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27 NOVEMBER 1985

THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20301-5000

JOINT EXERCISE MANUAL (JEM)
VOLUME I

THE JOINT CHIEFS OF STAFF
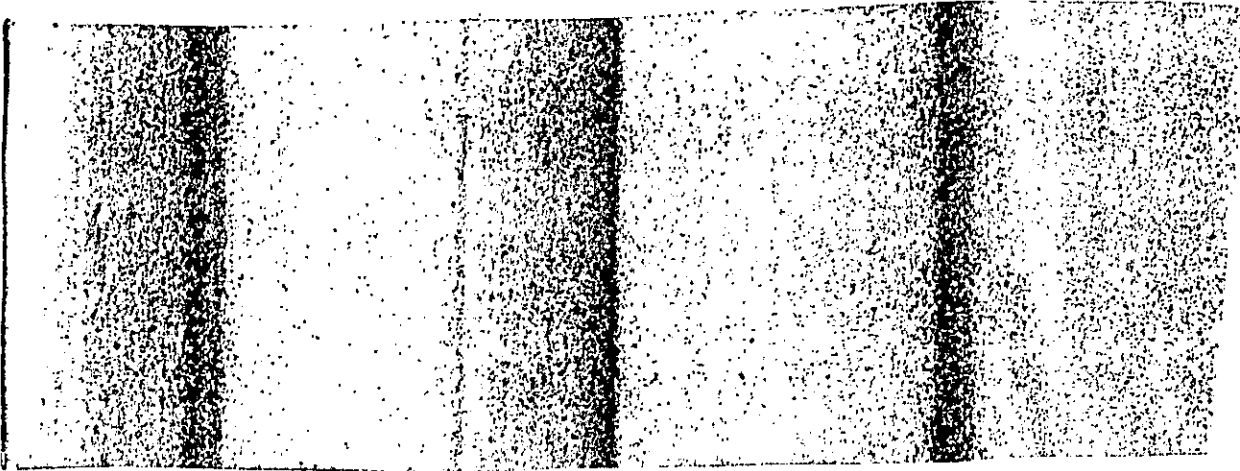WASHINGTON, D.C. 20301-5000

THE JOINT STAFF

J3M 1399-85
27 November 1985

MEMORANDUM FOR: See Distribution

Subject: Joint Exercise Manual (JEM) (4th Revision) (U)

1. (U) This fourth revision of Volume 1, Joint Exercise Manual (JEM), supersedes J3M 170 1982, which should be destroyed.

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Vice Admiral, USN
Director for Operations

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(JEM)

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Residual Capability Assessment (Published Separately)

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RECORD OF CHANGES

Change Number	Copy Number	Date Entered	Posted By

GLOSSARY

AAC	ALASKAN AIR COMMAND
ABNCP	AIRBORNE COMMAND POST
ACE	ALLIED COMMAND, EUROPE
ACEREPS	ALLIED COMMAND EUROPE REPORTING SYSTEM
ACFK	ALTERNATE COMMAND FACILITY, KUNIA
ACP	ALLIED COMMUNICATION PUBLICATION
ADCOM	AEROSPACE DEFENSE COMMAND
ADMINREP	ADMINISTRATIVE REPORT
ADP	AUTOMATIC DATA PROCESSING
AFCENT	ALLIED FORCES CENTRAL EUROPE
AFEOC	AIR FORCE EMERGENCY OPERATIONS CENTER
AFM	AIR FORCE MANUAL
AFNORTH	ALLIED FORCES NORTHERN EUROPE
AFOC	USAF OPERATIONS CENTER
AFSOUTH	ALLIED FORCES SOUTHERN EUROPE
AGI(S)	INTELLIGENCE GATHERING SHIP(S)
AH/ERS	ALTERNATE HEADQUARTERS/EMERGENCY RELOCATION SITES
AID	AGENCY FOR INTERNATIONAL DEVELOPMENT
AIG	ADDRESS INDICATOR GROUP
AIRSTAT	OFFENSIVE WEAPONS SYSTEMS AND AIR DEFENSE STATUS REPORT
ALIMREP	ALERT IMPLEMENTATION REPORT
AMA	ALTERNATE MILITARY AUTHORITY
AMF	ALLIED COMMAND EUROPE MOBILE FORCE
AMPS	AUTOMATED MESSAGE PROCESSING SYSTEM
ANMCC	ALTERNATE NATIONAL MILITARY COMMAND CENTER
ANWD	ALPHA NUMERIC WALL DISPLAY
AR	ATRES REPORT
ARFCOS	ARMED FORCES COURIER SERVICE
ARRIVEREP	ARRIVED REPORT
ARRS	AEROSPACE RESCUE AND RECOVERY SERVICE
ARTCC(S)	AIR ROUTE TRAFFIC CONTROL CENTER(S)
ASAT	ANTISATELLITE
ASD(A&L)	ASD (ACQUISITION AND LOGISTICS)
ASD(C)	ASD (COMPTROLLER)
ASD(FM&P)	ASD (FORCE MANAGEMENT AND PERSONNEL)
ASD(ISA)	ASD (INTERNATIONAL SECURITY AFFAIRS)
ASD(ISP)	ASD (INTERNATIONAL SECURITY POLICY)
ASD(PA)	ASD (PUBLIC AFFAIRS)
ASMRO	ARMED SERVICES MEDICAL REGULATING OFFICE
ASR	AIRPORT SURVEILLANCE RADAR
ATBAN	ATOMIC TRANSMITTER BASED ANALYSIS
ATBAR	ATOMIC POSTSTRIKE RESULTS REPORT
ATCOM	COMPILATION OF ATINT REPORTS
ATINT	ATOMIC INTENTIONS REPORT
ATGIN	ATOMIC INTERCEPT REPORT

