



DoD INSTRUCTION 1100.24

INNOVATIVE READINESS TRAINING (IRT): SUPPORT AND SERVICES FOR ELIGIBLE ORGANIZATIONS AND ACTIVITIES OUTSIDE DoD

Originating Component:	Office of the Under Secretary of Defense for Personnel and Readiness
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Approved by:	Matthew P. Donovan, Under Secretary of Defense for Personnel and Readiness

Purpose: In accordance with the authority in DoD Directive 5124.02, this issuance:

- Establishes the IRT program pursuant to Section 2012 of Title 10, United States Code (U.S.C.).
- Establishes policy, assigns responsibilities, and prescribes procedures for the IRT program and all IRT support activities.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD.

1.2. POLICY.

It is DoD policy that:

a. IRT is an option for cost-effective, high quality training that provides hands-on training environments to prepare forces for missions at home or abroad.

b. Units and personnel of the Military Services, under the jurisdiction of a Secretary of the Military Department concerned, may be used to assist certain eligible organizations and activities in addressing community and civic needs of the United States, its territories and possessions, and the Commonwealth of Puerto Rico, when such assistance:

(1) Meets valid and mission essential individual or collective military training requirements.

(2) Addresses a valid, eligible, and appropriate civic and community need in the particular area where assistance is to be provided, and the community need is not otherwise being met.

c. In accordance with Section 2012 of Title 10, U.S.C., support under the IRT program may only be provided when it is incidental to military training, or is otherwise authorized by law, and does not result in a significant increase in the cost of training.

1.3. INFORMATION COLLECTIONS.

a. The military application and after-action report requirements, referred to in Paragraphs 5.1.e. and 5.5.g. of this issuance have been assigned a report control symbol DD-P&R-2694 in accordance with the procedures in Volume 1 of DoD Manual 8910.01. The expiration date of this information collection is listed on the DoD Information Collections Website at https://www.esd.whs.mil/Directives/collections_int/.

b. The community application requirements, referred to in Paragraphs 5.1.a. of this issuance have been assigned OMB Control Number 0704-0583 in accordance with the procedures in Volume 2 of DoD Manual 8910.01. The expiration date of this information collection is listed on the Office of Information and Regulatory Affairs (OIRA) website at <https://www.reginfo.gov/public/do/PRASearch>.

SECTION 2: RESPONSIBILITIES

2.1. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR RESERVE INTEGRATION (DASD(RI)).

Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness, through the Assistant Secretary of Defense for Manpower and Reserve Affairs, DASD(RI):

a. Advises the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness, and the Assistant Secretary of Defense for Manpower and Reserve Affairs on the IRT program. Formulates DoD policy and exercises oversight for the IRT program and serves as the central IRT program coordinator.

b. Establishes guidance, in accordance with Section 2012 of Title 10, U.S.C., and this issuance, governing eligible organization determinations and the types of support that may be provided, and approves, as appropriate, eligibility designation requests.

(1) Consults with the General Counsel of the Department of Defense for advice regarding the determination that an entity is eligible to receive support under the IRT program, in accordance with Section 2012 of Title 10, U.S.C., and this issuance.

(2) Provides a written letter of eligibility, with an expiration date (generally 3 years), if the organization is designated as eligible.

(3) Maintains a list of organizations designated eligible, expiration dates, and the associated determination letters.

(4) Notifies the offices of the Assistant Secretaries for Manpower and Reserve Affairs for the Military Departments of approved requests for military support from entities eligible to receive IRT support.

(5) Withdraws eligibility status as warranted, and notifies the entity concerned of such a change.

c. Establishes procedures to ensure IRT support meets valid training needs and is conducted in accordance with Section 2012 of Title 10, U.S.C., and this issuance.

d. Establishes a system for reporting on IRT support activities conducted throughout the Department, monitoring such support activities, and measuring the training benefit and effectiveness derived from such support activities.

e. Prescribes cost accounting and analysis methodologies for reports submitted in accordance with this issuance, and establishes accountability, auditing and compliance processes for all IRT training conducted by the Military Departments.

f. Assigns oversight responsibilities for the execution of IRT support activities.

g. Establishes a governance structure for the IRT program, including IRT advisory councils to provide recommendations and guidance on policies, procedures, and development of the IRT program. Establishes formal charters for the advisory council(s), IRT Executive Board (IRT-XB), and IRT Working Group (IRT-WG).

h. Plans and programs the IRT appropriation and funding distribution.

j. Approves, as appropriate, requests for funding submitted by the Military Departments for pay and allowance (P&A) and operations and maintenance (O&M) funding.

k. Develops a strategic communications plan to build advocacy, strategic partnerships, and stakeholder awareness, and provides public affairs guidance, process, and messaging for the IRT program.

l. Responds to or delegates congressional inquiries, including Freedom of Information Act requests, and provides correspondence concerning IRT policy, procedures, and implementation, on behalf of the Secretary of Defense, pursuant to Section 2012 of Title 10, U.S.C.

m. Implements and complies with applicable procedures set forth in Section 5 of this issuance.

2.2. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE.

The General Counsel of the Department of Defense advises the DASD(RI) about compliance with statutory and other legal requirements applicable to IRT support activities, including organizational eligibility reviews.

