

**INTERSERVICE TRAINING REVIEW ORGANIZATION
PROCEDURES MANUAL**

APPENDIX E

GLOSSARY OF TERMS

AIR FORCE SPECIALTY CODE (AFSC): An alphanumeric code that indicates an utilization/career field, specialization, and skill level (enlisted) of personnel and manpower requirements (USAF only).

ATTRITION OR ELIMINATION RATE: Reflects the number of people who enter but do not complete or graduate from a course and is expressed as a percentage.

AVERAGE DAILY STUDENT LOAD (ADSL): The average number of students on board in a course on any given day.

AVERAGE ON BOARD (AOB): The number of permanent personnel and students on board a base on any given day when averaged over a period of one year.

BASIC TRAINING (BT): Enlisted Accession Training.

CHARTER: A document issued by the Deputy Executive Board empowering and defining the organization of a Quick Look/Detailed Analysis Group to conduct a detailed analysis leading to implementation of consolidated/collocated training.

CLASS OR GROUP: A specified number of students entering a course and controlled as a unit during training.

COLLOCATION: SEE DEFINITION IN REG

CONCEPT PLANS: The plans corresponding to the preliminary consolidation/collocation training model developed by a task group in the Course Model Development stage. These plans are considered to be preliminary in nature and are developed to indicate, in general, the actions and resource requirements associated with implementing and operating a consolidated or collocated program. Any costs/(savings) associated with concept plans are understood to be only preliminary indicators.

CONSOLIDATION: SEE DEFINITION IN REG

CONSTANT YEAR DOLLARS: Dollars, which are expressed in terms of an appropriate price index for a given base year. Expressing cost estimates in terms of constant dollars removes the effect of changes in purchasing power of the dollar within a given time frame. For ITRO purposes, all prices, wages, cost factors, etc. used to determine cost estimates are those applicable for the fiscal year in which the costs are computed. If operating costs are expressed in prior year dollars, inflate to current year level.

COST AVOIDANCE: Any costs associated with programs, procurements, construction, etc. which can be prevented due to consolidation/collocation. To be considered a valid cost avoidance and be used to offset one time cost, the item must have been reviewed and entered into programming documents at the Service level (AF, Army, Marine, Navy).

COST BENEFIT ANALYSIS : An analytical approach to solving problems of choice. The analysis will determine which alternative yields the greatest benefit for a given cost, or which alternative yields a required level of benefits at the lowest cost. It may also compare the ratio of cost and benefits among alternatives. The least cost alternative applies to ITRO studies. The phrase "cost benefit analysis" is actually applicable to all cost analyses performed for ITRO purposes, but has unfortunately been applied synonymous with feasibility cost analyses.

COURSE MODEL: A training document that outlines the training core and Service unique parts of the skills, knowledge, and abilities to be attained as a result of training consolidation. It is derived from the Requirements Comparison Listing and is used to develop the consolidated course curriculum. See Notional POI.

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DECREMENTAL COSTS: Those costs, which are associated with reduced resource requirements resulting directly from consolidation or collocation. In general, the Services (except the host Service) will have reductions in manpower, equipment, facility, maintenance, operation, etc. These reductions will result in decremental costs.

DETAILED ANALYSIS GROUP (DAG): It conducts the detailed analysis with the goal of developing an MOA, implementation plan, and final cost results.

DIRECT COSTS: Cost associated directly with the training program, such as instructor or supervisor pay, training equipment, etc.

ENGINEERING METHOD OF COST ESTIMATING: An effective technique for costing new or significantly revised programs. This method involves identification of resource implications and needs in terms of facilities, equipment, manpower, materials, etc. necessary to implement and operate the new program. The cost estimates are then prepared by applying appropriate cost factors, wages, and prices to the resource changes.

FUNCTIONAL TRAINING AREA: A designated category of related training fields; i.e., Intelligence, Legal, Information Technology.

IMPLEMENTATION PLAN: A detailed plan describing how training will be consolidated/collocated.

IMPLEMENTATION PLANS: The plans corresponding to the detailed consolidation/collocation training model developed by a task group in the final report. These plans are considered to be firm in nature, following Executive Board approval, and are developed to indicate in detail the actions and resource requirements associated with implementing and operating a consolidated or collocated program. Any costs/(savings) associated with implementation plans are understood to be detailed and accurate cost estimates.

INCREMENTAL COSTS: Those costs that are associated with the additional resource requirements resulting directly from consolidation or collocation. In general, the Services (particularly the host Service) will have additional requirements for manpower, equipment, facilities, maintenance, and operation. These additional requirements will result in incremental costs.

INCREMENTAL METHOD OF COST ESTIMATING: An effective technique for performing a cost comparison between new or significantly revised programs and old or current programs, or between various program alternatives. This method eliminates the necessity for performing a full or total costing of each program or alternative. The technique requires identification of those items (manpower, facilities, equipment, materials, etc.) whose cost will be different between programs or alternatives. For ITRO purposes, this identification process concentrates on ascertaining - relative to the current individual Service programs the resource changes necessary to both get into and operate the proposed consolidated or collocated program. Cost estimates are then prepared by applying appropriate cost factors, wages, and prices to these resource changes.

INDIRECT COSTS: Costs associated indirectly with the training program, such as school overhead or base support manpower, support maintenance and operation, etc.