ATP	ALLIED TACTICAL PUBLICATION
ATPOS	ATOMIC POSTSTRIKE REPORT
ATREQ	ATOMIC SUPPORT REQUEST
ATRES	RESUME OF POSTSTRIKE RESULTS
ATRON	ATOMIC RECONNAISSANCE CREW BROADCAST REPORT
ATSAR	ATOMIC STRIKE APPROVAL REQUEST
AUTODIN	AUTOMATIC DIGITAL NETWORK
AUTOSEVOCOM	AUTOMATIC SECURE VOICE COMMUNICATION
AUTOVON	AUTOMATIC VOICE NETWORK
AVAILAIR	AVAILABILITY AIRLIFT REPORT
BASEDEV	BASE DEVELOPMENT REPORT
BASEREP	BASE OPERATIONAL STATUS REPORT
BCD	BINARY CODED DECIMAL
BDP	BASE DEVELOPMENT PLAN
BISCLANT	BAY OF BISCAY ATLANTIC AREA
BMEWS	BALLISTIC MISSILE EARLY WARNING SYSTEM
BPS	BITS PER SECOND
C3	COMMAND, CONTROL, AND COMMUNICATIONS
C3CM	C3 COUNTERMEASURES
C3S	DIRECTOR, C3S (COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS), OJCS
C-E	COMMUNICATIONS-ELECTRONICS
C&O	CONCEPT AND OBJECTIVES
CAB	CIVIL AERONAUTICS BOARD
CAC	CURRENT ACTIONS CENTER
CANLANT	CANADIAN ATLANTIC
CAO	COORDINATION OF ATOMIC OPERATIONS
CAO SOP	STANDING OPERATING PROCEDURES FOR THE COORDINATION OF ATOMIC OPERATIONS
CARDA	CONUS ABN RECONNAISSANCE FOR DAMAGE ASSESSMENT
CARIBSEAFRON	CARIBBEAN SEA FRONTIER
CAT	CRISIS ACTION TEAM
CBR	CHEMICAL, BIOLOGICAL, AND RADIOLOGICAL
CCC	CARDA COORDINATION CENTER
CCG	COMMANDANT OF THE COAST GUARD
CCGD	COMMANDER, COAST GUARD DISTRICT
CDRUSASG	COMMANDER, US ARMY SUPPORT GROUP
CEF	CIVIL ENGINEERING FILE
CEL	COMBINED EVENTS LIST
CENTLANT	CENTRAL SUBAREA OF EASTERN ATLANTIC AREA
CESP	CIVIL ENGINEERING SUPPORT PLAN
CGF	CENTRAL GROUP OF FORCES
CGS	CONUS GROUND STATION
CHOP	TRANSFER OF OPERATIONAL CONTROL
CIA	CENTRAL INTELLIGENCE AGENCY
CIC	CONTENT INDICATOR CODE
CIMEX	CIVIL MILITARY EXERCISE
CINCAD	COMMANDER IN CHIEF, AEROSPACE DEFENSE COMMAND
CINCHAN	COMMANDER IN CHIEF, CHANNEL
CINCLANTFLT	COMMANDER IN CHIEF, ATLANTIC FLEET

