

JP-02/2017



JOINT TRAINING DOCTRINE



INDIAN ARMED FORCES



**Headquarters Integrated Defence Staff
Ministry of Defence**



JOINT TRAINING DOCTRINE

ILLUSTRATION

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Admiral Sunil Lanba
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सेनाध्यक्ष समिति सचिवालय
२६३-डी, साऊथ ब्लॉक
नई दिल्ली – ११० ०११
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Foreword

1. Wars of tomorrow would be increasingly joint and integrated in *land, air, maritime, space and cyber domains*. Whilst ‘individual Service Training’ will continue to play an important role, our emphasis needs to shift to a ‘Collective and Integrated Approach’ by developing joint operational ethos. Joint training will result in optimum utilisation of resources and also lead to innovation in Doctrinal and Operational concepts through cross pollination of ideas. Armed Forces also need to work closely with civilian agencies/institutions and aspects of joint training could be assigned to such agencies where feasible.
2. My compliments to HQ IDS and the three Services for preparing the maiden ‘Joint Training Doctrine’. This document highlights the concepts of joint training in the Indian Armed Forces from which specific ‘*Joint Training Directives*’ will follow. It would also provide a common operating philosophy for creation of *Joint Structures* and *Infrastructure* in due course.

3. This document is to be periodically reviewed based on experience gained and policies/directives issued from time to time.

Jai Hind !



(Sunil Lanba)

Admiral

Ch COSC &

Chief of the Naval Staff

13 Nov 17
New Delhi



CHIEF OF INTEGRATED DEFENCE STAFF TO CHAIRMAN COSC

लेफिटनेंट जनरल सतीश दुआ

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Lt Gen Satish Dua

UYSM, SM, VSM



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२५६ डी, साऊथ ब्लॉक

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Preface

Military leaders of tomorrow need to have the understanding of the concept of jointness and synergy ingrained into their professional ethos right from their commissioning. Joint training in the Services must be based on this imperative requirement and be designed to maximise mutual professional interaction amongst the trainees of the three Services with the mantra of seamless optimisation of resources without compromising on core competencies, ethos and niche areas of the individual Services, but instead building on them for the benefit of all. Based on these fundamentals, this Joint Training Doctrine-2017, the maiden document on this subject, attempts to lay down the objectives, scope, principles and guidelines for joint training in the Services. I am positive that this Doctrine will spur further deliberations on the subject and eventually harmonise joint training and lead the Services towards synergised warfare.

Jai Hind!

(Satish Dua)

Lt Gen
CISC

10 Nov 17
New Delhi



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Finding His Bearing !



Technology – A Force Multiplier !



Shoot To Kill !



Slithering Ops !

CHAPTER I

APPROACH TO JOINT TRAINING





JOINT TRAINING DOCTRINE

CHAPTER I



APPROACH TO JOINT TRAINING

“A Professional Soldier has an obligation to be well trained”

Arjun - Mahabharata

Introduction

1. Increased globalization and environmental pressures will continue to bring changes to the international strategic landscape based on the rise of new powers, population shifts, competition for natural resources, a pervasive sense of global insecurity amidst evolving partnerships and new actors in today's world of asymmetric warfare. Further, as new capabilities and methods of employing capabilities are developed and become more accessible, the conduct of warfare changes with the contours of security and dynamics of conflicts in the 21st century, placing a high premium on “Training”. The new dimensions of security, which includes nuclear and sub-conventional warfare, cyber-security, air, space, oceans, global communication networks etc. requires a common understanding of such issues among military leaders.

2. Further, India's security environment is challenged by threats arising from regional instability, rise of fundamentalism and extremism, intense competition for securing energy resources to support economic growth etc. In addition, as a responsible world leader, India would need to meet its international obligation of supporting other Nations, whenever such assistance is sought and decided/directed by the Political leadership. These efforts mandate an “Integrated application of National Power” even far away from our shores, if so warranted/directed. Modern “Force Multipliers” such as Space based Surveillance and Communications, Command, Control, Communication, Computers, Inter-operability, Intelligence, Surveillance and Reconnaissance (C4I2SR) networks are

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“capital intensive” and shared utilization of such resources amongst the three Services is necessary to maximize such capabilities with minimal cost.

3. Revolution in Military Affairs (RMA) has brought in increased technological sophistication across the entire spectrum of war fighting. Thus, the conduct of future warfare will include combinations of conventional and unconventional, lethal and non-lethal, and military and non-military actions and operations, all of which add to the increasing complexity of the future Security environment. The complex requirements of increased pace of battle has led to the need for enhanced levels of synergy in training among the Services to achieve success, cost effectively.

4. Irrespective of the advances in Technology, the “*man behind the machine*” will always retain primacy. Our officers and men will have to be trained to handle ambiguity in order to exploit situations in a fluid and fast paced battlefield.

Mandate

5. The Joint Training Doctrine (JTD - 2017) derives its mandate from the Joint Doctrine Indian Armed Forces – 2017 (JDIAF – 2017).

Triad of Jointness

6. The edifice of “Jointness” rests on three pillars *viz*, Joint Operations, Joint Warfare Doctrines and Joint Training. Joint training is therefore a fundamental requirement to achieve “Jointness” in operations.

Aim of Joint Training Doctrine

7. The JDIAF - 2017 brings out the critical necessity to operate “Jointly” and the need to continuously evolve the capability to do so. It is therefore imperative that our training efforts be optimally synergized towards maintaining such capability in keeping with the principle that “*We Ought to Train as We Shall Need to Fight as We Will Fight Only as We Would Have Been Trained*” !



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8. The JTD - 2017 therefore provides a “macro-level guidance” in respect of the growing importance of Joint Training in a Tri-Service environment. It underpins the value and importance of Joint Training and underscores the critical need to effectively utilize it as a “Force-Multiplier” to train organizations within the Indian Armed Forces as also in Friendly Foreign Countries to accomplish tasks and missions assigned by higher directives, from time to time.