2.3. SECRETARIES OF THE MILITARY DEPARTMENTS.

The Secretaries of the Military Departments:

a. Develop and promulgate policy guidance throughout their respective Military Departments detailing their authority and responsibilities in approving and conducting activities consistent with the policies and guidance provided in this issuance and in accordance with Section 2012 of Title 10, U.S.C.

b. Monitors and conduct regular program assessment and evaluation of any IRT support provided by their Military Department, and forwards to the DASD(RI) any information, reports, and recommendations concerning the overall effectiveness of IRT support provided.

c. Approve IRT support that meets valid mission-essential individual or collective training requirements before such support is provided.

d. Appoint, in writing, department responsible officials (DROs), senior responsible officials (SROs), and program managers (PMs).

e. Implement and comply with applicable policies and procedures set forth in this issuance.

SECTION 3: AUTHORITY, ELIGIBILITY, AND RESTRICTIONS

3.1. AUTHORITY AND ACCESS.

a. The provision of support under the IRT program is only authorized when the military training activities meet the following conditions:

(1) Meets valid training requirements for the Active, Guard, or Reserve components of the Military Departments; either individual training requirements to achieve and sustain an occupational specialty or collective training requirements necessary to generate and sustain capabilities required by the Combatant Commanders and the Chairman of the Joint Chiefs of Staff.

(2) Occurs within the United States, its territories, and possessions.

(3) Results in incidental benefit, in the form of support and services to organizations or activities outside the DoD, while addressing a valid and appropriate civic and community need in the particular locale, State, or region, where assistance is to be provided, and does not duplicate other available public services.

(4) Expends DoD funds, regardless of funding source.

b. IRT support will be assessed as an option for cost-effective, high quality training venues that provide hands-on training environments similar to contingencies at home or abroad.

c. Subject to the requirements in Section 2012 of Title 10, U.S.C., and this issuance, IRT authorities are available to all levels of commanders to meet training requirements, through the use of existing training appropriations, to include local training activities.

d. Use of the Defense-wide appropriation for IRT will:

(1) Be used exclusively for IRT support activities, and may not be used for other purposes or reprogrammed for any other uses by receiving commands; funds not expensed for IRT support activities, or funds identified for cancelled or delayed IRT support activities, shall be promptly returned to DoD for reallocation.

(2) Be prioritized for component specific readiness needs, joint, total force, and interagency support that directly contribute to warfighter readiness and department priorities.

e. IRT support is authorized and encouraged even when funds from the Defense-wide appropriation are not available for the support concerned; all IRT support must be approved and provided in accordance with Section 2012 of Title 10, U.S.C., and this issuance, whether or not funded by the Defense-wide appropriation.

3.2. ELIGIBLE NON-DOD ORGANIZATIONS.

In accordance with Section 2012 of Title 10, U.S.C., organizations eligible for support and services under the IRT program are:

- a. Government entities.
 - (1) Federal, regional, State, or local governmental entities.
 - (2) Indian tribal and Alaskan native entities listed in the Federal Register.
 - (3) Native American Indian tribes, Nations, and Heritage groups recognized by a process established under State laws
 - (4) Entities chartered and vested with legal, government-like authority by Federal, regional, State, or local government statute to serve a function of public importance.
- b. Youth and charitable organizations specified in Section 508 of Title 32, U.S.C.
- c. Other entities approved by the Secretary of Defense on a case-by-case basis through the organizational eligibility process.

3.3. LIMITATIONS AND RESTRICTIONS.

IRT authorities and IRT appropriations will not be used to:

- a. Provide civilian law enforcement.
- b. Conduct offensive or active defense operations.
- c. Respond to natural or manmade disasters.
- d. Participate in any program, support, or activity that is otherwise prohibited by law.
- e. Provide assistance that does not meet valid DoD individual or collective training requirements.
- f. Provide support or services that are reasonably available from a commercial entity; unless the commercial entity that would otherwise provide such services agreed to the DoD providing those services.
- g. Provide assistance that will adversely affect the quality of training, or otherwise interfere with individual readiness, unit readiness or mission capability.
- h. Train outside the United States, its possessions, or territories.
- i. Require or request a member of the Military Services to submit evidence of the member's participation in IRT support activities or similar outreach activities, for consideration by a selection board of any type. Selection boards may consider positive evidence of IRT

participation submitted voluntarily by a Service member, in an award citation, or in a performance evaluation.

- j. Significantly increase the per capita training costs of similar quality military training.

SECTION 4: GOVERNING STRUCTURES

4.1. GOVERNING BODIES.

Governing bodies consist of the IRT-XB and the IRT-WG. Additionally, Section 2012 of Title 10, U.S.C., encourages the establishment of advisory councils at regional, State, and local levels to obtain recommendations and guidance concerning support provided under the IRT program. Figure 1 depicts the IRT governance concept of operations. The IRT-XB and the IRT-WG must be organized around:

- a. Clearly defined roles.
- b. Responsibilities.
- c. Meeting frequency.
- d. Membership, organization process and other matters, as necessary, codified in a charter.
- e. Categorized specific standard operating procedures (SOPs) for each governing body and the processes within their purview.