CINCMAC	COMMANDER IN CHIEF, MILITARY AIRLIFT COMMAND
CINCNORAD	COMMANDER IN CHIEF, NORTH AMERICAN AIR DEFENSE COMMAND
CINCPACAF	COMMANDER IN CHIEF, PACIFIC AIR FORCES
CINCPACFLT	COMMANDER IN CHIEF, PACIFIC FLEET
CINCSAC	COMMANDER IN CHIEF, STRATEGIC AIR COMMAND
CINCUSNAVEUR	COMMANDER IN CHIEF, US NAVAL FORCES EUROPE
CIVREP	CIVIL SITUATION REPORT
CJCS	CHAIRMAN, JOINT CHIEFS OF STAFF
CMC	COMMANDANT OF THE MARINE CORPS
CNO	CHIEF OF NAVAL OPERATIONS
COC	COMBAT OPERATIONS CENTER
COCR	COMMAND OPERATIONAL CHANGE REPORT
COMAMF	COMMANDER, ACE MOBILE FORCE
COMFAIRMED	COMMANDER, FLEET AIR MEDITERRANEAN
COMICEDEFOR	COMMANDER, ICELAND DEFENSE FORCE
COMIDEASTFOR	COMMANDER, MIDDLE EAST FORCE
COMINT	COMMUNICATIONS INTELLIGENCE
COMJARCC	COMMANDER, JOINT AIR RECONNAISSANCE COORDINATION CENTER
COMNAVFORCARIB	COMMANDER, NAVAL FORCES CARIBBEAN AREA
COMOCEANSUBAREA	COMMANDER, OCEAN SUB AREA, US ATLANTIC FLEET
COMSEC	COMMUNICATIONS SECURITY
COMSPOT	COMMUNICATIONS SPOT REPORT
COMSTAT	COMMUNICATIONS STATUS REPORT
COMTHIRDFLT	COMMANDER, THIRD FLEET
COMUKADR	COMMANDER, UNITED KINGDOM AIR DEFENSE REGION
COMUSJAPAN	COMMANDER, US FORCES JAPAN
COMUSJTF	COMMANDER, US JOINT TASK FORCE
COMUSKOREA	COMMANDER, US FORCES, KOREA
CONPLAN	CONCEPT PLAN
CONREP	CONTINGENCY CONSTRUCTION REPORT
CONSA	CONSULAR SHIPPING ADVISORS
CONUS	CONTINENTAL UNITED STATES
CONVORD	CONVOY ORDER
COOP	CONTINUITY OF OPERATIONS PLAN
COPDAF	CONTINUITY OF OPERATIONS PLAN, DEPT THE AIR FORCE
COSIN	CONTROL STAFF INSTRUCTION
CP	COMMAND POST
CPX	COMMAND POST EXERCISE
CRAF	CIVIL RESERVE AIR FLEET
CRAFREP	CIVIL RESERVE AIR FLEET SUMMARY REPORT
CRITICOMM	CRITICAL COMMUNICATIONS
CRT	CATHODE RAY TUBE
CSA	CHIEF OF STAFF, US ARMY
CSAF	CHIEF OF STAFF, US AIR FORCE
CSOD	COMMAND SYSTEMS OPERATIONS DIVISION, OJCS
CSP	CRISIS STAFFING PROCEDURES

