



# **Exercise Synchronization Working Group and NEP Implementation Plan Update and Way Ahead**

**Joint Staff, J-7**

**Joint Exercise and Training Division**

**5-6 March 2007**

## *Purpose / Agenda*



- **Purpose:** Describe the NEP and synchronize the Tier 1, 2 and 3 exercises with the major COCOM exercises and JWFC supported exercises.
- **Agenda:**
  - NEP background, update and process overview\*
  - 5 Year Exercise Schedule Review
    - Tier 1 (National Level Exercises and Cabinet Level Exercises)
    - Tier 2 (Key Interagency Exercises)
    - Tier 3 (Key COCOM Exercises)
    - Review of JWFC supported exercises
  - Review and Discussion of NEP Implementation Plan and Way Ahead
    - Linked Exercise policy discussion
  - Unique Program Briefs
    - N-NC Pandemic Influenza Exercises and Training Way Ahead
    - Experimentation Integration
    - Other Unique Briefings
  - Issues
  - Summary and Wrap Up

\* NOTE: Requested at JFCOM deconfliction conference

# National Exercise Program Overview

## National Exercise Program (NEP)



White House led National Exercise Program focused on national priorities!

### Joint Exercises

Combatant Commands

JEP (~110)

CEP

Customs and Border Protection

HSEEP (~1000)

Immigrations and Customs Enforcement

FEMA

Other Departments and Agencies

Coast Guard



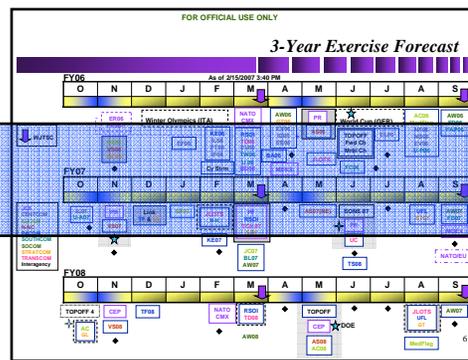
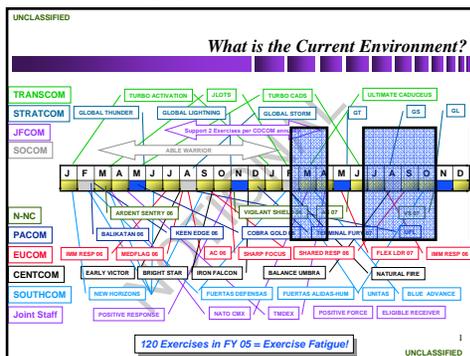
# CEP



**Chairman's Exercise Program (CEP) is a bridge for the NEP!**

# Exercise Synchronization Background

1. Coordinated way ahead with DHS exercise leadership
2. Briefed National Exercise Scheduling Conference (Jun 05)
3. Developed concept at WJTSC 05-2
4. Further solidified process at WJTSC 06-1 (focused on FY 07/08/09)
5. JTIMS development continues to support synchronization
6. PTEE PCC takes on task of integrating the HSEEP and CEP/JEP under larger umbrella summer 2006
7. NEXS conference summer 2006 continues to develop way ahead
8. WJTSC 06-2 informed COCOMs and interagency on progress made with NSC/HSC on NEP Charter Memorandum