4.2. ADVISORY COUNCILS.

a. Section 2012(h) of Title 10, U.S.C., encourages the Secretary of Defense to establish advisory councils at regional, State, and local levels, as appropriate, to obtain recommendations and guidance concerning assistance under the IRT program. The councils may meet annually or as needed. In accordance with Section 2012(h)(3) of Title 10, U.S.C., the Federal Advisory Committee Act, Public Law 92-463, as amended, shall not apply to such councils.

b. Such advisory councils, if established, will be composed of officials from relevant military organizations, representatives of local, State, and Federal agencies, representatives of civic and social service organizations, business representatives, and labor representatives as appropriate. The DASD(RI) will serve as chair of any advisory councils established.

c. Responsibilities:

(1) Provide recommendations and advice from stakeholders who are knowledgeable about regional, State, and local conditions and needs.

(2) Ensure that the IRT support and assistance being provided addresses a valid and appropriate civic and community need in the particular locale, State, or region, where assistance is to be provided, and the community need is not otherwise being met.

(3) Ensure that the IRT support and assistance being provided does not duplicate other public sector support or services available within the locale, State, or region where the assistance

will occur, nor does not compete with assistance provided by private sector initiatives within the locale, State, or region where the military assistance will occur.

d. In the absence of an established advisory council on which to consult and coordinate in the local, State, or region where assistance will be provided, the Military Departments, through designated commanders or other officials, will consult and coordinate, to the maximum extent practicable, with the same officials and representatives as identified in Paragraph 4.2.b of this issuance.

e. Recommendations of advisory councils regarding the type, manner, and scope of community support and assistance being requested should be weighed and considered; however, they are not binding upon the DoD.

4.3. IRT-XB.

The IRT-XB provides strategic level recommendations to the DASD(RI), or designee, on IRT strategy, congressional engagement, and department level integration. Administration and logistics are as follows:

a. Meets annually or as needed.

b. The DASD(RI) serves as the chair. Composed of federal employees, permanent part-time federal employees, and Service members on active duty. The members will represent each Military Department and Service, the National Guard Bureau, and other offices as deemed appropriate. Members of the XB shall be at the paygrade of O-5/O-6, GS-14/GS-15 (or equivalent) and, at a minimum, be comprised of representatives from the Manpower and Reserve Affairs offices of the Deputy Assistant Secretary of the Army, Deputy Assistant Secretary of the Navy, and Assistant Secretary of the Air Force.

c. Responsibilities:

- (1) Identifies challenges and strengths of IRT program to share across the Services.
- (2) Reviews IRT communication strategy.
- (3) Reviews progress towards collaboration and program improvement.
- (4) Reviews metadata on after action reports (AARs), best practices, and identifies new approaches to creating meaningful training experiences for the warfighter.
- (5) Other responsibilities as approved by the IRT-XB in their charter.

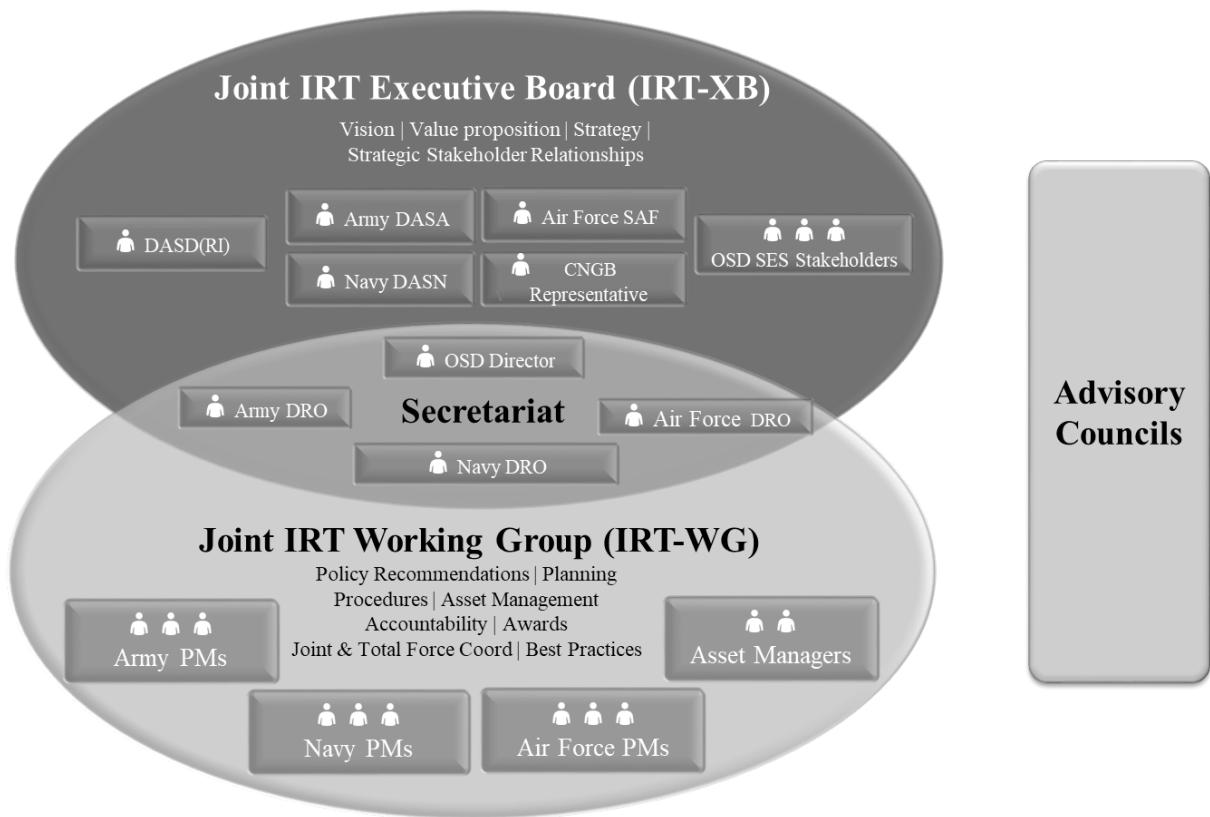
4.4. IRT-WG.

