more Services, is not reason to terminate a study.

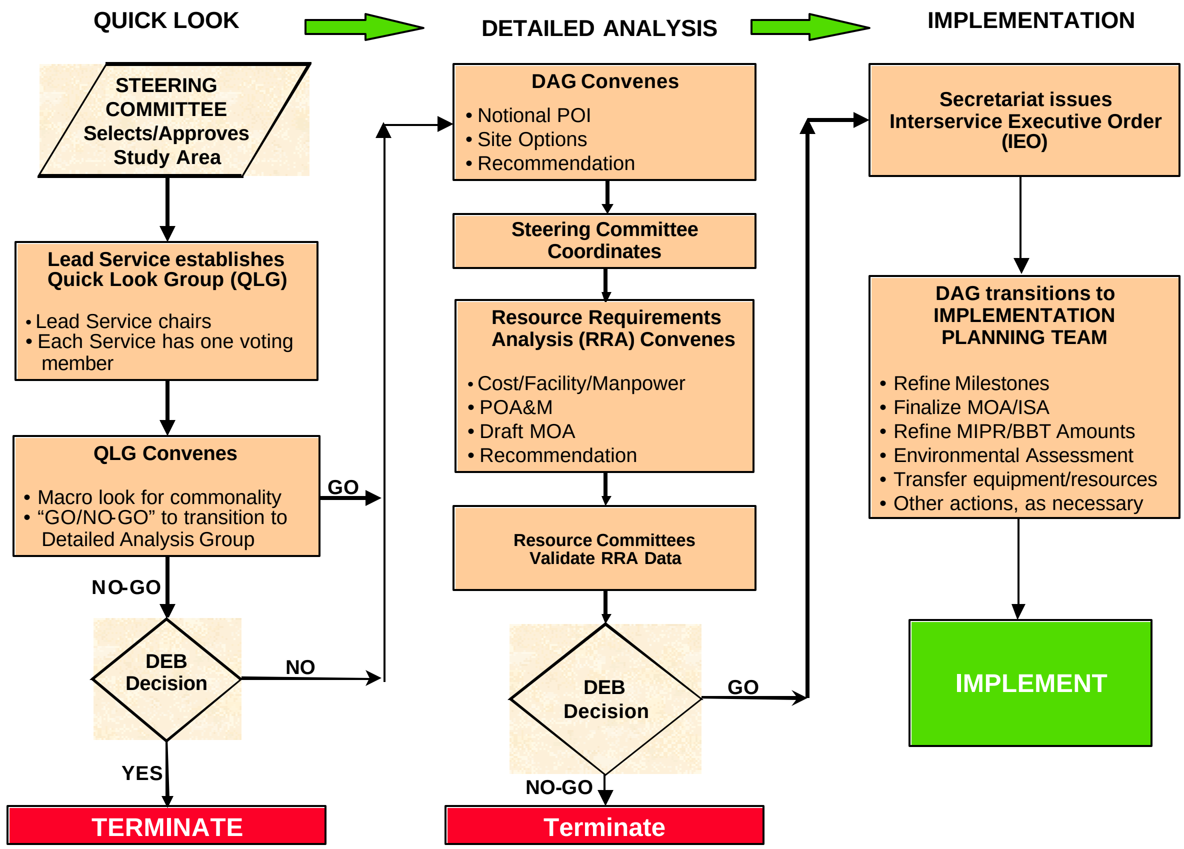

FIGURE 3-1, ITRO Study Process (Representational Only)

(4) Assess feasibility of single-site training. Single-site training is a goal of ITRO, not an ITRO requirement.

(5) Complete the Quick Look within the established time frame of three days if possible.