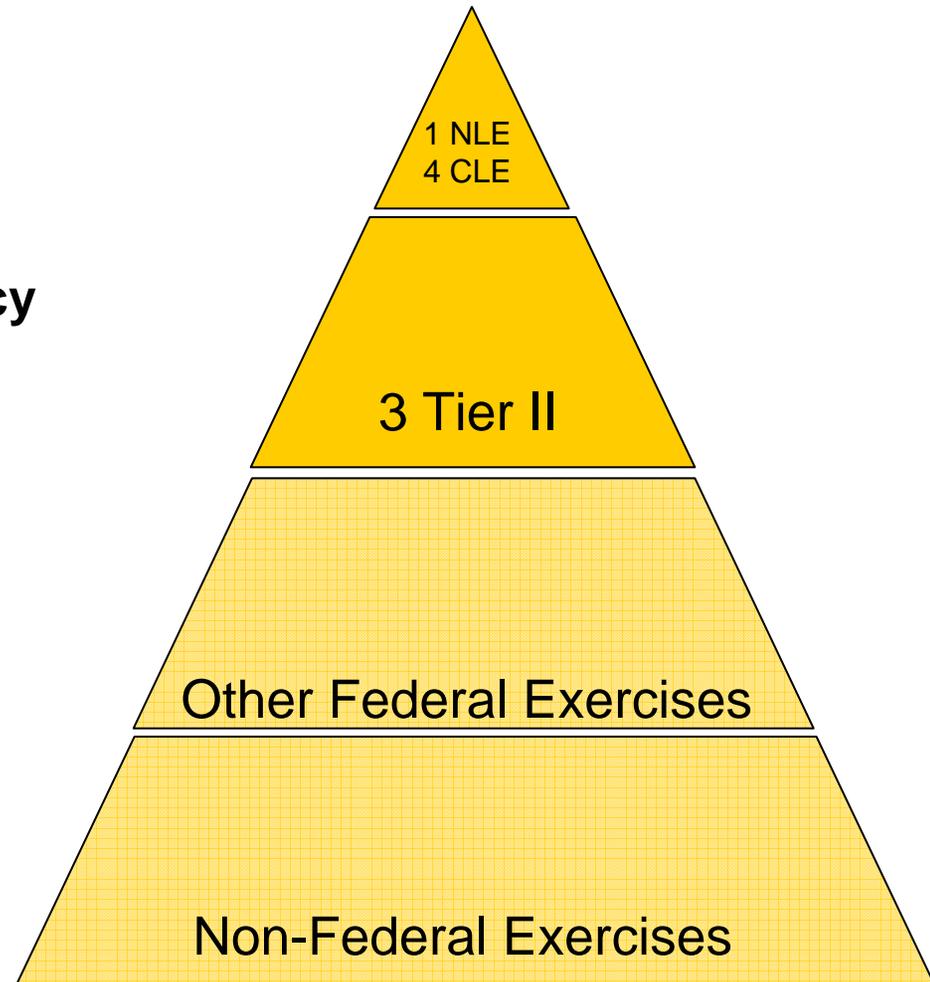
**NEP Approved in Jan 07**

# *National Exercise Program Overview*

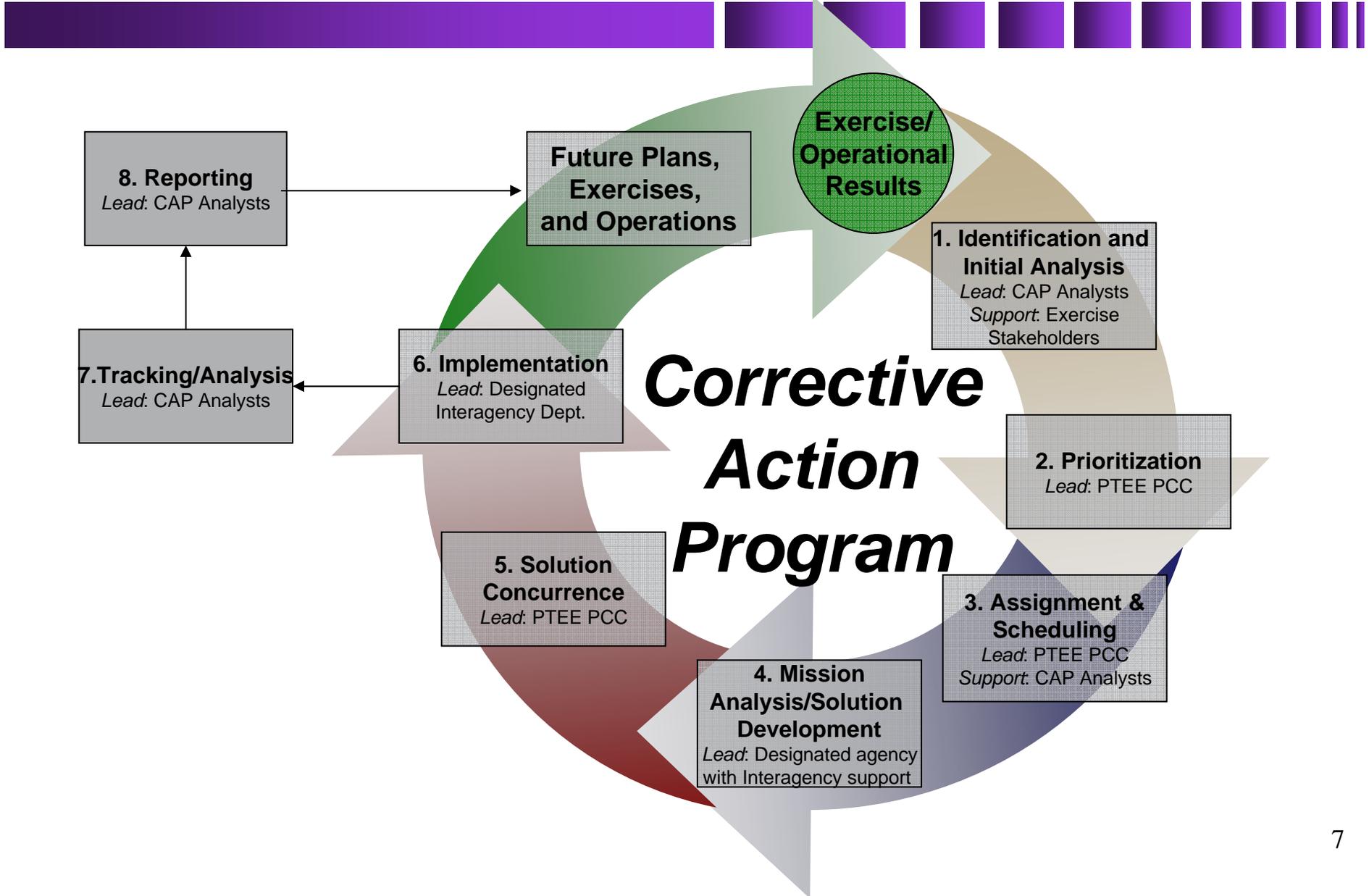
- 
- **Tiers of NEP Exercises**
  - **Interagency Ownership**
  - **Five Year Schedule**
  - **Corrective Action Program (CAP) is key element**

# *National Exercise Program Overview*

- **Tier I: White House directed, U.S. Government-wide Strategy and Policy Focus**
- **Tier II: Federal Strategy and Policy Focus**
- **Tier III: Other Federal Exercises Operational, Tactical or Organizational Focus**
- **Tier IV: State, Territorial, Local, Tribal or Private Sector Focus**



# NEP Process Overview



## *NEP Timeline*

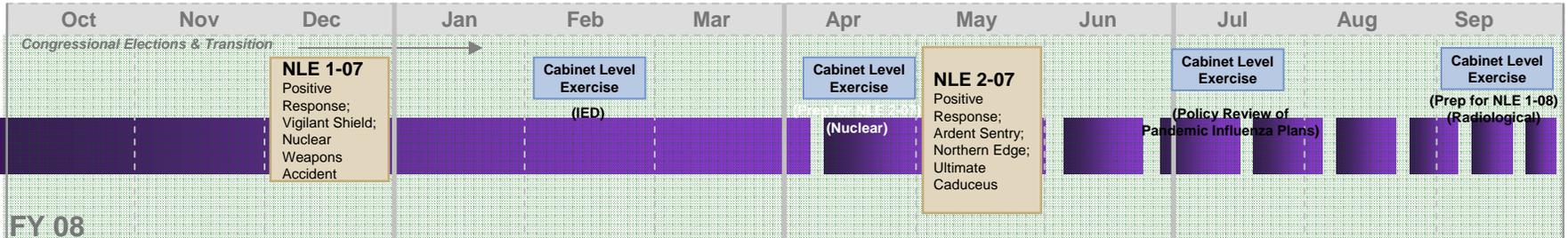
<b>Month</b>	<b>Event</b>	<b>NEP Event</b>	<b>Budget</b>
<b>Jul</b>	<b>Strat Review</b>	<b>CLE</b>	<b>Budget Call</b>
<b>Aug</b>	<b>Draft NEP Planning Guidance</b>		
<b>Sep</b>	<b>Petitions to chg/ Annual Plng Guidance released</b>		
<b>Oct</b>			
<b>Nov</b>	<b>Proposals</b>	<b>CLE</b>	<b>OMB passback</b>
<b>Dec</b>			
<b>Jan</b>	<b>NEP Conf</b>		<b>Transmittal to Congress</b>
<b>Feb</b>		<b>CLE</b>	
<b>Mar</b>	<b>PTEE PCC 5- Year Schedule</b>		
<b>Apr</b>	<b>PCC Recommend</b>	<b>CLE</b>	
<b>May</b>		<b>~ NLE</b>	
<b>Jun</b>	<b>DC Approve 5-year schedule</b>		