The IRT-WG provides operational support to the IRT program to ensure joint integration, support alignment to valid training requirements, and community partnerships in compliance

with program authorities. It shall be composed of Federal employees, permanent part-time Federal employees, and Service members on active duty. Administration and logistics are:

- a. Meets monthly, quarterly, and annually.
- b. Meeting organizer serves as the chair.
- c. All PMs are participants and voting members.
- d. In addition to the responsibilities approved in the IRT-WG charter, the IRT-WG:
 - (1) Recommends actions to the IRT-XB for approval.
 - (2) Reviews progress towards collaboration and program improvement.
 - (3) Reviews AARs, best practices and identifies new approaches for creating meaningful training experiences for the warfighter.

Figure 1. IRT Governance Concept of Operations



SECTION 5: PROCEDURES

5.1. APPLICATIONS.

All training conducted pursuant to Section 2012 of Title 10, U.S.C., must have complete community and military applications.

a. Community Applications.

Community applications are completed by the non-DoD entity, based on their local needs and will contain at a minimum:

- (1) Information on the organization requesting the partnership:
 - (a) Type of support requested.
 - (b) Support activity overview and location.
 - (c) Timing of the need for support and the significance of the support.
 - (d) Any pertinent information that the military can assess; such as compliance with the law and overall training value.
- (2) Expected community contributions and resources to support the activity.
- (3) Hold harmless agreement that releases the DoD, its subordinate units, Service members, employees, and agents from any claim, demand, action, liability, or suit of any nature in connection with military support; excluding those arising solely from intentional torts or gross negligence.
- (4) Certification of authority to commit resources and enter into binding agreements.
- (5) Adherence to non-competition requirements.
- (6) Organizational eligibility information.

b. Selection.

After the community application is complete, the process of selection connects valid training requirements to community applications.

- (1) The selection process starts when IRT participating Military Service components identify their training requirements.
- (2) The Service component then determines if the proposed support will meet a valid training need.

(3) After the training need has been validated, the military will decide if they would like to apply for OSD funding or if the component will fund the training from their own budget.

(4) During the selection process, military units are encouraged to explore the opportunities and to engage with community proponents to:

(a) Determine if the support activity meets military training requirements.

(b) Determine if the military unit will volunteer for the training.

(c) Determine if the military unit needs additional funding to complete their training requirements via the proposed partnership.

(d) Request any additional documentation from the non-DoD applicant that may be required to ensure that the proposed partnership meets requirements specified in Section 2012 of Title 10, U.S.C., this policy, and other relevant laws, policies, and instructions.

c. OSD Funded Support

The OSD appropriation serves as an incentive to make routine use of civil-military training partnerships that contribute to DoD readiness and national priorities. This funding process is usually longer and takes greater coordination with OSD. Community applications are due by September 30th each fiscal year. The associated military application is due May 1st of the following fiscal year. The support usually starts in the fiscal year after the military application is completed. This process is a good fit for:

(1) Executing complex support activities that could accommodate a diverse joint, total force, interagency team, whole-of-government, or whole-of society with a variety of skills.

(2) Integrating personnel from multiple Military Departments.

(3) Integrating personnel from both the Active, Guard, and Reserve components.

(4) Creating joint, total force, interagency, and whole-of-government efficiencies.

(5) Enabling training in realistic environments that reflect and simulate logistical, cultural complexities, and partnership conditions typical to overseas deployments and domestic disaster response mission conditions.

(6) Creating partnership opportunities that contribute to strategic national priorities, such as critical infrastructure for security, national economic security, or national public health and safety.

(7) Satisfying single-service unit readiness need.

(8) Building partnership capacity and strengthen civil-military relations.

(9) Enabling training that is not available in quantity or quality in other training venues.

d. Non-OSD Funded Support.

This method is better suited for smaller-scale, less complex, or local support activities.

(1) The matches may be formed through local, State, or regional partnership processes initiated by the community applicant or military unit.

(2) The application and selection process does not differ for these support activities, however, they do not need to proceed on same timelines as an OSD funded support.

(3) The military unit may consider the opportunity for its own training needs or may invite other military units to participate.

e. Military Applications.

During the selection process, OSD neither assigns partnership proposals to military units nor directs military units to participate. Military units volunteer for proposed support activities that meet their valid training requirements through the submission of a military application.

(1) At a minimum the military application should contain:

(a) Support activity name, location, and non-DoD entity name.

(b) The Service component, lead or support role, and Service contact information.

(c) Designation as an OSD funded or non-OSD funded support activity and estimates on the total P&A and O&M requirement.