(6) The required outcome of the QLG is a recommendation to the SC as to whether or not the study should continue into detailed analysis or terminate—"GO" or "NO GO." If a QLG recommends a "GO," the QLG will transition to a DAG without formal approval by the SC. The recommendation will be based on a simple determination of feasibility; feasibility that includes a rough estimate that there is or is not sufficient training commonality to warrant considering consolidated or collocated training. The QLG provides their recommendation in a status report containing all of the elements included in the format in Chapter 4. The report is provided to the Secretariat, who will staff to the Service ITRO offices for approval. The QLG Report recommendation will be staffed by the Services. Should the QLG propose a "NO GO" recommendation, DEB approval is required. The QLG Report will include justification supported by a clear audit trail and may require a briefing to the DEB by the QLG Chairperson or to the DEB and EB, if an EB decision is required. A "NO GO" report should clearly document the degree of commonality of courses reviewed and the rationale for maintaining *status quo* rather than considering an interservice common core or collocation.

5. **Detailed Analysis**. The primary effort of the DAG is to conduct a detailed analysis of a specified area of training. The primary goal is a recommendation to the DEB/Defense Medical Readiness Training and Education Council for the consolidation and/or collocation of training. The target date for completion of the DAG is 6 months from completion of the QLG. The DAG will determine the number, length and location of meetings. Additional work will be required between meetings to collect and assemble the necessary information for all steps of the DAG process.

a. Scheduling. The Lead Facilitator and DAG Chairperson will coordinate, schedule, and announce the first DAG meeting. The Facilitator will coordinate study dates with the Secretariat for publication on the ITRO study calendar. Subsequent DAG meetings are scheduled as required with a sufficient break in between to allow for staffing of the various DAG reports. The site for the DAG meeting(s) ideally should be at a site(s) where the training being studied is currently conducted. Participants should include the original QLG members and necessary additional SMEs and resource analysts (manpower, facilities, cost) who may be required to complete the tasks outlined below. The goals of the DAG meeting(s) are to:

- (1) Phase I
  - (a) Develop notional Programs of Instruction (POI)/course model.
  - (b) Identify potential sites for consolidated/collocated training.
  - (c) Identify consolidation/collocation options.
- (2) Phase II
  - (a) Conduct resource requirements analysis of all site options.
  - (b) Conduct further resource requirements analysis on the preferred option, as necessary.
  - (c) Draft/revise the required Memorandum of Agreement.
  - (d) Develop proposed Plan of Action and Milestones (POA&M).

b. Interim Reports. The DAG Chairperson and Lead Facilitator will ensure a report is prepared and distributed at the conclusion of each meeting. The format of DAG reports is discussed in detail in Chapter 4. The Lead Facilitator will send the original reports to the ITRO Secretariat or HC ITO for staffing and will ensure copies are provided to each participating Service. Each Service's ITRO office is responsible for internal Service distribution.

c. Notional Program of Instruction (POI). POI is a document which describes a formal course of instruction in terms of structure, delivery methods, media, length, intended learning outcomes and evaluation procedures. The DAG initially refines the common task/skills requirements and level of commonality that exists between each of the participating Services (Forms 1 and 1A). This is a continuation of what was done during the "commonality determination" phase of the Quick Look, but in detail sufficient to begin building a consolidated POI. These common requirements are the basis for development of a notional consolidated POI or course model(s). It also identifies those tasks/skills that are unique to each Service. Additionally, the listing serves as a reference document for resource analysis. With the refined task/skills requirements and the existing Service POIs in hand, the DAG builds a notional consolidated POI, to include Service unique tracks. The level of detail in the notional POI is left to the discretion of the DAG Chairperson, and in certain instances; a simple course model(s) may suffice. The notional POI, however, is the DAGs equivalent of an operation plan and will ultimately be utilized by the Services to determine the instructional soundness of the DAGs plan for implementation. Therefore, during POI development, consideration will be given to each Service's training methodology, course structure, and type and quantity of training equipment. Where Service differences exist, empowered Service members should seek creative approaches to common methodology, equipment, etc., without compromising training quality or requirements. Typically schoolhouse personnel with experience in course development will jointly develop the notional POI which satisfies consolidated core requirements for two or more Services and Service unique requirements as specified in the requirements listing. The DAG must also ensure all programs and course curricula impacted by the notional POIs are considered. (At the later Resource Requirements Analysis phase, the notional POI must be in sufficient detail to be able to accurately complete the Manpower, Facilities and Cost Analysis checklists (ITRO Forms 3-7) in Appendix B.