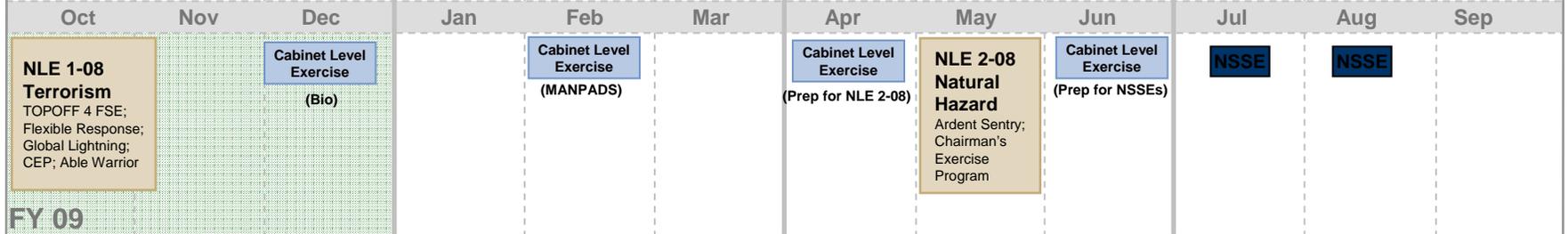
# **5 Year Exercise Schedule Review**

# The Five-Year National Exercise Program Schedule (DRAFT)

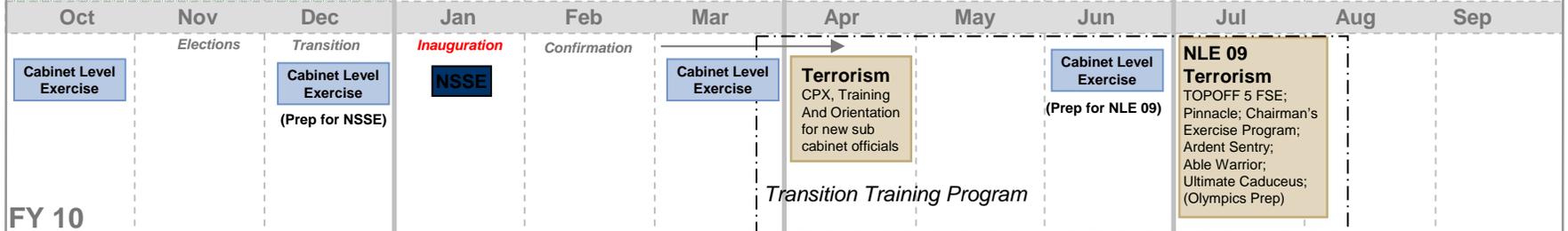
FY 07



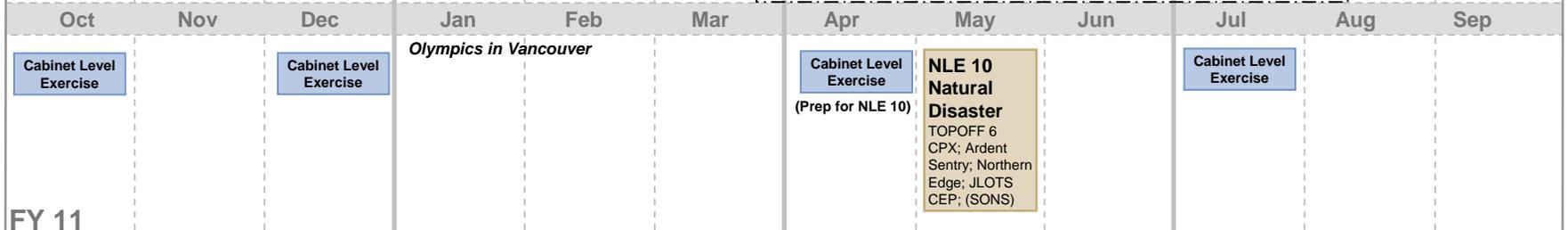
FY 08



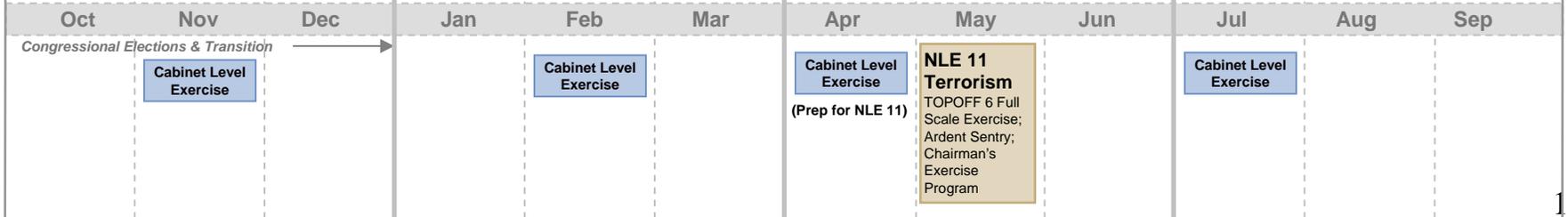
FY 09



FY 10



FY 11



National Level Exercise

Cabinet Level Exercise

National Special Security Events