Principles of Joint Training

9. **Inter-Service Camaraderie.** Fighting is about “team-work”, with members of the team cooperating and supporting one another. At every level there is a team-leader of appropriate rank, depending upon Service experience and performance.

10. **Cost Effectiveness/Resource Management.** The emphasis is on *economy of resources and effort leading to cost effectiveness*. In attempting such Jointness of training efforts, single Service ethos, domain and niche areas/core competencies are preserved/understood and at the same time optimum use of existing training facilities in the three Services, Para-Military Forces, Civil Organisations etc. is carried out. Seamless proliferation of expertise within compatible elements are nurtured and encouraged. With growing standardization of inventory between the Services, the endeavour, which is ongoing in nature, is made to identify common training infrastructure as also to promote outsourcing to cut costs. Conduct of virtual classes – sharing of lectures, presentations and research papers by interfacing with Institutions, Local Area Networks to provide simultaneous access to multiple users are envisaged in Knowledge Management System.

11. **Integration/Synergy.** Joint training is of central importance, because it is only through Joint training that mutual understanding, interoperability, Joint doctrines, co-ordination, capability, capacity, networking and Joint war fighting skills lead to “Force multiplication effect” in combat power. Joint military training prepares every individual to undertake various war and peace time functions efficiently and effectively, by providing them with appropriate knowledge and skills, not only of their own Arms and Service but also that of the other Services.

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This process has twin objectives - firstly, to develop individual skills appropriate to the task at hand and secondly, to develop skills required not only to assume higher responsibilities but also those that are essential to design operational strategies employing integrated application of the land, air, sea, space and cyber-space domains.

12. **Operational Orientation.** Joint Training is “operation oriented” with emphasis on refining joint operational skills and increasing “inter-operability”. At the same time, the philosophy also believes that the basic training of our Armed Forces personnel, which assists in developing the character of new entrants in consonance with individual Service ethos, traditions, history, standards and norms continue to remain within the domain of the respective Service.

13. **Technological Orientation.** Technology remains the “base line” for any future kind of warfare. Increasing digitization of battlefield with network centric operations has brought in a plethora of sophisticated equipment into the arena of warfare. Accordingly, the emphasis on “equipment based training” and “vertical specialization” has grown. Technological expertise is essential to remain ahead of our adversaries with adequate focus on capability development of the Armed Forces. A “*Systems Approach to Thinking*”, training and working is an absolute necessity. B Tech programme has been recently introduced in the National Defence Academy in respect of Naval and Air Force cadets to promote technological orientation.

14. **Sense of Collective Ownership.** Training is the primary peace time role of any Armed Force in the world. Training is not the function of training in schools/institutes alone. It is a “collective responsibility” of all the stake-holders *viz* policy makers, staff, practitioners, trainees etc. which maximizes the benefits of training.

15. **Self-Study.** Considering that the training time will always be at premium, repetition of subjects covered in earlier courses is avoided and trainees are tasked to carry out “self-study” as much as possible. Officers and men must make use of every opportunity to sharpen their intellectual capabilities which comes from reading on different topics, belief systems, motivational subjects, management related topics & books, learning new languages, understanding geo-politics/geo-strategies etc.



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16. **Self Development.** The Armed Forces as an organization gives ample opportunity to its officers and men to imbibe leadership qualities through courses of instruction, professional civil courses, staff assignments, postings to foreign missions, exposure to United Nations Peace Keeping Operations etc. However, “self development” is the responsibility of all military leaders and they must invest more time in self development, of which intellectual development is a major part. “Self awareness” is key to “self development”. It is therefore important for officers and men to know their weaknesses and strengths to be able to channelize their efforts in the right direction. Self development is a continuous process and individuals must make use of all available resources to pursue it throughout their career.

17. **Mentoring and Counselling.** Mentoring and Counselling are the means by which an individual is assisted to achieve his/her potential. A combination of formal and informal mentoring helps in the development of the next generation of leaders. However, it must be remembered that mentoring is neither role modelling or coaching. Mentoring is carried out on a “continuous basis” during young and mid-level courses by the Directing Staffs/Instructors with the aim to “groom” the individual to achieve the objective/goals in order to maximise training/learning value. On the other hand, Counselling is a “two-way street” resorted to during various stages of an individual’s training. It is aimed at providing feedback with respect to his/her strengths and weaknesses as also guidance for improvement. It is also utilised as an opportunity to elicit opinions of the under-trainees so that the same can be factored in the training, if considered suitable.

18. **Quality Control.** Quality Control is extremely important for the training to retain its currency and edge and accordingly it is reviewed from time to time at regular intervals. It is achieved by employing the time-tested and proven systems of Briefings, Honest Feedbacks, Inspections, Umpiring, Hot-Wash Ups etc. Validation of training and training critiques fosters our adaptability to change.

19. **Pattern of Foreign Training.** Specialised and effective use of foreign training opportunities based on own training requirements needs no elaboration. Annual Joint Training Calendars, Forecasts etc. are drawn out

APPROACH TO JOINT TRAINING

in a timely manner in respect of proposals for foreign training as part of the bulk approval for deputation abroad facilitates timely approvals from concerned Departments.



Joint Training Vision

20. Our Joint Training Vision is as follows :-

“Training of defence personnel (including those from Friendly Foreign Countries) for an all round and balanced development in basic, tactical/operational, joint planning and organisational aspects etc. to achieve Synergy of effort across the entire spectrum of conflict, in keeping with the Military Aims of National Security”



Beach Ops !



Outdoor Training !



Training Conference !



Humanitarian Assistance !