(d) If OSD funded, the breakdown of military funding and requested OSD funding.

(e) Scope of the training and a brief overview of unit or individual occupational specialty requirements to be accomplished.

(f) Approvals, certifications, and legal reviews.

(g) Requests for training assets from the asset management Service lead.

(2) Regardless of funding source, the primary approving official must notify OSD of the intent to conduct training under the authority of Section 2012 of Title 10, U.S.C., via the appointed PM, through the submission of a military application.

(3) Along with requirements specific to the support requested, applications may contain requests for IRT program management funds, asset management funds, and enhancing services.

(4) Use of the IRT authority is only authorized when the Secretary of the Military Department concerned receives, reviews, and approves the training in advance of initiation of the support activity.

(5) A community and military application must be on file with OSD before training begins.

(6) PMs are responsible for notifying applicants when the notification is placed on file with OSD.

(7) Community and military applications must be completed annually for every IRT support activity, even if the support spans multiple fiscal years.

(8) Application approval levels shown in Table 1.

Table 1. Application Approval Levels

Entity	Does the application request OSD IRT funds?	
	No	Yes
Primary Approving Official	O-6 or above with training responsibilities for the participants	
Military Department	The DRO or SRO appointed in writing by the Secretary of the Military Department concerned	
OSD	None*	DASD(RI)
Additional endorsements	May be required if specified in writing by the Military Department concerned, the National Guard Bureau, or the applicant's chain of command	
*Regardless of funding source, all support must have completed community and military applications, organizational eligibility review (if needed), and non-competition due diligence.		

5.2. ORGANIZATIONAL ELIGIBILITY.

Organizational eligibility determinations are distinct from support activity approval procedures and authorities. The primary approving official should not approve training until the organization eligibility is determined. The PM coordinates with the non-DoD organization to submit the following through the Secretary of the Military Department concerned to OSD:

a. A one-page cover memorandum from the military official who intends to approve the training that includes:

(1) A statement of the military unit's ability and willingness to work with the non DoD-organization and the anticipated training start date.

(2) A brief summary of the value of the military training opportunity.

(3) A brief description of the potential for cultivating positive civilian/military relations through a partnership with the non-DoD entity.

(4) The contribution the non-DoD entity, and the proposed support activities, make to national, State, regional, or local strategic planning that serves and is aligned to public and civil-society interests.

- b. A copy of the non-DoD entity's application.
- c. If the non-DoD entity is a not-for-profit organization identified in Section 501(c) of Title 26, U.S.C., include a signed exemption determination letter from the Internal Revenue Service, dated within 10 years of the date of the community application.
- d. A copy of the organization's bylaws.
- e. A copy of the organization's articles of incorporation.

5.3. NON-COMPETITION DUE DILIGENCE.

The community applicant must affirm that the requested IRT support is not reasonably available from a commercial entity or, if available, certify that the commercial entity that would otherwise provide such services agrees to the provision of such services by the Military Services.

- a. The determination of reasonable availability of assistance from a commercial entity may take into account whether the requesting organization or activity would be able, financially or otherwise, to address the specific civic or community needs without the assistance of the military.
- b. Every community applicant must twice advertise a notice of the proposed support activity in local newspapers to be considered for IRT support. Filing public notices in newspapers is a traditional way to afford the community opportunity to comment and is considered sufficient notice.
- c. All documentation of the advertisements and any responses, signed affidavits, or affirmations to that effect must be submitted with the application.
- d. In addition to filing a public notice, the community applicant must follow their organization's rules or bylaws for advertising and contracting for all IRT support activities.
- e. For each year the military is being requested to provide IRT support, a new public notice advertisement, affidavit, and any responses to such advertisements, must be submitted along with the application and other required documentation.

5.4. DASD(RI) PROCEDURES.

- a. Develop and maintain the process, content, templates, and format of IRT community and military applications and AARs.
- b. Establish an electronic system of record platform organized for program coordination assessable to all stakeholders.
- c. Establish performance standards for IRT Program Managers appointed by the service components.

d. Decide on the removal of IRT support participants (in joint support activities), after receiving a recommendation from an IRT support officer in charge (OIC) and in coordination with the participants owning service.

e. Develop, approve, and maintain a SOP on the special recognition and awards nomination, selection, and presentation process.

5.5. MILITARY DEPARTMENT PROCEDURES.

a. Review and approve IRT support that meets valid collective or individual training requirements.

b. Evaluate IRT support proposed on property or facilities owned, leased, rented, or in any way under the control of the DoD or a state military department, including the National Guard or State militia, to address liability risks and to ensure that tangible incidental benefits are not intended to accrue, or appear to accrue, to the DoD, rather than a non-DoD entity, and to ensure the support activity is not being provided in lieu of engaging in the Federal appropriations process.

c. Determine that eligible organizations have ownership of the real property (or the purchase of accountable property, unless exception was approved by OSD) on which the IRT will be conducted and for the duration of the training at the time of the application.

d. Establish instructions, procedures, and inspections to maintain audit readiness for IRT support and the IRT program.

e. Forward community and military applications received by the Military Departments to OSD.

f. Meet all requirements specified in Section 2012 of Title 10, U.S.C., and other relevant laws, policies, and instructions.