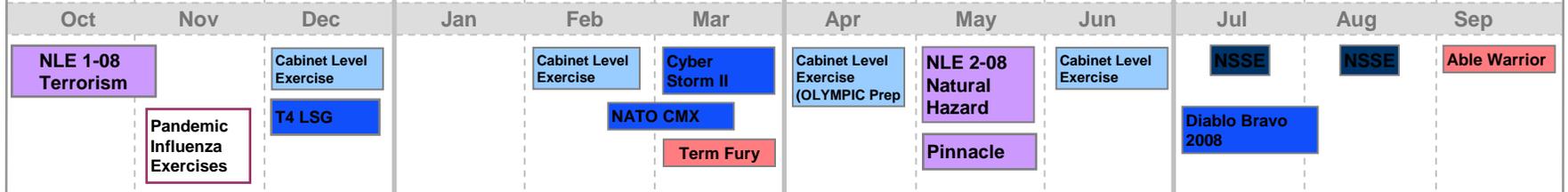
Version: 01-19-07

# The Five-Year Tier 2 and Tier 3 Exercise Schedule (DRAFT)

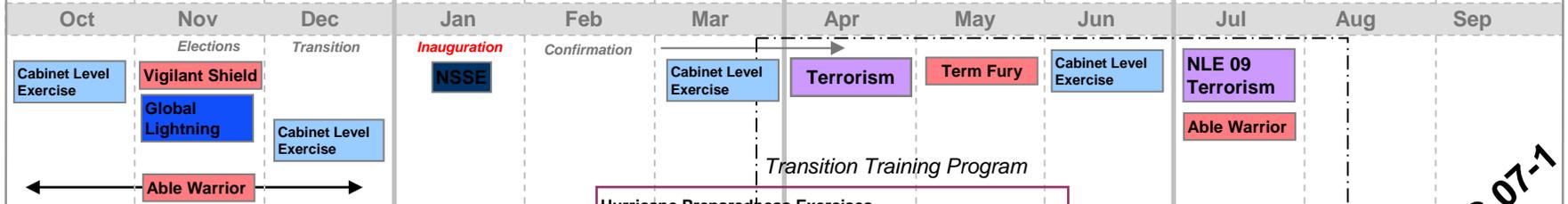
FY 07



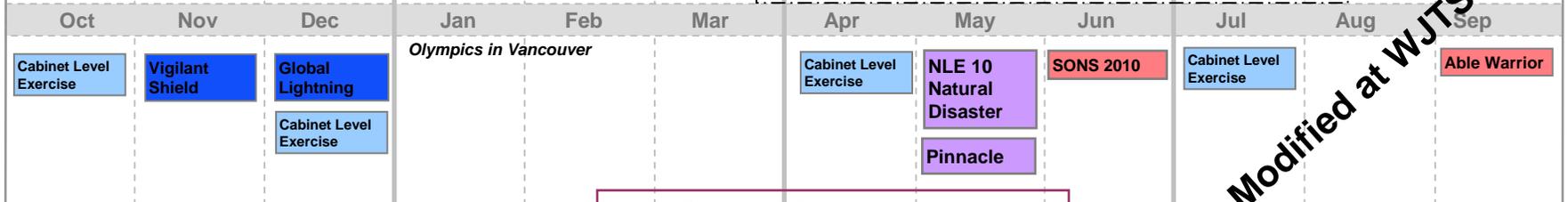
FY 08



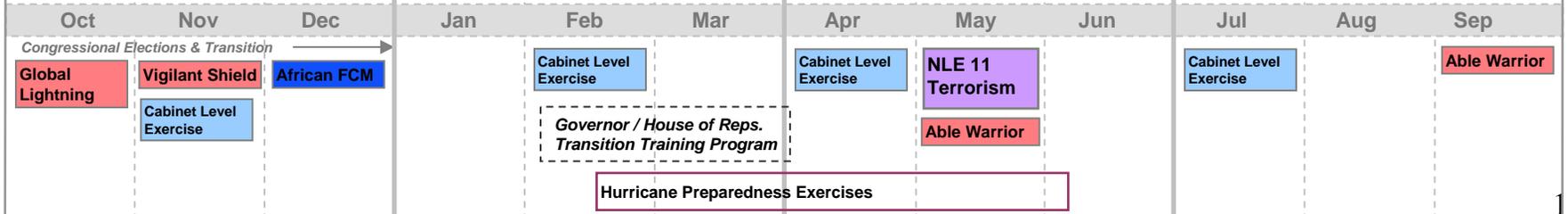
FY 09



FY 10



FY 11



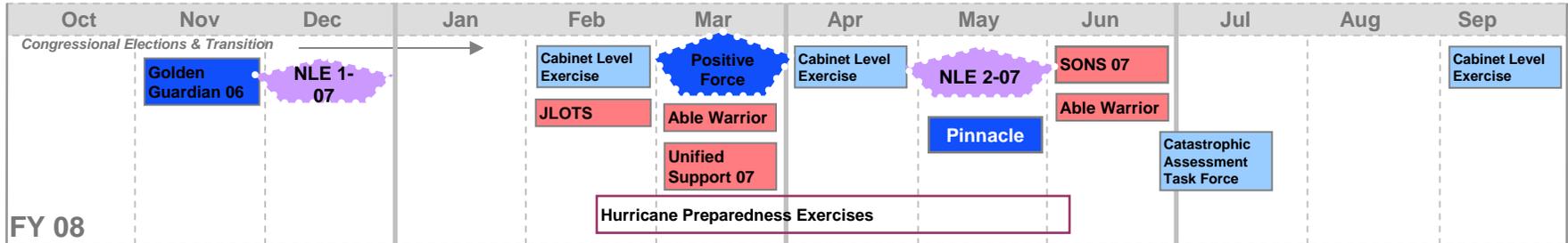
Tier 1
  Tier 2
  Tier 3
  Cabinet Level Exercise
  National Special Security Events