CHAPTER II

OBJECTIVES AND CLASSIFICATION OF JOINT TRAINING





JOINT TRAINING DOCTRINE

CHAPTER II



OBJECTIVES AND CLASSIFICATION OF JOINT TRAINING

“No one can defeat a powerful mind”

- Chanakya

Objectives

1. The main Objectives/Focus Areas of Joint Training are as follows :-

- (a) Develop mutual understanding of Joint ethos, capabilities, limitations and core competencies of other Services through common understanding of military history, doctrines, concepts and contemporary conflict environment.
- (b) Develop Joint staff for effective planning and deployment of Joint resources.
- (c) Enhance operational effectiveness through bi/tri-Service synergy by commissioning more Armed Forces Training Institutes (AFTIs) and training in institutes other than AFTIs and training in units and formations of every Service on the concept of “Lead Service” for optimisation of resources.
- (d) Impart Joint training to personnel in order to improve co-ordination, synergy and synchronization in Joint war fighting at tactical, operational and conceptual levels. This includes specialised formations which inherently require joint training with other Services to achieve their core competencies.
- (e) Develop leadership for effective command of a Joint Force.
- (f) Develop bilateral relations with Friendly Foreign Countries, especially in the immediate neighbourhood.

OBJECTIVES AND CLASSIFICATION OF JOINT TRAINING



Lead Service Concept

2. Headquarters Integrated Defence Staff controls all the AFTIs. All other types of Joint Training viz “Collective/Operational” training (which is specialised in nature) conducted in Services Institutes’ etc. is based on the Concept of “Lead Service”. Chiefs of Staff Committee (COSC) decides the “Lead Service” which is promulgated/coordinated by HQ IDS.

Broad Classification

3. Joint training is broadly categorized as “**Individual**” and “**Collective/Operational**”, as explained below :-

(a) **Individual Training.** Individual training or *Training/Exercise without Troops* focuses on the trainee to develop his/her physical, mental, intellectual and spiritual capabilities to lead his/her team and optimally utilize fighting resources at his/her command. Individual training includes the training which is conducted at the AFTIs and specialised training establishments having individual knowledge or skill development as their primary objective. This training is conducted for the trainee as a criterion for higher rank or for being billeted for a specialised job. In general, every trainee is trained to meet the job specifications of a spectrum of similar assignments. The conduct of such joint training has standardised methodology, syllabi, curriculum and evaluation procedures, and is controlled centrally by HQ IDS and Joint Training Committee (JTC) in consultation with Service Headquarters (SHQs). Joint training conducted by specialised institutions of SHQs/Training institutes other than AFTIs is the responsibility of the respective HQs/Lead Service, except for specification of joint syllabus and the standards to be achieved, in consultation with HQ IDS.

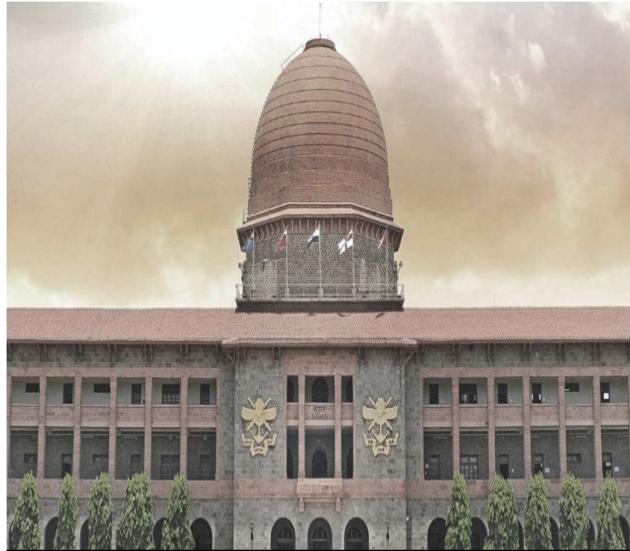
(b) **Collective/Operational Training.** Collective/Operational Training or *Exercise with Troops* viz Amphibious, Special Forces and HADR exercises consists of harnessing the individual strengths to create sub-units, units and formations with disciplined



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and formidable fighting capabilities. Training assists the trainee in achieving fighting effectiveness and improving his/her physical capabilities, professional skills and knowledge. The objective is to practice the combat team for its actions in combat in accordance with established standards and to give them an opportunity to build team cohesiveness and mutual understanding. This type of training is conducted by Operational Commanders for their combat units/formations based on the scenarios at the bi/tri-Services level. This training is generally “mission oriented”, designed according to the concepts of Joint operations and operational plans and generally tempered with the Command philosophy of combat procedures. In such training, each individual is trained for his/her prescribed role in the Team. The responsibility of conduct of such training rests solely with the designated unit/formation Commander under the concerned SHQs.





National Defence Academy



Defence Services Staff College



Military Institute of Technology



College of Defence Management

CHAPTER III

ORGANISATION, PLANNING AND CONDUCT





JOINT TRAINING DOCTRINE

CHAPTER III

ORGANISATION, PLANNING AND CONDUCT



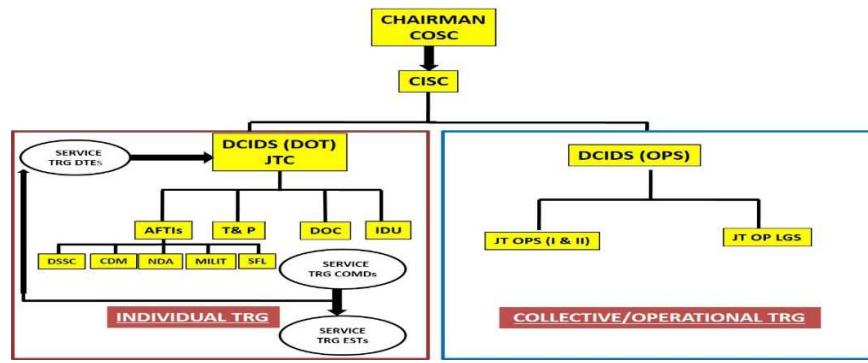
“Professional knowledge and professional competence are the main attributes of leadership. Unless you know and the men you command know that you know your job, you will never be a leader”