d. Accreditation. Service representatives should consider impact of consolidation/collocation on current or planned accredited programs. Chapter 10, ITRO Health Care Studies, contains additional considerations for accredited courses.

e. Site Selection

(1) With most ITRO studies, one or more of the participating Services will already be conducting training related to that study. In general, the DAG should consider those existing training sites. The DAG should not, however, limit itself to existing training sites. Distance learning and the training sites of other Services, DOD, or other Federal Agencies should also be considered.

(2) The goal of ITRO is to reduce DOD infrastructure and to consolidate all similar training at a single site. On occasion this is not possible for various reasons. In general, however, DAGs should not concern themselves with potential or perceived showstoppers such as new facility or equipment requirements, or the cost of relocating staff or transporting students. These items will be factored into the resource requirements analysis, and it will be the DEB that will actually decide whether or not an option is cost-prohibitive. DAGs analyze and make factual, common sense recommendations to the SC/DEB—they do not make decisions for the DEB.

(3) In selecting site options, the DAG must consider the size of the training effort. An accurate estimate of the required average [daily] on board (AOB) strength of instructors, staff and students will allow equally accurate estimates of facility (permanent party housing, student billeting/lodging, and dining/messing facilities) requirements. The notional POI, with the average daily student load (ADSL), will similarly allow accurate estimates of classroom requirements. Special classroom requirements, and special facility requirements, because of equipment, should also be evident from the POI. An environmental impact assessment is routinely conducted before any implementation begins. If environmental limitations are known in advance, however, the DAG is obliged to take these into consideration.

f. Training Options. Once all of the potential sites have been identified, it is necessary to fully articulate each option. Ideally, options will read: "Option # X - All Services consolidated at blank-site." At times, it may be necessary to limit the options to specific Services (e.g., "Option # X - Army, Navy, and Marine Corps consolidated at blank-site"), or to break up the existing training track (e.g., "Option # X - All Services conduct consolidated entry level training at blank-site, Army follow-on training at blank-site, Navy. . .). There is no restriction on how to list an option, except that *status quo* is not usually an option. Rather, status quo is the baseline from which analysts determine incremental/decremental costs. Also, the number of options considered for resource requirements costing should not exceed what can be reasonably costed during the weeklong costing meeting.

g. Resource Requirements Analysis (RRA). Before a decision can be made to consolidate or collocate training, one-time and annual recurring costs must be identified. The Services document a Service-specific baseline that reflects the training establishment, as it will exist in the year of implementation as if ITRO never existed. This training establishment becomes the baseline against which all increases or decreases are identified related to the proposed consolidation/collocation. The additional costs or savings are those incremental (increased) or decremental (decreased) costs identified when comparing the new consolidated/collocated course requirements with the training baseline. Therefore, it is very important to identify, categorize, and include all relevant costs in the RRA. NOTE: Costs associated with course changes that would accrue regardless of ITRO will not be included in this incremental and decremental costing. To accurately align funding responsibilities, Service unique tracks of consolidated courses will be costed as collocated training. At the RRA meeting (generally a week in length), DAG members, Service Subject Matter Experts (SMEs), and Service analysts (facility, manpower and cost), come together and conduct a RRA of each of the options, based on the data compiled and recorded on the manpower, facility and cost questionnaires. Accurate and complete data is essential for this effort. Chapters 7, 8, and 9 provide instructions to the resource analysts on how to complete the required analysis and documentation. Manpower, facility and cost analysis is the responsibility of the DAG. Members are, however, assisted by their respective Service's Manpower, Facility and Cost Analysts, whose actions are guided by the appropriate ITRO committee coordinator. The Facilitator is responsible for coordinating the availability of each of the Service representatives at the RRA meeting. Service representatives—DAG members—will ensure the availability of appropriate SMEs. SMEs may include facility, equipment, manpower, and instructional experts, resource managers, or any other person necessary to develop a complete analysis. Please note, in the interest of minimizing expenses, it is not always necessary to have these experts at the meeting. Their availability by telephone, fax or email may be sufficient.