CV	AIRCRAFT CARRIER
CVN	NUCLEAR AIRCRAFT CARRIER
CVW	CARRIER AIR WING
CW	CHEMICAL WARFARE
DAO	DEFENSE ATTACHE OFFICE
DASD(A)	DEPUTY ASSISTANT SECRETARY OF DEFENSE (ADMINISTRATION)
DCA	DEFENSE COMMUNICATIONS AGENCY
DCAEUR	DEFENSE COMMUNICATIONS AGENCY, EUROPE
DCAPAC	DEFENSE COMMUNICATIONS AGENCY, PACIFIC
DCAS	DEFENSE CONTRACT ADMINISTRATIVE SERVICE
DCS	DEFENSE COMMUNICATIONS SYSTEM
DCSC	DEFENSE CONSTRUCTION SUPPLY CENTER
DDC	DATA DISTRIBUTION CENTER
DDO	DEPUTY DIRECTOR FOR OPERATIONS
DDO(NMCC)	DEPUTY DIRECTOR FOR OPERATIONS (NATIONAL MILITARY COMMAND CENTER)
DEFCON	DEFENSE READINESS CONDITION
DEPOPSDEP	DEPUTY OPERATIONS DEPUTY
DEPSECDEF	DEPUTY SECRETARY OF DEFENSE
DESC	DEFENSE ELECTRONICS SUPPLY CENTER
DESCHA	DESTINATION CHANGE
DESCHORD	DESTINATION CHANGE ORDER
DFSC	DEFENSE FUEL SUPPLY CENTER
DG	DEFENSE GUIDANCE
DGZ	DESIRED GROUND ZERO
DHHS	DEPARTMENT OF HEALTH & HUMAN SERVICES
DIA	DEFENSE INTELLIGENCE AGENCY
DICO	DATA INFORMATION COORDINATION OFFICE
DIRM	DIRECTOR FOR INFORMATION AND RESOURCE MANAGEMENT, OJCS
DISR	DAILY INDICATIONS STATUS REPORT
DISUM	DAILY INTELLIGENCE SUMMARY
DIVERTORD	DIVERSION ORDER
DJS	DIRECTOR, JOINT STAFF
DJSM	DIRECTOR, JOINT STAFF MEMORANDUM
DLA	DEFENSE LOGISTICS AGENCY
DMA	DEFENSE MAPPING AGENCY
DMSP	DEFENSE METEOROLOGICAL SATELLITE PROGRAM
DMZ	DEMILITARIZED ZONE
DNA	DEFENSE NUCLEAR AGENCY
DOC	DEPARTMENT OF COMMERCE
DOD	DEPARTMENT OF DEFENSE
DOE	DEPARTMENT OF ENERGY
DOS	DEPARTMENT OF STATE
DOT	DEPARTMENT OF TRANSPORTATION
DPC	DEFENSE PLANNING COMMITTEE, NATO
DSAA	DEFENSE SECURITY ASSISTANCE AGENCY
DSCS	DEFENSE SATELLITE COMMUNICATIONS SYSTEM
DSEB	DEFENSE SHIPPING EXECUTIVE BOARD

DSP	DEFENSE SUPPORT PROGRAM
DSSCS	DEFENSE SPECIAL SECURITY COMMUNICATIONS SYSTEM
DSTP	DIRECTOR OF STRATEGIC TARGET PLANNING
DTG	DATE-TIME GROUP
ERT	EXECUTION REFERENCE TIME
EA	EMERGENCY ACTION
EAM	EMERGENCY ACTION MESSAGE
EAP	EMERGENCY ACTION PROCEDURES
EAUX	EASTERN AUXILIARY
EBCDIC	EXTENDED BINARY CODED DECIMAL INTERCHANGE CODE
ECCM	ELECTRONIC COUNTER-COUNTERMEASURES
ECG	EMERGENCY COORDINATION GROUP
ECM	ELECTRONIC COUNTERMEASURES
ECR	EMERGENCY CONFERENCE ROOM (NMCC)
E&DCP	EVALUATION AND DATA COLLECTION PLAN
EEFI	ESSENTIAL ELEMENTS OF FRIENDLY INFORMATION
EFTO	ENCRYPTED FOR TRANSMISSION ONLY
EMAS	EXERCISE MESSAGE ANALYSIS SYSTEM
EMATS	EMERGENCY MSG AUTOMATIC TRANSMISSION SYSTEM
EMCON	EMISSION CONTROL
EMERGCON	EMERGENCY CONDITION
ENDEX	END OF EXERCISE
EOB	ELECTRONIC ORDER OF BATTLE
EOC	EMERGENCY OPERATING CENTER
EOP	EMERGENCY OPERATING PROCEDURES
EPG	EXERCISE PLANNING GUIDANCE
ER	EVALUATION REPORT
ERCS	EMERGENCY ROCKET COMMUNICATIONS SYSTEM
ESCAT	EMERGENCY SECURITY CONTROL OF AIR TRAFFIC
ESM	ELECTRONIC WARFARE SUPPORT MEASURES
ETA	ESTIMATED TIME OF ARRIVAL
EUR	EUROPE
EW	ELECTRONIC WARFARE
EXCRIT	EXERCISE CRITIQUE PROGRAM
EXPLAN	EXERCISE PLAN
FAA	FEDERAL AVIATION ADMINISTRATION
FCDNA	FIELD COMMAND, DNA
FEMA	FEDERAL EMERGENCY MANAGEMENT AGENCY
FLT	FLEET
FMF	FLEET MARINE FORCE
FORGEN	FORCE GENERATION REPORT
FRD	FORMERLY RESTRICTED DATA
FRN	FORCE REQUIREMENT NUMBER
FTS	FILE TRANSFER SERVICE
FTX	FIELD TRAINING EXERCISE
GDR	GERMAN DEMOCRATIC REPUBLIC
GENREL	GENERAL RELEASE
GMT	GREENWICH MEAN TIME