- Field Marshal Sam Manekshaw

SECTION I – ORGANISATION

Headquarters Integrated Defence Staff

1. The Organisation for Joint Training involves HQ IDS, SHQs, Training Commands, Training Institutes and Operational Commands. HQ IDS is responsible for conduct/coordination of joint training through JTC. “Individual Training” is coordinated by Doctrine, Organisation and Training (DOT) Branch while Collective/Operational training, is coordinated by Operations Branch, HQ IDS. Simultaneously, each SHQ, besides their Training Directorates, has a training Command which oversees conceptual, directional and functional aspects of training in co-ordination with the operational Commands. AFTIs are controlled by HQ IDS, while the training institutes of the Services are controlled by the Training Commands/ SHQs of the respective Services. HQ IDS interacts/coordinates with all the SHQs and their Training Commands for coordination of Joint training.



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Service Headquarters

2. Each of the three Services have a Training Command, headed by a Commander-in-Chief, which oversees the administrative and functional control of the various training establishments of the respective Service. The training Commands also provide inputs to their SHQs on policy issues related to training. There are other work up-cum-inspection agencies like Flag Officer Sea Training & Aircrew Categorisation and Standardisation of Navy, Directorate of Air Staff Inspection of Indian Air Force etc which periodically carry out workshops/inspections for maintenance of requisite professional standards. At SHQ level, the overall control of training remains with the Training Directorates.

Armed Forces Training Institutes.

3. AFTIs are under the administrative, functional and budgetary control of HQ IDS. They are as follows :-

(a) **National Defence Academy.** The National Defence Academy is located at Khadakwasla, Pune (Maharashtra) and is headed by a Commandant. The academy trains under-graduate cadets in a Joint-Services environment in common Service subjects. The training at NDA is of three years duration and on successful completion, the cadets graduate with a BA, BSc or BSc (Computer Science) and B Tech degree, as applicable and thereafter join the finishing academy of their respective Service.

(b) **Defence Services Staff College.** The Defence Services Staff College at Wellington (Tamil Nadu) is headed by a Commandant, who is assisted by the Chief Instructors from the three Services in conduct of Service specific training and Joint training. The Staff Course trains selected middle level officers of the three Services, Ministry of Defence (MoD), Para-Military Forces, FFCs etc. in Command and Staff functions in an Inter-Services environment. The joint curriculum has been increased to sixty percent of the overall syllabus paving the way for an enhanced “shared perspective” in executing Joint operations.



JOINT TRAINING DOCTRINE

(c) **College of Defence Management.** The College of Defence Management is located at Secunderabad (Andhra Pradesh) and is headed by the Commandant. This college imparts training to senior officers of three Services on various aspects of defence management and provides consultancy support on management issues. Various management courses at middle and senior level are conducted by this institution regularly.

(d) **Military Institute of Technology.** The Military Institute of Technology, Pune (Maharashtra) is headed by a Commandant and caters for the training needs of the three Armed Forces in contemporary and futuristic technologies.

(e) **School of Foreign Languages.** School of Foreign Languages, New Delhi is a unique institution imparting training in nine foreign languages to personnel of three Services as well as personnel of other Ministries and Departments of the Government of India.

Individual Training at Institutions other than AFTIs

4. In order to ensure optimum utilisation of existing training institutions managed by SHQs, training is also carried out in “Service Institutions other than AFTIs” on “Lead Service” Concept. The training curriculum is decided through mutual agreement among the Services under the overall policy guidelines laid down by SHQs, duly ratified by the HQ IDS. Training policy, evaluation and methodology of such training is the responsibility of the promulgated institutions of the “Lead Service”. HQ IDS includes basic core competencies of the Services and relate it to their individual training institutions after consultation with the SHQs.

Collective/Operational Training

5. The scope of training is arrived at through mutual agreement among the Services under the overall policy guidelines laid down by SHQs, duly ratified by HQ IDS.

ORGANISATION, PLANNING AND CONDUCT



Miscellaneous

6. HQ IDS/ Defence Information Assurance Research Agency (DIARA) and Defence Intelligence Agency (DIA) conduct training/Cyber Security Drills and pre-induction training of DAs/MAs periodically as well as on as required basis.

Joint Think Tanks

7. **Indian Defence University.** Indian Defence University (IDU) is being set up as a fully autonomous institution, constituted under an Act of Parliament to inculcate and promote co-ordination and interaction not just among the three Services but also between them and other agencies of the Government like civil bureaucracy, para-military forces and intelligence agencies. It would develop and propagate Higher education in Defence Studies/Management/Technology/Procurements and promote policy oriented research on all aspects related to National Security. It would impart education to authorities/leaders dealing with the business of National Security, create Synergy between academic community and Government functionaries and encourage awareness of National Security issues by reaching out to scholars and audience beyond the official establishment. The Institution would also be one of the vital links inculcating Joint strategic thinking within the National Security management machinery at all levels.

8. **Centre for Joint Warfare Studies.** Centre for Joint Warfare Studies (CENJOWS) was raised at the initiative of Ministry of Defence on 24 Aug 2007 as an independent “Think Tank” of MoD focussing on Joint Warfare at HQ IDS. It is registered as a “Non-Government Organisation”. The think-tank is mandated to study and research emerging areas/ issues towards achieving a credible, battle effective Jointness within the three Services, the MoD and other ministries/ departments of the government of India. The main objectives of CENJOWS are to conduct studies and research work in joint war fighting, organise Orientation courses/ capsules for various desirous Ministries/ Agencies connected with HQ IDS/Services and promote Jointness amongst Services, ministries and intelligence agencies contributing to the efforts towards National Security.



