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
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

1. Identification and Initial Analysis
   Lead: CAP Analysts
   Support: Exercise Stakeholders

2. Prioritization
   Lead: PTEE PCC

3. Assignment & Scheduling
   Lead: PTEE PCC
   Support: CAP Analysts

4. Mission Analysis/Solution Development
   Lead: Designated agency with Interagency support

5. Solution Concurrency
   Lead: PTEE PCC

6. Implementation
   Lead: Designated Interagency Dept.

7. Tracking/Analysis
   Lead: CAP Analysts

8. Reporting
   Lead: CAP Analysts

Corrective Action Program

Future Plans, Exercises, and Operations

Exercise/Operational Results

NEP Process Overview
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<tr>
<th>Month</th>
<th>Event</th>
<th>NEP Event</th>
<th>Budget</th>
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<tr>
<td>Jul</td>
<td>Strat Review</td>
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<td>Aug</td>
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<td>PCC Recommend</td>
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<td>May</td>
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<td>~ NLE</td>
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<td>Jun</td>
<td>DC Approve 5-year schedule</td>
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5 Year Exercise Schedule
Review
The Five-Year National Exercise Program Schedule (DRAFT)

FY 07
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
Cabinet Level Exercise (Prep for NSSE)
NLE 1-07 Positive Response; Vigilant Shield; Nuclear Weapons Accident
NLE 2-07 Positive Response; Ardent Sentry; Northern Edge; Ultimate Caduceus

FY 08
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
Cabinet Level Exercise (Prep for NSSE)
NLE 1-08 Terrorism TOPOFF 4 FSE; Flexible Response; Global Lightning; CEP; Able Warrior
NLE 2-08 Natural Hazard Ardent Sentry; Chairman’s Exercise Program

FY 09
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
Cabinet Level Exercise (Prep for NSSE)
NLE 1-09 Terrorism TOPOFF 5 FSE; Pinnacle Exercise Program; Ardent Sentry; Able Warrior; Ultimate Caduceus; Olympics Prep

FY 10
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
Cabinet Level Exercise (Prep for NSSE)
NLE 1-10 Natural Disaster TOPOFF 6 CPX; Ardent Sentry; Northern Edge; JLOTS CEP; (SONS)

FY 11
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
Cabinet Level Exercise (Prep for NSSE)
NLE 1-11 Terrorism TOPOFF 6 Full Scale Exercise; Ardent Sentry; Chairman’s Exercise Program

Congressional Elections & Transition
Elections Transition Inauguration Confirmation Transition Program

National Level Exercise  Cabinet Level Exercise  National Special Security Events

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

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

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Joint Exercises
## JWFC Supported Exercises

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20 EXERCISES    20 EXERCISES
Review and Discussion of NEP Way Ahead
Other Aspects of Programs:
- JTIMS versus NEXS
- JLLP versus LLIS
- JMSEL versus NxMSEL
- JELC versus HSEEP cycle
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
• 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
JTF Port Opening
Integrating Experimentation into Exercises
Joint Navigation Warfare Center
• 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

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<th>Mar 07</th>
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<tr>
<td>Research best practices</td>
<td>Review draft process At WJTSC 07-2</td>
<td>Review Process</td>
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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:

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<tr>
<th>GWOT</th>
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<td>Counter Insurgency Operations</td>
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<td>Counter Proliferation</td>
<td>Stabilization and Reconstruction Ops</td>
<td>Other Issues</td>
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- 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