GSA	GENERAL SERVICES ADMINISTRATION
GWS	GENERAL WAR SUBSYSTEM
HAVREP	HAVEN REPORT
HF	HIGH FREQUENCY
HSD	HIGH SPEED DATA
HUMINT	HUMAN SOURCE INTELLIGENCE
IAW	IN ACCORDANCE WITH
IBERLANT	IBERIAN ATLANTIC AREA
ICBM	INTERCONTINENTAL BALLISTIC MISSILE
IEMATS	IMPROVED EMERGENCY MESSAGE AUTOMATIC TRANSMISSION SYSTEM
IFF	IDENTIFICATION, FRIEND OR FOE
ILS	INSTRUMENT LANDING SYSTEM
INTREP	INTELLIGENCE REPORT
INTSIT	INTELLIGENCE SITUATION REPORT
IRS	INFORMATION REPORTING SYSTEM
J-1	DIRECTOR, J-1 (PERSONNEL), OJCS
J-3	DIRECTOR, J-3 (OPERATIONS), OJCS
J-4	DIRECTOR, J-4 (LOGISTICS), OJCS
J-5	DIRECTOR, J-5 (PLANS & POLICY), OJCS
JABUP	JOINT AIR BASE UTILIZATION PLAN
JAD	JOINT ANALYSIS DIRECTORATE, OJCS
JADREP	JOINT RESOURCE ASSESSMENT DATA BASE REPORT
JAI	JOINT ADMINISTRATIVE INSTRUCTION
JANAP	JOINT ARMY, NAVY, AIR FORCE PUBLICATION
JCC	JOINT COORDINATION CENTER
JCS	JOINT CHIEFS OF STAFF
JCSAN	JOINT CHIEFS OF STAFF ALERTING NETWORK
JCSMC	JOINT CHIEFS OF STAFF MESSAGE CENTER
JDA	JOINT DEPLOYMENT AGENCY
JDS	JOINT DEPLOYMENT SYSTEM
JDSSC	JOINT DATA SYSTEMS SUPPORT CENTER
JECC	JOINT EXERCISE CONTROL CENTER
JECG	JOINT EXERCISE CONTROL GROUP
JECS	JOINT EXERCISE CONTROL SYSTEM
JED	JOINT EXERCISE DIVISION, OJCS
JEEP	JOINT EMERGENCY EVACUATION PLAN
JEM	JOINT EXERCISE MANUAL
JMPAB	JOINT MATERIEL PRIORITIES AND ALLOCATION BOARD
JMRO	JOINT MEDICAL REGULATING OFFICE
JNPE	JOINT NUCLEAR PLANNING ELEMENT
JOC	JOINT OPERATIONS CENTER
JOPES	JOINT OPERATION PLANNING AND EXECUTION SYSTEM
JOPS	JOINT OPERATION PLANNING SYSTEM
JOPSREP	JOPS REPORTING SYSTEM
JRC	JOINT RECONNAISSANCE CENTER
JRCC	JOINT RESCUE COORDINATION CENTER
JRS	JOINT REPORTING STRUCTURE
JSCO	JOINT STAFF COMMUNICATIONS OFFICE

