AETC

Air Education and Training Command

BASOPS/BOS

Base Operations Support

BBT

Budget Based Transfer

CINC

Commander-in-Chief

CNET

Chief of Naval Education and Training

CNO

Chief of Naval Operations

DA

Department of the Army

DCS

Deputy Chief of Staff

DEB

Deputy Executive Board

DOD

Department of Defense

DODI

Department of Defense Instruction

EB

Executive Board

FY

Fiscal year

HCC

Health Care Committee

HQUSCG

Headquarters, United States Coast Guard

HQUSAF

Headquarters, United States Air Force

HQDA

Headquarters, Department of the Army

HQMC

Headquarters, Marine Corps

ISA

Interservice Support Agreement

ITRO

Interservice Training Review Organization

MCCDC

Marine Corps Combat Development Command

MIPR

Military Interdepartmental Purchase Request

MOA

Memorandum of Agreement

O&M

Operation and Maintenance

OSD/OMB

Office of the Secretary of Defense/Office of Management and Budget

POC

Point of Contact

POI

Program of Instruction

PPBES

Planning, Programming, Budgeting and Execution System

TRADOC

Training and Doctrine Command

Section II Terms

Budget Based Transfer (BBT)

Adjustments to the Future Years Defense Plan (FYDP) to include either the Budget Estimate Submission (BES) or the Program Budget Decision (PBD) cycle.

Collocated school or course

A school or course used by one or more Services on another Service's installation in which classroom facilities and equipment may be shared. Training policies, curriculum, and instructor requirements are determined by the Service(s) conducting the training.

Common Core

The portion of a course consolidated between two or more Services.

Consolidated school or course

A school or course consisting of a curriculum developed by two or more Services. The school or course faculty includes fair share instructor representation from all participating Services and the host Service. The curriculum may be common throughout or consist of a common core plus Service unique tracks. Training policies, directives, materials, and personnel requirements are determined by mutual agreement between the Services involved.

Cost effectiveness

The analysis and determination of the most efficient and effective way to consolidate or collocate training using standard costing methodologies, measurable efficiencies, quality of life, and training.

Defense school or course

A school or course provided to two or more military Services by a designated Service or agency under the authority of the Office of the Secretary of Defense.

Distance Training/Learning

Any training not conducted in residence. These courses are developed and approved by a military service to meet a specific training requirement of that Service for:

- Career development.
- Skill acquisition or progression.
- Self-improvement.

Evaluation

A series of milestones and measures inserted throughout the ITRO process, to include students in the field after course completion, for the purpose of achieving continuous product improvement.

Executive Agency

A formal assignment to a Service, by the Office of the Secretary of Defense, of responsibility for specific subject training.

Host Service

The Service on whose installation the training is conducted.

Interservice training

A school or course conducted on one Service's installation, either consolidated or collocated, by mutual agreement between the host Service and the participating Services. Interservice training focuses on individual training acquired in an institutional setting.

Joint Course

A complete unit of instruction, based on joint doctrine, consisting from a single lesson to a series of lessons, on a given subject to support joint training of individuals to perform duties as a joint force commander, a joint staff member, or joint force component staff member.

Joint Training

Military training based on joint doctrine and tactics, techniques, and procedures to prepare joint and/or joint staffs to respond to operational requirements deemed necessary by the combatant commanders to execute their assigned missions. Note: Deviations from these criteria may be made at the discretion of the respective combatant commander. For instance, regional exercises focused on such CINC priorities as coalition building, overseas presence and access, demonstrating national resolve, and visible support for allies/coalition partners could be included in the CINC Joint Training Plan.

On-site training

A form of training conducted at a specified location such as that given by a:

- Mobile training team.
- New equipment training team.
- Field training detachment.
- Video teletraining agency.
- Factory (Contractor) representative.

Parent Service

The Service to which personnel are permanently assigned.

Participating Service

The Service that receives training from or conducts training at another Service's training location/base.

Program of Instruction (POI)

A requirements document that provides a general description of course content, duration of instruction, types of instruction, and it lists resources required to conduct peacetime and mobilization training in an institutional setting.

Quota course

A course managed, controlled, and conducted by one Service or agency that may be used by another Service to satisfy a training requirement when training capacity is available. The Service desiring training must request and obtain quotas from the Service or agency conducting the course. Requests for quotas must be made during the providing Service's annual quota planning cycle. Instructor requirements, incurred through this process, will be identified by the host Service and provided to each participating Service, for staffing, at the conclusion of the annual quota planning cycle. Participating Services may recommend changes/modifications to curriculum but decision authority remains with the host Service. Participating Services use the course exactly as presented to host Service members.

Resident training

Training conducted at a school or activity operated by a military service to meet a specified training requirement.

Trained Personnel Requirement (TPR)

The number of personnel required to be entered into a specific course to meet commitments of the military Services concerned.

Training resources

All types of materials, personnel, facilities, and activities (government and contract), used to support training. Training resources include, but are not limited to:

- a. Training publications.
- b. Training literature.
- c. Technical manuals.
- d. Correspondence or extension programs.
- e. Training aids.
- f. Training equipment.
- g. Training support services (to include housing).
- h. Training research and development materials.
- i. Training ranges and facilities.
- j. Automated Data Processing/Automated Data Processing Equipment.
- k. Instructor and support personnel.

Section III

Special Abbreviations and Terms

This section contains no entries.