JOINT TRAINING DOCTRINE

SECTION II - PLANNING AND CONDUCT



Chairman COSC Joint Training Directive

9. Based on the Joint Doctrine Indian Armed Forces - 2017 or any other higher directive, issued from time to time, a Chairman COSC Joint Training Directive is issued, which is an overarching policy document.

Joint Training Committee

10. The Joint Training Committee (JTC) has been in existence since independence of India. Deputy Chief of Integrated Defence Staff, (Doctrine, Organisation and Training) {DCIDS (DOT)}, HQ IDS is the Chairman of this Committee which comprises the Heads of the Training Branches of three Services namely, Director General Military Training (DGMT) , Assistant Chief of Air Staff (Training) and Principal Director of Naval Training along with Assistant Chief of Integrated Defence Staff (Training and Doctrine), HQ IDS. This Committee examines and recommends policy/executive decisions in respect of Joint training and AFTIs, for the consideration of COSC. All major decisions requiring concurrence of the three Services with respect to Joint training are presented to the JTC.

Tri-Services Training Commands Conference

11. The Tri-Services Training Commands Conference is held annually. This is a Conference of the Commanders-in-Chief of the Training Commands of the three Services ie. HQ Army Training Command (ARTRAC), HQ Southern Naval Command and HQ Training Command of IAF along with representation from the Training directorates of SHQs. DCIDS (DOT), HQ IDS also attends the Conference. The issues pertaining to Joint training and associated requirements from the three Services are deliberated with the senior most officer amongst the heads of Training Commands chairing the Conference. This Conference assists in examining various issues/problems/suggestions at field level.

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Individual Training



12. **DOT Branch.** The DOT Branch is responsible for Individual training in AFTIs under the umbrella of JTC.

13. **Annual Training Visit Calendar.** The Training and Doctrine Division (TRADOC) at HQ IDS works out details in respect of various joint training courses/programmes pertaining to Individual training, as regards their venue, duration and course strength and publishes them in the form of an Annual Training Visit Calendar (ATVC). This calendar is prepared in consultation with the Training Directorates of SHQs by factoring in the training load on the training establishments and suitability of timing for nomination of the trainees. The ATVC is normally published at least four months before the commencement of training cycle which commences wef 01 July every year.

14. **Prescription of Job Specifications.** For each training programme, the entry level qualification requirements and the job specifications are finalised by HQ IDS, which forms the basis for the determination of syllabi and curriculum. These job specifications are based upon the inputs provided by the SHQs and the concerned directorates of HQ IDS.

15. **Formulation of Syllabi-Specialised Training other than AFTIs.**

The syllabi for a training course/programme is optimally designed to meet the requirements of job specifications. The syllabi is an optimal mix of theoretical and practical training to develop a thorough understanding as well as hands-on skills of individuals. The “Lead Service” is responsible for formulating the training policy, methodology and evaluation. The joint syllabi is prepared by the nominated training institution in consultation with the SHQs, duly ratified by HQIDS.



JOINT TRAINING DOCTRINE



16. **Broad Framework.** With a view to enhance Jointness, a broad framework for conduct of Joint training is as tabulated below :-

<u>er No</u>	<u>Level</u>	<u>Institution/Courses</u>	<u>Contents</u>
(a)	Senior Officers	IDU (on functioning), Higher Command/, Higher Defence Management Course and equivalent Courses	<ul style="list-style-type: none">• Higher Directions of War, Higher Defence Organisation• Research in National Security, Military Science and strategic thought• Formal studies in Grand/Military strategy and Operational Art• Joint campaign planning process• Joint War Gaming (to include Op Logistics)• Leadership• Operational Logistics• C4I2SR & NCW• Military - Media interface
(b)	Mid Service	DSSC/CDM, Senior Command (Army), Advanced Professional Knowledge Course (IAF), Technical Management Course, Technical Staff Officers' Course, and equivalent courses	<ul style="list-style-type: none">• Operational Art and Joint campaign planning• Joint Staff Duties.• Information Warfare, C4I2SR and Net Centric Warfare• Joint Wargaming• Military - Media interface• Leadership• Operational Logistics
(c)	Basic	Junior Command Course (Army), Basic Professional Knowledge Course (IAF), Long courses (Navy) and equivalent courses	<ul style="list-style-type: none">• Introduction to Joint campaign planning and Operational art• Study of Joint military campaigns• Studies of Army/Navy and Air Force
(d)	Pre-commis sioning	NDA and Pre-Commissioning institutions of the three Services	<ul style="list-style-type: none">• Introduction to Joint warfare.• Historical studies highlighting Joint operations

ORGANISATION, PLANNING AND CONDUCT



Collective/Operational Training

17. **Operations Branch.** Operations Branch of HQ IDS coordinates Tri-Service Exercises/training capsules in respect of Amphibious operations, Special Forces operations, HADR/National Disaster Response Force training in coordination with SHQs, as required. Additionally, cyber-related Training is also conducted by HQ IDS.

18. **Authorities Scheduling and Conducting Exercises.** The Joint Operational Commander, who exercises (or would exercise) operational command over the participating Joint forces is nominated as the Authority Conducting Exercise (ACE). The next higher authority in the chain of Joint Operational Command is the Authority Scheduling Exercise (ASE). The Ch COSC is the ASE for Joint exercises at Command level. The ASE issues the schedule, allocation of forces, training objectives, nomination of umpires/observers etc. while ACE issues detailed settings and operational/training directives to the participating forces.