Version: 01-23-07

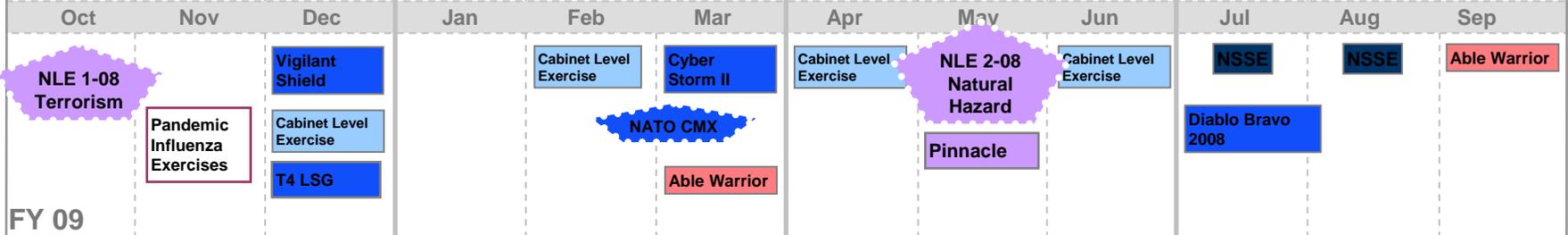
Modified at WJTSC 07-1

# The Five-Year Tier 2 and Tier 3 Exercise Schedule (DRAFT)

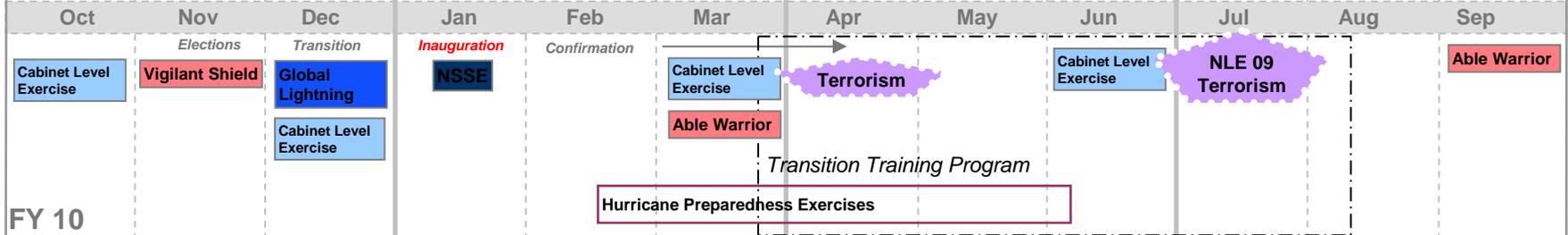
FY 07



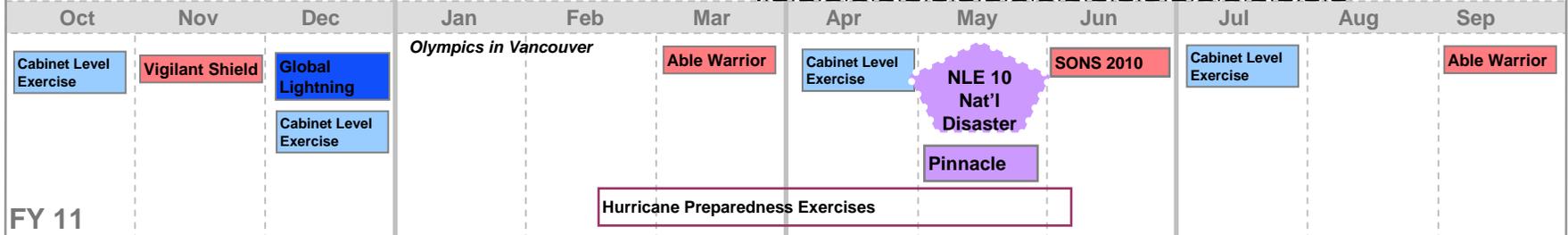
FY 08



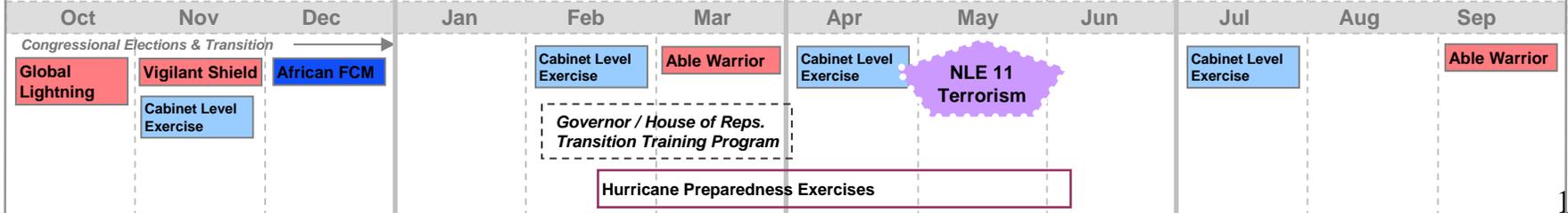
FY 09



FY 10



FY 11



## *Joint Exercises*



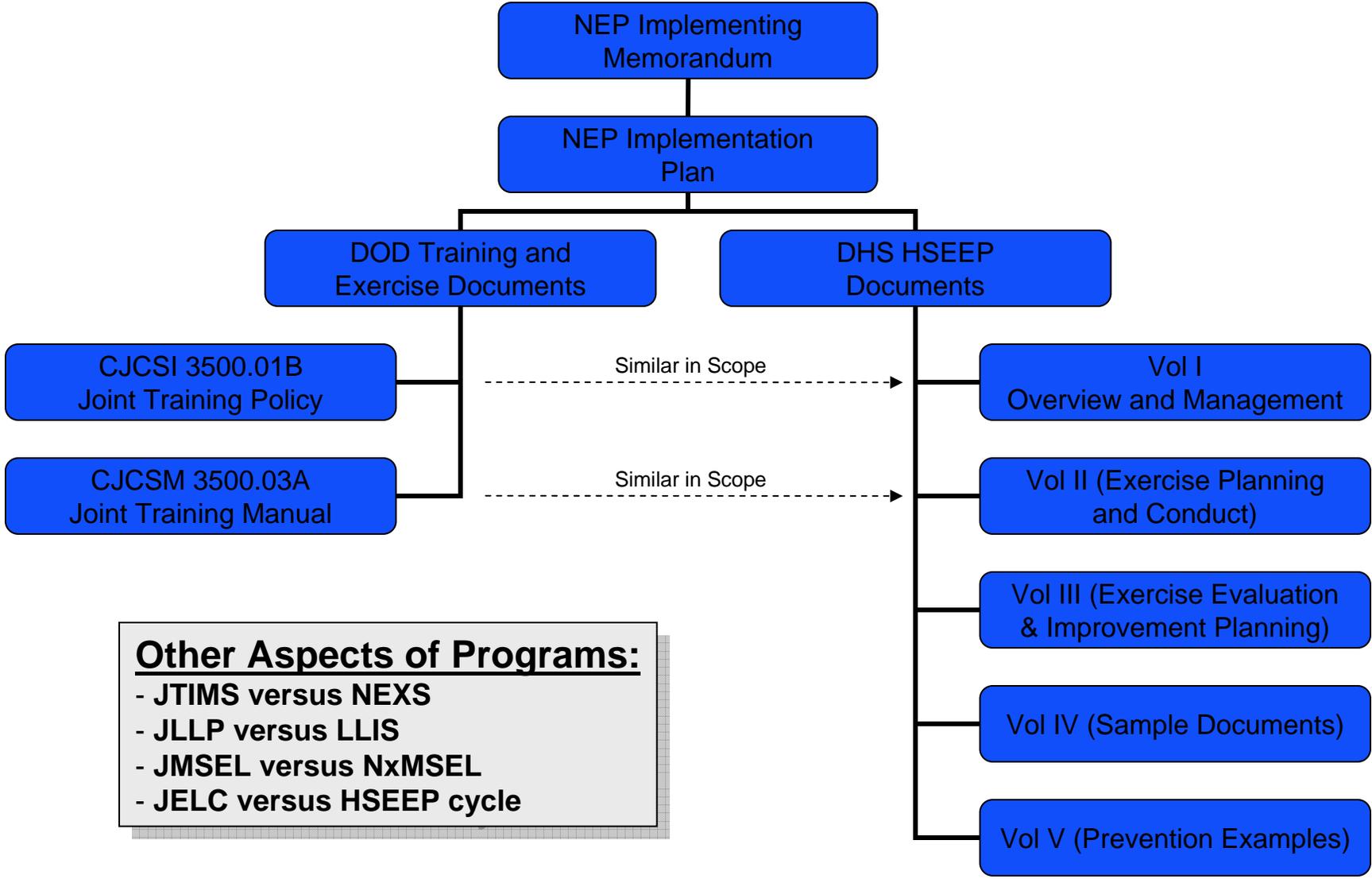
# *JWFC Supported Exercises*

COCOM	PRI	FY08	FY09
JFCOM	1	UNIFIED ENDEAVOR	UNIFIED ENDEAVOR
	2	UNIFIED ENDEAVOR	UNIFIED ENDEAVOR
EUCOM	1	AUSTERE CHALLENGE	FLEXIBLE LEADER
	2	FLEXIBLE RESPONSE	SHARP FOCUS
PACOM (PACOM funded)	1	TERMINAL FURY	TERMINAL FURY (ULCHI FOCUS LENS)
	2	COBRA GOLD	TALISMAN SABER (KEEN EDGE)
SOUTHCOM	1	BLUE ADVANCE	BLUE ADVANCE
	2	FUEREZ ALIDAS PANAMAX	FUEREZ ALIDAS PANAMAX
NORTHCOM	1	VIGILANT SHIELD	ARDENT SENTRY
	2	ARDENT SENTRY	VIGILANT SHIELD
STRATCOM	1	GLOBAL LIGHTING	GLOBAL LIGHTING
	2	GLOBAL THUNDER	GLOBAL THUNDER
CENTCOM	1	BRIGHT STAR (??)	BRIGHT STAR (??)
	2	INTERNAL LOOK (??)	INTERNAL LOOK (??)
SOCOM	1	ABLE WARRIOR	ABLE WARRIOR
	2	ABLE WARRIOR	ABLE WARRIOR
AFRICOM	1	TBD	TBD
	2	TBD	TBD
TRANSCOM	1	TURBO DISTRIBUTION	TURBO DISTRIBUTION
JOINT STAFF	1	EXERCISE SUPPORT 1	EXERCISE SUPPORT 1
		20 EXERCISES	20 EXERCISES