(1) Step 1, DAG Members and SMEs Prepare for RRA. With notional POI development and site option selection complete, DAG members must now determine the resource requirements for each option. Resource requirements must be defined and costs or savings associated with consolidation/collocation determined. Three major categories of resource requirements need to be estimated - manpower, facilities and equipment. They are then combined and summarized in a RRA Report, in which a recommendation for a specific option is made to the DEB, or DMRTEC, a NO GO is recommended if none of the options are feasible. In preparation for the preliminary cost analysis meeting, Service representatives are responsible for ensuring the required data are collected and provided to the manpower, facilities and cost analysts, who become part of the DAG at this point. The resource worksheets described in the following sub-paragraphs should be completed and provided to the respective Service analysts two weeks prior to the meeting. NOTE: Resource data changes made during the Resource Requirements Analysis session may lead to incomplete or invalid outcomes.

(a) Manpower Analysis. The first worksheet that must be completed is ITRO Form 3, Manpower Requirements Checklist. Using the notional POI or course model and student throughput information, Host Service SMEs will complete one checklist for each course and each option. Service Manpower Analysis Committee members will provide assistance in completing these worksheets. From the data provided in these checklists, the manpower analysts, using the Manpower Analysis Procedures and Guidelines in Chapter 7, will compute permanent party requirements (instructors, overhead and detachment personnel) and average daily student load (ADSL). The Manpower Analysis Committee will prepare a report and present it to the Facilities Analysis Committee and the Cost Analysis Committee so space and money requirements can be determined. Surge requirements that affect manpower will be considered on a case-by-case basis.

(b) Facilities Analysis. Service SMEs will complete the ITRO Facility Worksheets (ITRO Forms 4, 5, and 6) in accordance with the “Facilities Analysis Guidance” sheet. The facilities analysts will use these worksheets, the Facilities Guidelines in Chapter 8, the manpower requirements, and numerous interviews with training and host facility SMEs to determine what facilities are available for training, billeting/lodging, dining and morale, welfare, and recreation (MWR) support. If adequate facilities are not available, the Facilities Analysis Committee will determine the scope and cost of additional facilities and furnishings to support the proposed option. This would include the impact of surge on each option, and the capability of the site to accommodate potential growth in the future. This information is fed to the Cost Analysis Committee. Facility requirements and associated cost estimates for ITRO initiatives are dependent upon projected student loads and permanent party end-strengths. Areas of consideration include classrooms, labs, school administration, exterior training/equipment storage areas, dining/messing, billeting/lodging, and family housing. When determining optimum site for consolidated or collocated training, the DAG will identify the available facilities, the facilities that require modification, or new facilities required in support of the developed course model. The ITRO staff and Facilitating Service will coordinate availability of facility personnel to assist in the calculation of facility requirement estimates through the Facilities Analysis Committee. Chapter 8 contains instructions for the facility analysis.

(c) Cost Analysis. Service SMEs will complete ITRO Form 7, Cost Analysis Data Requirements Form (commonly referred to as the 12 Question Form) for use by the Cost Analysis Committee. SMEs should contact their respective Service cost analyst if they require assistance in completing this form. In addition, SMEs will be required to provide detailed list(s) of equipment that must be procured/purchased, including quantity and cost. In some cases, equipment must be transferred to support a specific consolidation/collocation option. If this is the case, the DAG will identify types and quantity of training equipment and equipment maintenance programs required in support of the program of instruction. In order to calculate accurately all of the costs associated with a consolidation/collocation, data associated with the acquisition or transfer of equipment needs to be compiled. This data includes, but is not limited to: gross tonnage and cubic feet, and one-time unique costs, including packing and shipping, special handling, or calibration of specialized laboratory or industrial equipment. Costs can be determined through an installation's Transportation Management Office.