Quality Control of Joint Training

19. The management of quality in training is an ongoing process. “Learning while Training” is an ethos of our joint training. It is achieved by adopting following practices :-

(a) **Feedback System.** The effectiveness of institutionalized training is assessed by a system of feedback at two levels, namely course critique by the trainees at the end of the course and effectiveness assessment feedback from units where the trainees have been posted. While the first feedback helps determine inadequacy in training quality as seen by the subject trainees, the other feedback helps in assessing on-job effectiveness of training to determine the requirement of extra emphasis on various subjects. This determines whether the training syllabus, methodology and conduct are able to achieve the objectives of job specification or not.

(b) **Inspections.** Periodic checks/reviews with respect to the compliance with the policy guidelines and prescribed methodology, syllabi, quality of instructions, availability of



JOINT TRAINING DOCTRINE

training aids etc. is a well-established and proven method for quality control. Service Institutions (other than AFTIs) imparting Joint training are inspected only for availability of infrastructure and coordination of Joint syllabus. All other aspects of training at Service Institutions is the responsibility of the respective Lead Service.

(c) **Umpiring.** Training exercises are monitored by a set of umpires/observers nominated by the ACE. The umpires observe the actions of individuals and teams and record their observations. Umpiring by HQIDS is limited to Joint aspects only.

20. **De-briefs/Hot Wash-ups/Lessons Learnt.** The value of an exercise is realized only through a fair and objective critique, for which a sophisticated and accurate system of recording is necessary. Having established the factual narrative of events, the exercise is examined in detail for correctness of actions in accordance with established SOPs and validity of concepts under evaluation. A complete debrief to Joint aspects is then scheduled at the appropriate level, depending upon the relevant issues. The final outcome of discussions during the debrief is generally the “lessons learnt”, which are used as inputs for revising Concepts, SOPs, Training requirements, syllabi etc.





COMINT !

Eyes in the Sky !

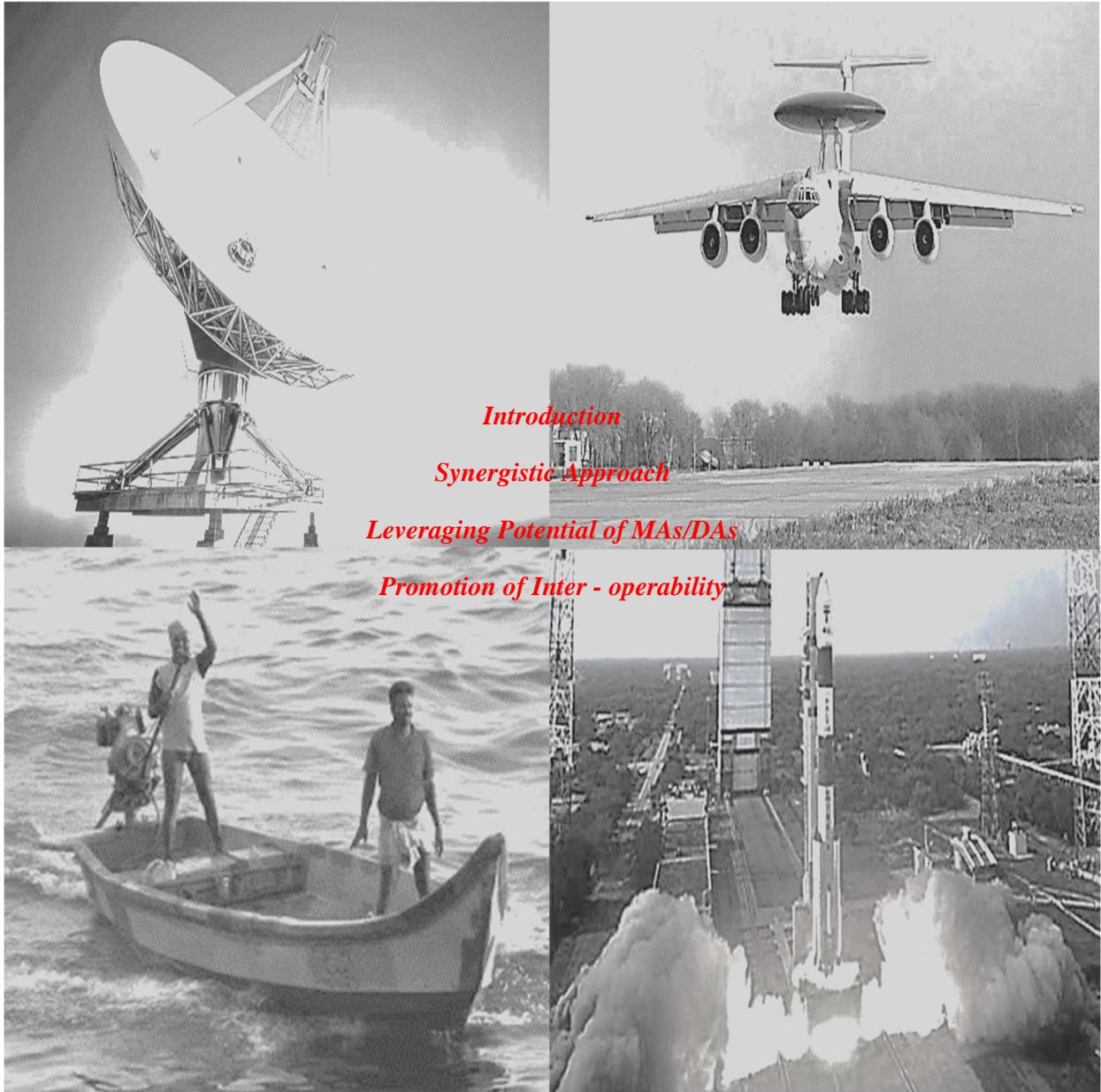


HUMINT- Eyes and Ears in High Sea !

Ace in the Space !