JSCP	JOINT STRATEGIC CAPABILITIES PLAN
JSOA	JOINT SPECIAL OPERATIONS AGENCY
JSTPS	JOINT STRATEGIC TARGET PLANNING STAFF
JTB	JOINT TRANSPORTATION BOARD
JTF	JOINT TASK FORCE
LANT	ATLANTIC
LAUNCH	LAUNCH REPORT
LERTCON	ALERT CONDITION
LF	LOW FREQUENCY
LOC	LINE OF COMMUNICATION
LOGSITREP	LOGISTIC SITUATION REPORT
LORAN	LONG RANGE ELECTRONIC NAVIGATION
LRA	LONG RANGE AVIATION
LRC	LOGISTIC READINESS CENTER
LSD	LOW SPEED DATA
MAAG	MILITARY ASSISTANCE ADVISORY GROUP
MAB	MARINE AMPHIBIOUS BRIGADE
MAC	MILITARY AIRLIFT COMMAND
MAF	MARINE AMPHIBIOUS FORCE
MAO	MAJOR ATTACK OPTION
MARAD	MARITIME ADMINISTRATION
MARCONREP	MARCONFORLANT OPERATION REPORT
MARG	MARINE AMPHIBIOUS READY GROUP
MAU	MARINE AMPHIBIOUS UNIT
MAW	MARINE AIR WING
MC&G	MAPPING, CHARTING, AND GEODESY
MDWT	MARINE DIVISION WING TEAM
MEECN	MINIMUM ESSENTIAL EMERGENCY COMMUNICATION NETWORK
MERCASREP	MERCHANT SHIP CASUALTY REPORT
MERCO	MERCHANT SHIP CONTROL
MEREPS	MERCHANT VESSEL MOVEMENT REPORTING SYSTEM
MERSHIPS	MERCHANT SHIPS
MFL	MASTER FORCE LIST
MIJI	MEACONING, INTERFERENCE, JAMMING, AND INTRUSION
MILINREP	MILITARY INCIDENT REPORT
MILSTAMP	MILITARY STANDARD, TRANSPORTATION AND MOVEMENT PROCEDURES
MILSTRAP	MILITARY STANDARD, TRANSPORTATION REPORTING AND ACCOUNTING PROCEDURES
MILSTRIP	MILITARY STANDARD, REQUISITIONING AND ISSUES PROCEDURES
MJCS	MEMORANDUM IN THE NAME OF THE JOINT CHIEFS OF STAFF
MNC	MAJOR NATO COMMANDER
MOBREP	MOBILE LOGISTIC SUPPORT GROUP REPORT
MOD	MINISTRY OF DEFENSE
MOP	MEMORANDUM OF POLICY
MOVEREP	MOVEMENT REPORT

MSC	MILITARY SEALIFT COMMAND
MSEL	MASTER SCENARIO EVENTS LIST
MTMC	MILITARY TRAFFIC MANAGEMENT COMMAND
MUNIREP	WORLDWIDE REPORTING INSTRUCTION - CONTROLLED AIR MUNITIONS
MW	MISSILE WARNING
MWDS	MISSILE WARNING DETECTION SYSTEM
MWO	MISSILE WARNING OFFICER
NAC	NORTH ATLANTIC COUNCIL
NACSIM	NATIONAL COMSEC INFORMATION MEMORANDUM
NASA	NATIONAL AERONAUTICS AND SPACE ADMINISTRATIO
NATO	NORTH ATLANTIC TREATY ORGANIZATION
NAVCOMSTA	NAVAL COMMUNICATIONS STATION
NBC	NUCLEAR, BIOLOGICAL, CHEMICAL
NBC-1	NUCLEAR, BIOLOGICAL, AND CHEMICAL ATTACK
NBC-3	NUCLEAR FALLOUT WARNING REPORT
NCA	NATIONAL COMMAND AUTHORITIES
NCOC	NORAD COMBAT OPERATIONS CENTER
NCS	NATIONAL COMMUNICATIONS SYSTEM
NCSO	NAVAL CONTROL OF SHIPPING OFFICER
NCSORG	NAVAL CONTROL OF SHIPPING ORGANIZATION
ND	NUCLEAR DAMAGE
NDERS	NAVY DEPARTMENT EMERGENCY RELOCATION SITE
NDMS	NATIONAL DISASTER MEDICAL SYSTEM
NDRF	NATIONAL DEFENSE RESERVE FLEET
NEACP	NATIONAL EMERGENCY AIRBORNE COMMAND POST
NFARS	NORAD FORWARD AUTOMATED REPORTING SYSTEM
NIPIR	NUCLEAR IMMEDIATE PHOTO INTERPRETATION REPORT
NLT	NOT LATER THAN
NM	NAUTICAL MILE
NMCC	NATIONAL MILITARY COMMAND CENTER
NMCS	NATIONAL MILITARY COMMAND SYSTEM
NMIC	NATIONAL MILITARY INTELLIGENCE CENTER
NOAA	NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION
NOMS	NUCLEAR OPERATIONS MONITORING SYSTEM
NONARRIVEDREP	NONARRIVAL OF SHIPPING REPORT
NORAD	NORTH AMERICAN AIR DEFENSE COMMAND
NORLANT	NORTH ATLANTIC
NPES	NUCLEAR PLANNING AND EXECUTION SYSTEM
NRL	NUWEP RECONNAISSANCE LIST
NSA	NATIONAL SHIPPING AUTHORITY
NSA/CSS	NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE
NSC	NATIONAL SECURITY COUNCIL
NSO	NON-SIOP OPTION
NSP	NUCLEAR STRIKE PLAN