(2) Step 2, DAG Conduct RRA Meeting. The DAG composition will expand at this point. The RRA meeting will include not only the primary Service representatives to the DAG, but also members of the three resource analysis committees (manpower, facilities and cost) and appropriate SMEs (instructional systems specialists, functional experts, facilities managers, etc.).

(a) Manpower, facilities and cost analysts, with the assistance of the appropriate SMEs, will complete their analyses and document their results as per the individual report chapters: Cost Analysis, Chapter 9; Facilities Analysis, Chapter 8; Manpower Analysis, Chapter 7. The O&M summary will be part of the Cost Analysis Report, Chapter 9. Approval of the final report by the DEB constitutes approval of the O&M transfer amounts.

(b) The DAG will analyze the data presented by the resource analysis committees to determine the most cost effective option. However, the cost of each option is not the only consideration in making the final recommendation. DAG members must also consider the overall capability of each site option to meet the requirements of each of the Service's standards. Additional considerations might be capability to meet surge requirements, individual or collective quality of life, training environment, etc. There is no limit to the number and types of facilities and topics that can be reviewed.

(c) Based upon all factors, the DAG will develop specific recommendation(s) for DEB/DMRTEC approval. If the DAG recommends no consolidation/collocation take place (NO GO), detailed rationale for the recommendation must be developed. If the DAG recommends consolidation/collocation, they will prepare a draft Plan of Action & Milestones (POA&M) for implementation. The implementation POA&M should list all of the significant actions that must be accomplished to implement the recommended action. The DAG, with appropriate SMEs will also prepare a draft or revised Memorandum of Agreement (MOA), or the host will begin preparation of the MOA.

(d) The DAG will prepare a report of the RRA effort (see Chapter 4 for format) and present their recommendation(s) through the Secretariat to the DEB/DMRTEC. The DAG recommendation must provide the DEB/DMRTEC sufficient information and documentation to enable it to select an option for implementation. Service representatives may also add paragraphs explaining their own unique Service concerns. Service representatives will sign the report at the meeting and the facilitator will provide all Service representatives with a complete copy, either in hard copy or electronic file. At this point, the RRA report is a *draft* report until validation of the resource data is completed (see Step 3 below). A refinement costing may be necessary (Step 4 below) if data does not clearly identify a viable option or if requirements of the recommended option are not clearly defined. The facilitator will hold the report until he/she determines it is ready for final staffing.

(3) Step 3, Analysts Validate/Verify RRA Data. Service analysts have fifteen days from the date of RRA meeting completion to review RRA data in order to ensure data are accurate and to make corrections, if necessary. Analysts may recommend a refinement costing if data does not clearly define resource requirements of the best option. The chairmen of the manpower, facilities and cost analysis committees will either notify the lead facilitator that no corrections are necessary or provide corrected copies of their respective RRA report appendices to the facilitator within the fifteen day window.

(4) Step 4, Lead Facilitator Review RRA Validation/Verification. Following analyst review of the RRA, the study facilitator will determine if the report is in sufficient detail to forward to the DEB/DMRTEC for approval. If changes to RRA data are not significant and appear to have no impact on the recommendations made by the DAG, the facilitator will update the report cover page and narrative minutes (if necessary), replace any updated appendices and submit the final report to the Secretariat for staffing. Discussion between the facilitator and DAG chairperson may be necessary to fine tune the report and determine if refinement costing or an additional DAG meeting is required prior to submitting the report to the DEB/DMRTEC for approval.

(5) Step 5, Conduct RRA Refinement. A refinement RRA may require a partial or complete RRA, as described in Step 1 above, in which case, the DAG will repeat steps 1-4. Attendees should include many of the same individuals who participated in the first RRA effort. However, an effort should be made to streamline this RRA refinement by including only those individuals required to achieve a comprehensive report and a clear recommendation for the DEB/DRMTEC. In convening this RRA, the meeting should be held at the primary option site. This is especially important if the DAG has not previously met at this site. The DAG must ensure that all resource data are converted from estimates to accurate and complete information. This RRA data will ultimately become the basis for budget