CHAPTER IV

TRAINING IN INTELLIGENCE





JOINT TRAINING DOCTRINE

CHAPTER IV



TRAINING IN INTELLIGENCE

“Communication without intelligence is “Noise”.
“Intelligence without Communication is “Irrelevant”

- Anonymous

Introduction

1. Intelligence is an important Principle of War. Real time Intelligence is critical to establish and maintain battle “situational awareness” by shortening the Observe, Orient, Decide and Act loop. Analysis of the situational awareness provides greater comprehension (insight) of the problem and applying judgement to this comprehension provides understanding of the problem (foresight). Effective decision-making relies on thorough understanding of the environment, circumstances and situations in which we may find ourselves operating or interacting. Leaders of tomorrow will need to have a clear understanding of political/economical and other aspects having a bearing on war potential of various countries. This understanding underpins identification of the conditions necessary to achieve the desired outcome and orchestration of military and other activities to realise the requisite effects for success.

2. Effective information management ensures that abundance of data does not inhibit or overload the Commander’s decision-making capability. Moreover, intuition, expertise and intellect continue to have an essential role in successful information exploitation and in shaping judgements to develop foresight.

Synergistic Approach

3. All resources are “pooled in” to adopt a synergistic approach and provide impetus for Joint Intelligence Training. Conduct of

TRAINING IN INTELLIGENCE



advance/strategic Intelligence training for personnel of the three Services and HQ IDS is progressed on a periodic basis. The Military Intelligence Training School and Depot, Pune is a premier training institution which imparts training to officers and Junior Commissioned Officers/ Other Ranks (OR) and equivalents of Indian Army and sister Services on Intelligence. The school is the ‘alma mater’ of Intelligence Corps. It is the repository of doctrinal concepts of intelligence, counter-intelligence, security and satellite imagery. Besides basic courses for Intelligence Corps personnel, it also conducts Intelligence Staff Officers’ Course for officers and General Intelligence & Security Course for JCOs/OR and equivalents apart from satellite imagery courses for officers and JCOs/OR.

Leveraging Potential of MAs/DAs

4. Military Attaches/Defence Attaches (MAs/DAs) are a singular most important link to enhance our Defence diplomacy in our relations with other countries. Pre-induction training of all MAs/DAs of India includes language training, socio – political and strategic importance of the concerned country. Working knowledge of the concerned language is, therefore one of the most basic requirement for the Attaches to integrate with the society, to get the local perspective and sentiments on various issues which are critical to policy formulation at our end.

Promotion of Inter – Operability

5. Intelligence sharing with FFCs is also encouraged to promote inter-operability. Inculcation of linguistic skills in respect of foreign languages go a long way in promoting inter-operability.



Global Imprint !

Boarding Ops !



Animated Discussions !

Hand in Hand !

CHAPTER V

TRAINING - AN INSTRUMENT OF DIPLOMACY





JOINT TRAINING DOCTRINE

CHAPTER V



TRAINING -AN INSTRUMENT OF DIPLOMACY

“Military Training Cooperation is an essential component of Military Diplomacy and helps to build close ties with other Nations”

- Lt Gen B S Sachar (Retd)

Introduction

1. Diplomacy is an Instrument of State Policy. Training of Military/Para-Military Officers from FFCs as also Indian Military Officers getting trained abroad contributes to military diplomatic efforts. Incidentally, India remains a favoured “Training destination/ Military Training Hub” not only for the immediate neighbourhood but for the distant countries as well. Training interactions with neighbouring countries in the region is encouraged.

Training of our Military Officers Abroad

2. Joint training abroad has dual objectives of developing international military co-operation as well as to derive learning from best practices in vogue in other Militaries. Even though we have sufficient expertise, it is useful to explore “alternate ways” of performing the same activity. Further, the exercise of training jointly at foreign military training institutions promotes inter-operability, which is a “must” for enhancing trans-national operations, essential to meet challenges of the future. The need for Joint training abroad are examined and given due diligence, from professional as well international co-operation viewpoints. These cases are cleared by “Lead Service” proposing it and HQ IDS coordinates execution with the MoD and Ministry of External Affairs (MEA).

TRAINING - AN INSTRUMENT OF DIPLOMACY



Training of Military Officers from FFCs

3. Training of foreign military officers at our Joint military training institutions reinforces our friendship with other countries. It also helps propagate our point of view to others and improve it through their feedback. Limited resources available with our training institutions and ever increasing training load on them may impose restrictions on the total number of foreign trainees that can be accepted. Notwithstanding, our effort is to increase the intake of foreign students in our training institutions. The training of foreign officers and troops at various Service training institutions for Service specific curriculum is controlled by the specific SHQ. HQ IDS controls the training of foreign officers at AFTIs. As is the case with training abroad, MoD and MEA sanctions trainees prior to inviting them for courses in India depending on the international scenario or any other issue.

Participation in Joint Exercises

4. Joint Exercises strengthen mutual cooperation, inter-operability and enable sharing of best practices between the Armed Forces of the FFCs. The scope of exercises includes professional interactions, establishment of Joint Command and Control structures, training in Counter Insurgency/Terrorism in a multi-national scenario in Joint bi-tri Services environment.

Training in Foreign Language (s)

5. The importance in Training of officers in foreign language needs no reiteration. Officers selected for long term courses such as Command and Staff Courses learn the foreign language in which the course is to be conducted. Language courses are undertaken for acquiring relevant language skills. Language courses are classified in two Sections, namely “Basic courses” and “Intermediate/Advance courses”. Training is imparted at training Institutions such as, Army Education Corps College and Centre, Pachmarhi, (Madhya Pradesh), School of Foreign Languages, New Delhi, Foreign Cultural Centres/Embassies located in India. Intermediate/Advance courses are undertaken abroad.



Civil-Military Conference !



Experience Counts !