INDUCED COSTS: Those costs that execution of a given program or project alternative imposed on another government program. An induced cost results from competition for existing assets between different parties. For example, one unit displaces another unit during a training realignment. Any costs (case outlays) associated with the relocation of the displaced unit are attributed to the training realignment. The displaced unit's mission does not have to be related to the realignment mission for there to be induced costs assigned to the training realignment. The determinant is that there be a displacement clearly identifiable to the training realignment and resulting in cash outlays or resulting in the loss of revenue from the programmed disposition of the asset. (Sometimes the terms "imputed costs" and "opportunity costs" are used in this sense, although they generally relate to economic costs not involving immediate case outlays.) If induced costs are significant to the study, footnote the cost schedule(s) to show the costs included in the schedule(s) and the circumstances.

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INTERSERVICE EXECUTIVE ORDER. A memorandum generated by the Secretariat to document key EB, DEB, and DMRTEC decisions.

INTERSERVICE TRAINING REVIEW ORGANIZATION (ITRO): An organization of uniformed Services established to improve the cost effectiveness of Service training consistent with individual Service requirements without impairing the quality of the training.

LOCKSTEP INSTRUCTION: Permits all students in a class/group to progress at the same rate.

MANPOWER AUTHORIZATION: A billet or space reflecting an established position to include such identifying characteristics as the grade (military), specialty (AFSC, MOS, NEC) and/or the specified period the position is authorized.

MANPOWER REQUIREMENTS : The amount of manpower determined to be necessary to accomplish specified tasks and workloads.

MAXIMUM CLASS SIZE: The maximum number of students per class that can be trained given existing facilities and equipment.

MILITARY OCCUPATIONAL SPECIALTY (MOS): An alphanumeric code that identifies specialty skill requirements of a position and specialty skill qualifications of individuals (USMC - officer and enlisted; ARMY - warrant officer and enlisted).

MOB: Mobilization, an increase in force levels directed by the National Command Authority resulting in increased training requirements (student throughput).

MOBILE TEAM TRAINING: Training packages and instructors exported from a parent activity and conducted on-site at other locations.

NAVY ENLISTED CLASSIFICATION (NEC): A four digit code in addition to rating designations reflecting special knowledge of skills that identify personnel and requirements (Navy only).

NAVY OFFICER BILLET CLASSIFICATION (NOBC): A four-digit code that identifies a group of officer billets which are similar and which reflect qualifications of individuals (Navy only).

NONRESIDENT TRAINING: Any training not conducted in residence including that provided through correspondence/extension course developed and approved by a military Service to meet a specific training requirement of that Service for career development, skill acquisition/progression or self improvement.

PLANNED STUDENT INPUT OR ENTRIES : The number of students entered in a given course annually.

PLAN OF ACTION AND MILESTONES (POA&M). Draft developed prior to Deputy Executive Board approval of a training option.

RECRUIT TRAINING CENTER (RTC): Center where individual accession training into a Service is accomplished.

REMEDIAL INSTRUCTION: Special instruction designed and delivered to alleviate deficiencies in the achievement of some of the learning objectives or an instructional program. Remedial training takes place over and above the training schedule.

REQUIREMENTS COMPARISON LISTING: A listing of each Service's skills, knowledge, and abilities attained as a result of attending training; used to determine commonalty.

RESOURCE REQUIREMENTS ANALYSIS (RRA). Phase II of a DAG where manpower, facilities, and cost requirements are identified for one or more options of an ITRO study or curriculum review.

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RESOURCING (Rules of Engagement) ROE: See Chapter 6.

SELF-PACED OR COMPUTER MANAGED INSTRUCTION: Instruction permitting individual student to progress at a rate commensurate with their abilities.

SERVICE UNIQUE: Training requirements peculiar to one Service and conducted as a separate track of a consolidated course.

SINGLE-SITE TRAINING: Training offered at only one location.

SPECIALTY SKILL IDENTIFIER (SSI): A three digit alphanumeric code that identifies the specialty skill requirements of an officer position and specialty skill qualifications of officers (Army only).

STATIC COST: Costs that are of a fixed nature that are not responsive to changes in the workload over a relevant range.

STUDENT TO INSTRUCTOR RATIO: The maximum number of students taught by one instructor for a specific topic considering equipment, safety and quality of training.

SUNK COSTS: Costs associated with a past decision, which cannot be influenced or changed by the proposed ITRO process, are considered "sunk" costs. For example, a new training class is required and the proposed method of instruction is satellite transmission to four remote sites. Three of the four sites have already ordered satellite equipment for other purposes that can be used for this training, as well as for the other purposes. The cost of the equipment is considered sunk because it has been purchased already and will be used regardless of this training consolidation/collocation. The fourth location would have to include the cost of the satellite system as an incremental cost because it would have to be purchased for this course. Also, any materials, equipment, parts, etc., which will be made surplus due to consolidation or collocation are considered to be sunk costs and in general cannot be considered as savings. If surplus assets have value and can be disposed of with gain, the gain net of disposal cost is a savings.

SURGE: A temporary increase in training requirements.

TRAINING REQUIREMENT: The number of required personnel to be entered into training to meet commitments of the military Services' concerned.

TRAINING SITUATION/INSTRUCTIONAL METHOD: Method of instruction employed to present a phase or phases of the course curriculum; i.e., classroom/lecture, lab, practical exercise.

VARIABLE COST FACTOR: A factor which, when multiplied by the relevant workload, determines the variable cost