g. Complete AARs and submit copies to DASD(RI) no later than 90 days after completion.

h. Develop procedures so that IRT support activities comply with all applicable local, State, Federal, and military requirements. When requirements conflict, the strictest requirement will be the rule.

i. Provide OSD with complete military applications for each IRT support activity.

j. Provide a full accounting of O&M funding received from the DASD(RI) and any reprogramming for P&A.

k. Control and document expenses incurred during IRT support activities, and accurately report those expenses in the AAR, regardless of funding source.

l. Ensure that personnel hired to IRT program support positions funded by OSD are not assigned additional duties outside of supporting the IRT program.

m. The DRO will:

- (1) Review and approve military training applications.
- (2) Endorse requests for IRT issued funds.
- (3) Review and reconcile service specific budgets.
- (4) Review and approve IRT support activity AARs.
- (5) Develop and sign IRT SRO and PM appointment letters.
- (6) Attend IRT-XB meetings.
- (7) Work at a Service staff level headquarters.
- (8) Conduct fiscal audits, every 3 years, to ensure compliance with financial management laws and policies.
- (9) Determine delegated responsibilities to SRO.

n. SRO responsibilities may include:

- (1) Reviewing and approving training applications.
- (2) Finalizing the support AARs.

o. The PM will:

- (1) Work at an operational level headquarters or with a component, functional area, or any other group as specified in the appointment letter.
- (2) Manage and facilitate the military and community application process.
- (3) Initiate and manage the organizational eligibility and non-competition validation review processes.
- (4) Develop, review, or approve AARs within 90 days of support activity completion or the fiscal year, whichever comes first.
- (5) Support year end budget reconciliations for submission to OSD no later than 90 days from end of the fiscal year.
- (6) Participate in monthly PM teleconferences, quarterly PM workshops, and the annual IRT workshop.

- (7) Develop, with DRO or SRO approval, quarterly peer-assisted review forms.
 - (8) Participate in the documentation audit process.
 - (9) Serve as a mentor for incoming PMs.
 - (10) Maintain a continuity binder.
 - (11) Develop operational level policies, procedures and standard practices.
 - (12) Serve as the liaison and main point of contact to the non-DoD entity during planning phases.
 - (13) Enable units to leverage Military Service-specific assets before requesting IRT owned or leased assets.
 - (14) Forecast and certify the costs for conducting each IRT support activity before training begins.
 - (15) Uphold ethical requirements as provided for in the Joint Ethics Regulation (DoD 5500.07-R), and applicable Military Department and Service regulations, to ensure DoD is not perceived as endorsing non-Federal entities.
 - (16) Provide guidance spanning, but not limited to, incidental benefits for non-DoD entities, use of logos, and broader DoD ethical standards of conduct within the context of IRT.
 - (17) Attend and participate as a voting member of the IRT-WG.
 - (18) Develop and provide written notifications to DRO of any changes to the scope of a support after initial Secretary of the Military Department approval.
- p. During the conduct of IRT support activities, the IRT support OIC will:
- (1) Maintain authoritative direction over all aspects of support operations, joint training, redeployment, bed-down, food services, and logistics.
 - (2) Serve as chief liaison with the community during execution of the support activity.
 - (3) Possess the authority to request approval, through the DASD(RI), to remove a participant(s) from IRT joint service support activities when such participant(s) are disruptive to operations, negligent in their responsibilities, or fail to maintain appropriate standards of military conduct.
- (a) Military justice proceedings, including the imposition of non-judicial punishment, will be in accordance with applicable Military Department and Service regulations and procedures; the IRT support OIC will exercise disciplinary authority only in accordance with applicable Military Department and Service regulations and procedures.

(b) If the IRT support activity is being conducted by a single Military service, then the IRT support OIC will follow procedures specific to his or her respective Military Department and Service.

5.6. MILITARY DEPARTMENT FISCAL RESPONSIBILITIES.

a. Military Department funds should only be used to directly support military training requirements. Military Department resource contributions to joint interoperability, including support and services to joint support activity participants, are highly encouraged.

b. Accountability for OSD IRT appropriation funds transferred to another organization, remain the responsibility of that entity to whom DoD distributed the funds, unless the funds are first recalled to OSD and then redistributed to another organization.

c. All funds authorized and expended for IRT support, whether from the OSD IRT appropriation or from Military Department appropriations, must have internal controls established to ensure audit readiness and sound fiscal stewardship in accordance with Federal, DoD, and Military Department requirements.

d. Program management funds are requested on the military applications for participation in civil-military training. An AAR accounts for IRT program management funds provided both by the OSD IRT appropriation and by the Military Department.

e. Unit-level planning may need to begin before the OSD IRT funds budget is final or before distributions are received. Military applicants should be prepared to begin planning before OSD IRT funds are distributed.

f. Resource support for a civilian-military partnership is a shared responsibility between partnering entities. Military Department funds and OSD IRT funds should only be used to directly support military training requirements.

g. Military applicants must manage expectations concerning uncertain funding and personnel availability with community partners.

(1) Support activity scope reductions and cancellations may be required if Military Department training funds availability changes or if OSD IRT funds requests to OSD are not approved, are partially approved, or are delayed.

(2) Participation is also subject to military operational requirements that may take priority and can preclude partnership participation at any time during the selection, planning, approving, performance, or completion processes.

h. IRT provides deployment and domestic response readiness training.