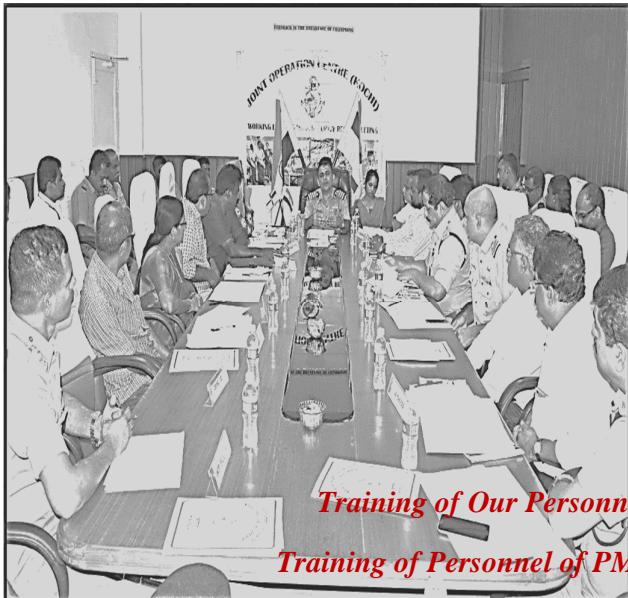
Language Training !



Training With Civilians !

CHAPTER VI

CIVIL - MILITARY INTERFACE





JOINT TRAINING DOCTRINE

CHAPTER VI



CIVIL - MILITARY INTERFACE

Training of Our Personnel in Civil Organisations

1. A very high quality knowledge pool exists in the civil domain in our country. It's leverage needs no elaboration. "Outsourcing" of training to industry and civil institutions, reflecting a Joint approach is critical to strategic success. Our training policy has incorporated this aspect *albeit* in a limited fashion which can be tapped and consolidated in future.
2. There is an increasing role of the Armed Forces in Humanitarian Assistance and Disaster Relief (HADR), Chemical, Biological, Radiological and Nuclear (CBRN), Media-Interface, Research and Development, Cyber Security, Environment Protection etc. In such roles, various civilian/Para Military Forces *viz* National Disaster Management Authority, National Disaster Response Forces, National Cadet Corps, PMFs etc. are actively involved in "Nation Building". This "whole of Nation" approach is gaining impetus by the day. An increased interaction and subscription to seminars, capsules and courses run by civil establishments and agencies is pursued to derive best practices and an insight into competencies existing in non – military domain.

Training of Personnel of Para-Military Forces and Government Functionaries

3. While the primary role of military training institutes is to meet the requirements of the three Services, participation of PMFs and Government functionaries is encouraged subject to adequacy of resources and security considerations. In case of adequate demand/requirement for training personnel of civil/PMFs and security of information is not a consideration (such as in the areas of diving, basic engineering, telecommunications, medical, etc.), due consideration is given to expanding the capacity and capability of such Institutions.

CIVIL - MILITARY INTERFACE



Combined Operational Review and Evaluation Programme

4. Combined Operational Review and Evaluation Programme, a five day event is conducted annually in rotation by the three Services for Maj Gen/ equivalent officers and it also includes participation of personnel from various Ministries of the GoI.

Accreditation to Civil University/Academic Institutions

5. As a matter of policy, accreditation to academic institutions/university is encouraged with the dual objectives of benchmarking standards of instructions/evaluation at par with the standards prevalent in the academic world, as also to give recognition to the qualification gained for the benefit of the individual. The affiliation of Tri-service training institutes such as NDA, DSSC, CDM etc. with reputed universities is in place for further consolidation.



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RECORD OF AMENDMENTS



Ser No	Chapter/Para Affected	Authority	Inserted By	Remarks

GLOSSARY OF ABBREVIATIONS



GLOSSARY OF ABBREVIATIONS



ACAS	:	Assistant Chief of Air Staff
AFTI	:	Armed Forces Training Institute
ACE	:	Authority Conducting Exercise
AFTI	:	Armed Forces Training Institute
ATVC	:	Annual Training Visit Calendar
AJOTF	:	Annual Joint Operational Training Forecast
ARTRAC	:	Army Training Command
ASE	:	Authority Scheduling Exercise
CBRN	:	Chemical, Biological, Radiological and Nuclear
CDM	:	College of Defence Management
C4I2SR	:	Command, Control, Communications, Computers, Inter-operability, Intelligence, Surveillance and Reconnaissance
COSC	:	Chiefs of Staff Committee
DCIDS	:	Deputy Chief of Integrated Defence Staff
DAs	:	Defence Attachés
DIA	:	Defence Intelligence Agency
DIARA	:	Defence Information Assurance Research Agency
DOC	:	Doctrine
DOT	:	Doctrine, Organisation and Training
DSSC	:	Defence Services Staff College
FFCs	:	Friendly Foreign Countries
GoI	:	Government of India
HADR	:	Humanitarian Assistance and Disaster Relief



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HQ	:	Headquarters
HQ IDS	:	Headquarters Integrated Defence Staff
IDU	:	Indian Defence University
JDIAF	:	Joint Doctrine Indian Armed Forces
JTC	:	Joint Training Committee
JTDs	:	Joint Training Directives
MAs	:	Military Attaches
MEA	:	Ministry of External Affairs
MILIT	:	Military Institute of Technology
MINTSD	:	Military Intelligence Training School and Depot
MoD	:	Ministry of Defence
NCW	:	Network-Centric Warfare
NDA	:	National Defence Academy
NDC	:	National Defence College
PMF	:	Para-Military Forces
RMA	:	Revolution in Military Affairs
SHQs	:	Service Headquarters
SOPs	:	Standard Operating Procedures
SFL	:	School for Foreign Languages
TRADOC	:	Training and Doctrine
T&P	:	Training and Policy

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JOINT TRAINING DOCTRINE

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Credit for the Document’s realisation also goes to others who worked “behind the scenes”.

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