NTB/TDI	NATIONAL TARGET BASE/TARGET DATA INVENTORY
NUCAP	NUCLEAR CAPABILITIES REPORT
NUCSTAT	NUCLEAR OPERATIONAL STATUS
NUCWA	NUCLEAR WEAPONS ACCOUNTING SYSTEM
NUDET	NUCLEAR DETONATION
NUDIS	NUCLEAR DETONATION INFORMATION SUMMARY
NUREP	NUCLEAR WEAPONS REPORTING
NUWEP	NUCLEAR WEAPONS EMPLOYMENT POLICY
NWP	NAVY WARFARE PUBLICATION
NWSB	NUCLEAR WARFARE STATUS BRANCH, OJCS
OB	ORDER OF BATTLE
OCA	OPERATIONAL CONTROL AUTHORITY
OCR-EMERG	OPERATIONAL CHANGE REPORT-EMERGENCY OPERATIONAL REPORTS
OCSA/ADV	OFFICE, CHIEF OF STAFF, ARMY, ADVANCE
ODCR	OPERATIONS DEPUTIES CONFERENCE ROOM (NMCC)
OET	OFFICE OF EMERGENCY TRANSPORTATION
OGS	OVERSEAS GROUND STATION
OJCS	ORGANIZATION OF THE JOINT CHIEFS OF STAFF
ONPG	OPERATIONAL NUCLEAR PLANNING GROUP
OPCON	OPERATIONAL CONTROL
OPG	OPERATIONS PLANNERS GROUP
OPLAN	OPERATION PLAN
OPNAV	OFFICE OF THE CHIEF OF NAVAL OPERATIONS
OPORD	OPERATION ORDER
OPREP	COMMANDER'S OPERATIONAL REPORT
OPSCOM	OPERATIONAL COMMUNICATIONS
OPSDEPS	OPERATIONS DEPUTIES
OPSEC	OPERATIONS SECURITY
OPSUM	OPERATIONS SUMMARY
OSD	OFFICE OF THE SECRETARY OF DEFENSE
OSIS	OCEAN SURVEILLANCE INFORMATION SYSTEM
OSS	OPERATIONAL STORAGE SITES
OT	OPERATIONS TEAM
OTC	OFFICER IN TACTICAL COMMAND
OTH	OVER THE HORIZON RADAR
PAC	PACIFIC
PACCS	POSTATTACK COMMAND AND CONTROL SYSTEM
PACFLT	PACIFIC FLEET
PAL	PERMISSIVE ACTION LINK
PAR	PRECISION APPROACH RADAR
PAS	PRIMARY ALERTING SYSTEM
PEADS	PRESIDENTIAL EMERGENCY ACTION DOCUMENTS
PERSREP	PERSONNEL REPORT
PIM	POSITION OF INTENDED MOVEMENT
PLA	PEOPLES LIBERATION ARMY
POE	PORT OF EMBARKATION
POL	PETROLEUM, OIL, AND LUBRICANTS
POLCAP	POL CAPABILITIES REPORT