(1) Lodging and meals should be part of the partnership planning process and mimic deployment conditions to the greatest extent practical.

(2) Rental cars and hotel usage should be minimized. Participants' orders will properly reflect meal, lodging, and per diem conditions so that travel reimbursements are accurately calculated.

i. For Reserve Component (RC) participants, annual training (AT) funds within the existing Military Department appropriations are the primary means for RC participation.

(1) OSD IRT funds will not be used to pay for an RC Service member's travel, billeting, and food costs for participating in an IRT support activity in an AT status; such costs are appropriately funded through the Military Department's AT appropriation.

(2) OSD IRT P&A and O&M funds for RC personnel will be based on predetermined and approved training requirements, including continuity at the training venue, that exceed AT resources.

j. OSD IRT funds must not be transferred to another approved or unapproved training mission within the component, unless approved in advance by OSD.

k. Funds expended during the development of an application or prior to an OSD IRT funding decision are not eligible for reimbursement from OSD.

l. State Guard retirement pay, bonuses, specialty pays, and other pay beyond base pay and basic allowance for housing and subsistence will be funded by the Military Departments.

(1) Additional IRT funding for P&A will be allocated based on current approved military pay scale for grade and years of service for base pay.

(2) Per diem will be authorized.

m. Identify a trained and Military Service-approved government purchase card holder, as appropriate, for IRT support activities. DoD, and Military Department and Service regulations and guidance, will establish parameters for responsibility of each unit that possesses a government purchase card participating in the support activity.

n. If applicable requirements from the prior fiscal year, as established in law or under policy found in this issuance or any other applicable Department policy, have not been met, OSD may withhold funds for the current fiscal year until such time as the component concerned is within compliance and again eligible to participate in IRT support activities.

o. A yearly budget reconciliation should be conducted on all IRT funds at the component, Military Department, and OSD level.

5.7. COORDINATING WITH PUBLIC AND CIVILIAN OFFICIALS.

a. Unit level public affairs should be involved throughout the IRT planning process, including final planning meetings, and across completion.

b. Unique interests and concerns of civilians and local media, in the area of the training activities off Federal property, should be carefully considered during planning and implementation.

c. Planned media participation and community outreach should be considered to establish a positive and an inclusive environment for those residing in the area where the IRT support is provided.

5.8. MEDICAL, CYBER, AND CIVIL ENGINEERING SUPPORT.

Special considerations are required for medical, cyber, and civil engineering IRT support.

a. Medical Support.

(1) All medical IRT support submissions must identify the Federal, regional, State or local governmental civilian health organization governing entity that agrees to all medical or healthcare procedures and activities performed by military personnel.

(2) IRT support must conform to all applicable Federal, State, and local laws that regulate healthcare delivery within the State or territory and all State practice acts specific to the participating healthcare professionals.

(3) A civilian health supervisor must be identified and must oversee the conduct of the IRT medical support activities.

(4) Participating military healthcare professionals must follow applicable Military Department and Service regulations and all applicable law and policy, pertaining to the provision of healthcare services as part of the IRT support activity. If there is a difference between the State practice acts and military regulations, seek guidance from the Military Department concerned.

(5) Military health care providers providing services under an approved medical IRT support are performing authorized duties within meaning of Section 1094(d) of Title 10, U.S.C., and are not required to be licensed in the State in which the support is provided, so long as the provider holds a current, unrestricted license from another State, the District of Columbia or a commonwealth, territory, or possession of the United States.

b. Cyber Support.

IRT cyber support allows military units to train more effectively while helping to maintain a secure cyber-environment that encourages efficiency, innovation, and cyberspace situational awareness while promoting safety, security, privacy, and protection of civil liberties.

(1) All cyber IRT support submissions must identify the Federal, regional, State, or local cyberspace/information technology governing entity for all systems affected by military personnel cyber activities.

(2) All cyber IRT support must conform to all applicable Federal, State, and local laws that regulate statutory and administrative requirements within the State or territory and should support DoD Cyber priorities.

(3) Cyber IRT support must address defined, DoD cyber training requirements in preparation for mobilization, employment or deployment. However, IRT support or services must not include offensive cyberspace operations, defensive cyberspace operations-response actions, or support for civilian law enforcement.

(4) Any use of DoD information networks, software, and hardware must also conform to laws and DoD policies governing access to and protection of Federal Government classified information and systems and controlled unclassified information and systems.

c. Civil Engineering Support.

Civil engineering support can encompass a wide spectrum of development, but typically include vertical (structures) and horizontal (earthwork) support activities.

(1) All civil engineering military and community applications must identify the Federal, regional, State, and local civil engineering governing entity that has jurisdiction in the area the support is to be conducted.

(2) The support and entity must conform to all applicable Federal, State and local laws that regulate statutory and administrative requirements within the State or territory, and all State practice acts specific to the participating civil engineering professionals.

(3) The organization must demonstrate that the organization or activity requesting IRT support has current ownership of all real property where the IRT support is to be conducted.

(4) Community applications must contain blueprints, designs, drawings, land use permits, right-of-way permits, and National Environmental Policy Act and all other environmental laws and requirements as applicable.