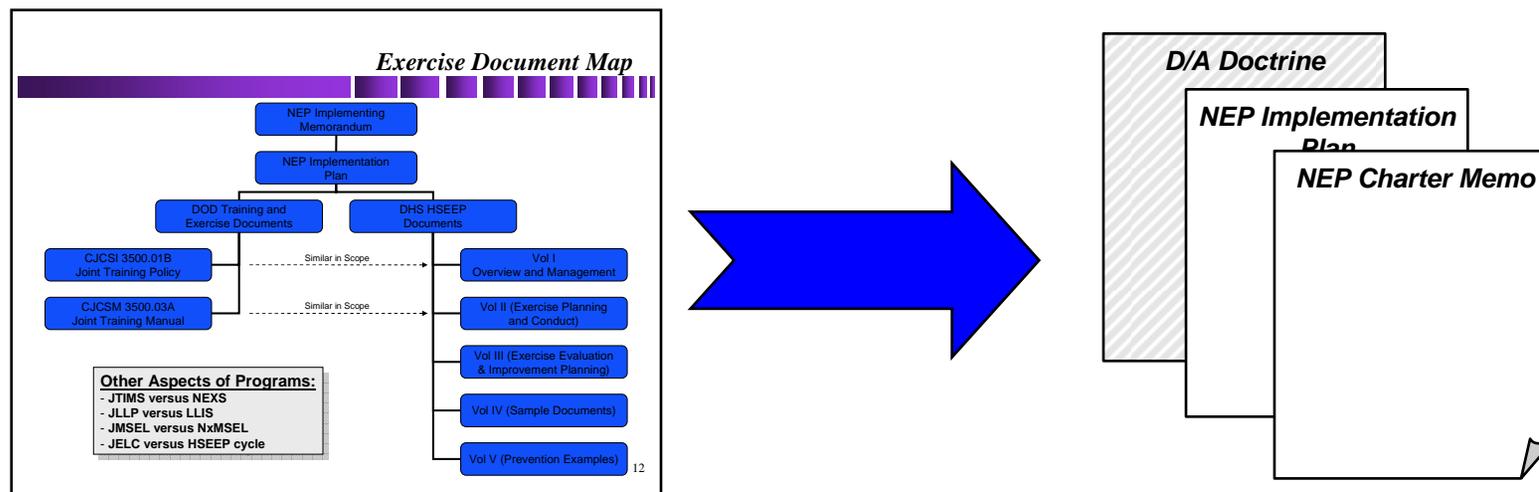
# **Review and Discussion of NEP Way Ahead**

# Exercise Document Map



# NEP IP Way Ahead

- Communicate to all constituents
- Modify existing instructions and doctrine as necessary
- Work with DHS and HSEEP to merge best practices and adapt for interagency community
- Mature planning and doctrine for linked exercises
- Stabilize attendance and agenda for exercise conferences



## *Linked Exercise Policy*



- **Terms and definitions across the federal government**
- **Exercise requirements mandated by higher authority**
- **Exercise event life cycle**
- **Intelligence Community participation**
- **Objectives hierarchy**
- **OSD icw Joint Staff J-7 will act as final arbiter for DOD scope and exercise objectives in Tier 1 NLEs ... what about Tier 2, 3 and 4?**



# Unique Program Briefings

**(Proliferation Security Initiative)**

**N-NC Pandemic Influenza Plan**

**JTF-Port Opening**

**Joint Experimentation Integration**

**Joint Naval Warfare Center**

**STRATCOM Linked Exercise Brief**

# Training and Exercising COCOM Pandemic Influenza (PI) Plan



**Topic:** Training and Exercising COCOM PI Plan

**Status:** COCOMs have assigned varying priorities to train and exercise AOR specific PI plan with sliding scale of readiness to handle PI

**Issue:** No Synchronization of effort in developing PI training and exercises

**Impact:** Duplication effort, not leveraging from more mature COCOMs

**Actions to Resolve Issue (Current/Planned):**

- Across COCOM exercise after plans developed to work plans/seams
- Create centralize schedule of COCOM PI events – opportunity to glean from others
- Develop centralized Lessons Learned database (similar to GWOT-JFCOM)
- Share COCOM PI experience – Send Observers to other COCOM planning conferences and exercise executions
- Develop standardized PI JMETLs/JMETs

UNCLASSIFIED



# JTF Port Opening



# **Integrating Experimentation into Exercises**



# Joint Navigation Warfare Center

## *Issues Recap*

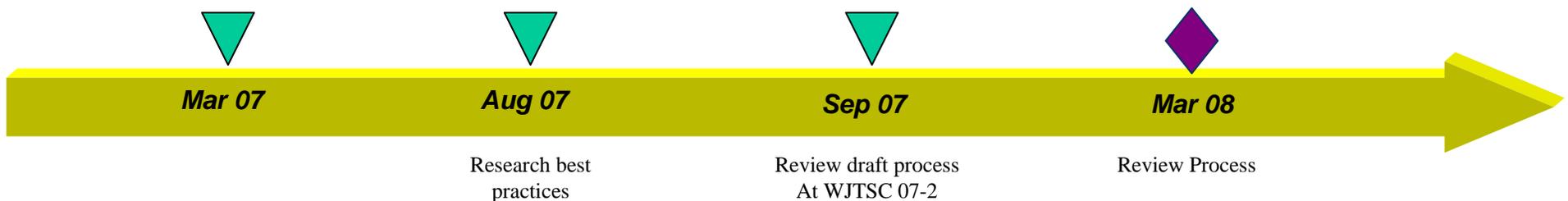
- **Linked Exercise Policy issues and actions (next slide)**
- **Convene concept exploration meeting for Mar 08**
  - **Invitees: JS J-6, J-7, DHS, STRATCOM, PACOM, NSA, JFCOM, Others?**
  - **CYBERSTORM II, GLOBAL STORM, BULWARK DEFENDER, TERMINAL FURY, others**
- **Coordinate DJIOC to IC plans for exercising**
- **Update and make 5-year schedule recommendations to the PTEE PCC**
- **Synchronize Pandemic Influenza plans and objectives within the NEP 5-year schedule**

## *Issues Recap*

- **Linked Exercise Policy**
  - **Define “linked exercise”**
    - **Determine goals for linking exercises (i.e. what is the primary purpose for linking versus setting up simulation cell in associated organization)**
  - **Common terms and definitions consistent or ICW interagency definitions**
  - **Develop tiers for exercise objectives (example: writing EXORD different tier from Crisis Action/Adaptive planning)**
    - **Establish process for objectives hierarchy (SN versus ST tasks/objectives)**
  - **Consolidate JMSEL into single database at CDC**
  - **Develop process for integrating allied participation**
  - **Develop process for coordinating Tier I and II support requests for federal and regional participation/support**
  - **Develop process for determining lead decision maker (s) for linked exercises**
  - **Determine linked exercise country naming convention as well as UAL use**
  - **Examine requirements for JWFC support to large linked exercises**
  - **Examine OT process for DOD to I/A linked exercises**
  - **Level of Participation**
- **Get STRATCOM and NSA linked exercise briefs**