(5) Military personnel will follow the military regulations specific to component policy, instruction, guidance, or regulation. If there is a difference between the State practice acts and military regulations, the strictest application must apply to the military personnel participating.

(6) If a construction support activity, the community must certify in the application that they have listed the support requested on Federal, State, county or city registers for construction projects according to Federal, State, county or city contract law or contract bid processes.

(7) Support is limited to personnel and equipment only, the community is responsible for all warranties and guarantees associated with materials purchased or donated (unless OSD specifically states otherwise).

5.9. AARS.

a. AARs are a statutory requirement for all IRT support activities, regardless of funding source or approval authority and should at minimum include:

- (1) Overview of support provided.
- (2) Pre-training IRT support approval.
- (3) Cost accounting, to include validation that the support did or did not significantly increase cost of training.
- (4) Training value, to include how the support met individual and unit training requirements and any readiness systems that were updated as a result.
- (5) Commander's comments and overall assessment.
- (6) Lessons learned.

b. The AAR must be signed by the primary approving official who approved the training, the SRO, or the DRO.

c. Service DROs will forward copies of AARs to the DASD(RI) within 90 days of training completion for the fiscal year, or by October 30, whichever is sooner. Future IRT funding for a Service will be withheld until all required AARs are received by the DASD(RI), with two exceptions:

- (1) An initial distribution of IRT program management funds.
- (2) Designated asset management activities supporting joint and total force support activities who have an AAR on file with OSD from the previous fiscal year.

d. A copy of all AARs will be maintained at the Service DRO's location and be available for Inspector General of the Department of Defense or Government Accountability Office audits.

5.10. SPECIAL RECOGNITION CERTIFICATES AND AWARDS.

a. Awards and Certificates.

The DASD(RI) may honor Service member participants through joint service awards, as appropriate, or special recognition certificates.

- (1) IRT program Service member participants must exhibit exceptional performance and make extraordinary contributions in program management, planning, administration, and execution of OSD-funded joint IRT support activities.
- (2) Civic leaders or organizations that greatly contribute to success, through support or partnerships, may be considered for certificates of recognition; however, such certificates must be of nominal value.

b. Eligibility.

(1) All OSD-funded IRT support activity participants are eligible for a joint service award or certificate. For joint service awards or certificates, the participant must demonstrate outstanding performance, meritorious achievement or service above and beyond the execution of duties or training.

(2) All non-DoD participants are eligible for a certificate. Certificates are typically reserved for the recognition of community leaders who have participated in several phases of the planning and execution process and have made exceptional contributions that have aided in the quality of training, increased partnership, or incidental community benefit.

(3) IRT PMs are eligible for a joint service award or certificate. For joint service awards or certificates, the PM must demonstrate outstanding performance and make extraordinary contributions in support of the IRT program, serve in the position for a minimum of 1 year, and participate in, lead, or plan at least three multiservice IRT support activities.

c. Period of Performance.

Period of performance is the 12-month fiscal year (October 1 through September 30) for participants and any period of service greater than 1 year for all IRT PMs.

d. Nomination and Selection.

The DASD(RI) must develop, approve, and maintain a SOP on the nomination, selection, and presentation process.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
AAR	after action report
AT	annual training
DASD(RI)	Deputy Assistant Secretary for Reserve Integration
DRO	department responsible official
IRT	innovative readiness training
IRT-WG	innovative readiness training working group
IRT-XB	innovative readiness training executive board
O&M	operation and maintenance
OIC	officer in charge
P&A	pay and allowance
PM	program manager
RC	Reserve Component
SOP	standard operating procedure
SRO	senior responsible official
U.S.C.	United States Code

G.2. DEFINITIONS.

These terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
advisory councils	Diverse representation from the public, private, business, and civic sectors, intended to provide the Military Departments and their designated representatives with current and relevant knowledge about local, State, and regional conditions, concerns, and needs.
defensive cyberspace operations	IRT support intended to preserve the ability to utilize blue cyberspace capabilities and protect data, networks, cyberspace-enabled devices, and other designated systems by defeating on-going or imminent malicious cyberspace activity.

TERM	DEFINITION
enhancing services	May include, but are not limited to, public affairs, civil affairs, food services, communications teams, bed-down teams, vehicle mechanics, chaplains, and medical personnel.
IRT	DoD training and readiness program established under Section 2012 of Title 10, U.S.C., that occurs with the United States, its territories, and possessions, that meets valid mission essential training requirements, and that results in incidental civic or community benefit, in the form of support and services, to organizations or activities outside DoD.
medical support	Encompass a wide spectrum of care but typically include medical, dental, behavioral health, and veterinary services.
offensive cyberspace operations	IRT support intended to project power in and through cyberspace.
RC	Refers collectively to the National Guard and Reserve.

REFERENCES

DoD 5500.7-R, “Joint Ethics Regulation,” current version
DoD Directive 1322.18, “Military Training,” October 3, 2019
DoD Directive 5124.02 “Under Secretary of Defense for Personnel and Readiness (USD(P&R)),” June 23, 2008
DoD Manual 8910.01, Volume 1, “DoD Information Collections Manual: Procedures for DoD Public Information Collections,” June 30, 2014, as amended
Federal Advisory Committee Act, Pub. L. 92-463
United States Code, Title 10
United States Code, Title 26
United States Code, Title 32