# Linked Exercise Planning Policy

- Issue: Exercise Planning policy is inconsistent
- Discussion: DHS HSEEP and DOD doctrine for designing, planning and executing exercises is different.
- Endstate: Consistent and complementary exercise planning timelines and processes across the federal departments and agencies in accordance with the NEP IP and subordinate instructions.
- POA&M: Develop instruction describing the process for linking exercises
  - Research best practices (Aug 07)
  - Discuss/coordinate best practices at WJTSC 07-2
  - Develop CJCSI for linked exercises process (or incorporate into existing instruction)
- OPRs: JS J-7, JFCOM



## *Summary and Wrap Up*



- **Ground swell of support for synchronization across the government**
- **Managing expectations and compromise are important first steps**
- **Linked Exercise Doctrine is Key**
- **NEP Timeline is in effect**
- **Exercise synchronization is ~~near~~ ... here!**



# Backup Slides

## *Benefit of Synchronizing*



- **Deconflict and compliment government-wide exercise schedules**
- **Coordinate senior leader participation**
- **Efficiently use staff time**
  - **Provide down time to train and update TTP**
  - **Incorporate lessons learned into SOP (update doctrine and policy)**
  - **Optimize time to plan future exercises**
- **Minimize exercise fatigue**
- **Facilitate functional COCOM planning**
- **Build process to help communicate aspects of the exercise program**
  - **Are large scale, interagency exercises focused on HD, on security cooperation, on GWOT ... where is the focus?**
  - **What should the focus be?**
- **Provide better rationale for exercise participation decisions**
- **Meet the intent of SecDef guidance to reduce exercises**

# *Exercise Synchronization Initiative*

- **Establish National Security Exercise Program to facilitate more realistic interagency exercises and improve US national response to crises**
  - **Codify annual exercise events**
- **Establish coordinated, 5 year schedule for strategic-national level exercises**
- **Improve DOD/interagency synchronization: Conduct Chairman's sponsored exercises with the interagency based on strategic-national level priorities such as:**

<b>GWOT</b>	<b>COCOM Seams</b>	<b>Information Sharing</b>
<b>Strategic Communications</b>	<b>Info Assurance</b>	<b>Counter Insurgency Operations</b>
<b>Counter Proliferation</b>	<b>Stabilization and Reconstruction Ops</b>	<b>Other Issues</b>

- **Selectively increase the level of participation and realism in strategic-national level exercises by including principals from participating departments and agencies**

## *Synchronization Progress and Way Ahead*

- **Synchronized 5 year forecast during March Worldwide Joint Training and Scheduling Conference (WJTSC), with DHS and interagency support**
- **Updated 5 year forecast during DHS' June National Exercise Conference, with DOD/JS support**
- **Brief scheduled to PTEE/PCC . . . take NSEP and calendar to DC**
  - **Establish NSEP doctrine and solid dates for annual events**
- **Update/refine 5 year calendar during October Worldwide Joint Training and Scheduling Conference and report back to PTEE/PCC**
- **NSC/HSC directs the iterative process**

## *Challenges for Federal Exercises*



- **Support U.S. Government Officers' preparation for managing national crises, and accountability of those who support them**
- **Limit *ad hoc* requests for U.S. Government Officers' involvement**
- **Maximize value of that involvement: make it worthwhile**
  - Exercise what is important at a strategic/policy level
  - Exercise what is important, in sufficient depth
  - Follow through on exercises and correct/improve elements of national response policy and capability
- **Avoid temptation to overcentralize and stifle needed exercise activity at operational and tactical levels**

## *Interagency Ownership*



- **NLEs and CLEs will reflect USG-wide priorities, not single department or agency programs (individual exercises should be made to fit NLEs, not vice versa)**
- **Full HSC Plans, Training, Exercises, and Evaluation Policy Coordination Committee (PTEE PCC) recommends priorities/goals/objectives, schedule, and corrective action issues to Deputies**
- **NEP Executive Steering Committee supports day-to-day coordination and staff work for PTEE PCC**
  - DHS (chair), DOD, DOE, HHS, DOJ, DOS, DOT, ODNI, FBI
  - Up to three rotating members (one year term)
  - HSC, NSC, OMB representatives in non-voting oversight capacity

## *Five Year Exercise Schedule*

- 
- **Based on strategic direction and policy priorities**
  - **Sets forth goals, themes, and schedule slots for NLEs, CLEs**
    - May involve progressive level of detail (implementation plan issue)
    - Requires process for discouraging changes less than two fiscal years out (implementation plan issue)
  - **Submitted by June 30 each year (in time for budget call)**
  - **Allows for departments and agencies to align other exercises, training activities, and preparatory reviews of policies, plans, and procedures**
  - **Leverages existing interagency exercise conferences of DHS and DOD for development**

## *Corrective Action Program (CAP)*



- **CAP is a basic requirement to ensure exercises have *outcomes* rather than short-lived *outputs***
- **NEP CAP process is required to:**
  - Document issues for resolution
  - Prioritize issues for Cabinet-level attention (strategic/national/interagency)
  - Ensure issues are assigned for resolution
  - Track resolution
  - Report progress
- ***Reporting* may be the only “enforcement” mechanism from PTEE PCC perspective**

## *“Soft Alignment” of Other Exercises*



- ***“The NEP shall not replace existing Department and Agency exercise programs. Rather, the NEP shall address directed policy priorities and [...] may incorporate Department- and Agency-specific exercises as needed.”***
- **Other “unincorporated” exercises are not addressed in detail; they can be**
  - Aligned to NEP priorities, as potential building blocks for outyear exercises OR
  - Used to address issues specific to individual Departments and Agencies
- **Requirements for NEP should lead to supporting processes at individual Departments and Agencies, where they do not exist:**
  - Prioritization of goals, objectives, and exercise proposals for submission
  - Internal corrective action program process