POMCUS	PRE-POSITIONED OVERSEAS MATERIEL, CONFIGURED TO UNIT SETS
PORTSUM	PORT SUMMARY
PRC	PEOPLES REPUBLIC OF CHINA
PSYOP	PSYCHOLOGICAL OPERATIONS
PSYWAR	PSYCHOLOGICAL WARFARE
PW	PRISONER OF WAR
PWRS	PRE-POSITIONED WAR RESERVE STOCK
RAD	RADIATION
RAP	REMEDIAL ACTION PROJECT
RCA	RIOT CONTROL AGENTS
RCC	RECONNAISSANCE COORDINATION CENTER
RCC	REGION CONTROL CENTERS
RDD	REQUIRED DELIVERY DATE
READYREP	OPERATIONAL READINESS REPORT
RECA	RESIDUAL CAPABILITY ASSESSMENT
RECAT	RESIDUAL CAPABILITY ASSESSMENT TEAM
RECLAU	RECONNAISSANCE LAUNCH REPORT
RECON	RECONNAISSANCE
RECONT	RECONNAISSANCE INTENTIONS REPORT
RECREP	RECONNAISSANCE REPORT
REDREC	REDIRECTION AND RECONSTITUTION
REPOL	PETROLEUM DAMAGE DEFICIENCY REPORT
REPTOFS	REPORTING OFFICER
RF	RADIO FREQUENCY
RISOP	RED INTEGRATED STRATEGIC OFFENSIVE PLAN
RMS	RESOURCE MONITORING SUBSYSTEM
RNO	REGIONAL NUCLEAR OPTION
ROE	RULES OF ENGAGEMENT
ROK	REPUBLIC OF KOREA
RRM	RED RESOURCE MONITOR
SAA	SINGLE AGENCY ACTION
SAC	STRATEGIC AIR COMMAND
SACCS	SAC AUTOMATIC COMMAND AND CONTROL SYSTEM
SACEUR	SUPREME ALLIED COMMANDER EUROPE
SACLANT	SUPREME ALLIED COMMANDER ATLANTIC
SAILEDREP	SAILED REPORT
SAILORD	SAILING ORDER
SANGUINE	EXTREMELY LOW FREQUENCY COMMUNICATIONS
SAO	SELECTED ATTACK OPTION
SAR	SEARCH AND RESCUE
SCATANA	SECURITY CONTROL OF AIR TRAFFIC AND NAVIGATIONAL AIDS
SCI	SENSITIVE COMPARTMENTED INFORMATION
SECDEF	SECRETARY OF DEFENSE
SECSTATE	SECRETARY OF STATE
SELREL	SELECTIVE RELEASE
SERER	SURVIVAL, EVASION, RESISTANCE, ESCAPE AND RECOVERY

SHAPE	SUPREME HEADQUARTERS ALLIED POWERS EUROPE
SHIPSUM	SHIPPING SUMMARY
SI	SPECIAL INTELLIGENCE
SIDA	SINGLE INTEGRATED DATA BASE
SIDAC	SINGLE INTEGRATED DAMAGE ANALYSIS CAPABILITY
SIGINT	SIGNALS INTELLIGENCE
SIOP	SINGLE INTEGRATED OPERATIONAL PLAN
SIOP-ESI	SIOP - EXTREMELY SENSITIVE INFORMATION
SITREP	COMMANDER'S SITUATION REPORT
SJCS	SECRETARY, JOINT CHIEFS OF STAFF
SLBM	SEA-LAUNCHED BALLISTIC MISSILE
SLBM D&W	SLBM DETECTION AND WARNING
SM	SECRETARY, JCS MEMORANDUM
SOA	STATUS OF ACTIONS
SOF	SPECIAL OPERATIONS FORCE
SOP	STANDING OPERATING PROCEDURES
SPARTAN	SPECIAL ACTIVITY REPORT FOR THREAT ANALYSIS
SPECAT	SPECIAL CATEGORY
SPIREP	SPECIAL INTELLIGENCE REPORT
SRC	SPACE RESPONSE CELL
SRP	SIOP RECONNAISSANCE PLAN
SRTS	STRATEGIC ROCKET TROOPS
SSAN	SOCIAL SECURITY ACCOUNT NUMBER
SSBN	BALLISTIC MISSILE NUCLEAR SUBMARINE
SSN	SOCIAL SECURITY NUMBER
SSO	SPECIAL SECURITY OFFICE
STARTEX	START OF EXERCISE
STATE	DEPARTMENT OF STATE
STRIKOPREP	STRIKE OPERATION REPORT
STRIKSUM	STRIKE SUMMARY REPORT
SUBOPREP	SUBMARINE OPERATION REPORT
SUPINTREP	SUPPLEMENTARY INTELLIGENCE REPORT
TACAMO	TAKE CHARGE AND MOVE OUT
TACAN	TACTICAL CONTROL AND NAVIGATION SYSTEM
TDD	TARGET DGZ DESIGNATOR
TDI	TARGET DATA INVENTORY
TDY	TEMPORARY DUTY
TFW	TACTICAL FIGHTER WING
TOA	TRANSPORTATION OPERATING AGENCY
TPFDD	TIME-PHASED FORCE AND DEPLOYMENT DATA
TRA	TEMPORARY RESTRICTED AREA
TW/AA	TACTICAL WARNING/ATTACK ASSESSMENT
UCP	UNIFIED COMMAND PLAN
UDS	USER DISPLAY SEGMENT
UHF	ULTRA HIGH FREQUENCY
UK	UNITED KINGDOM
UNAAF	UNIFIED ACTION ARMED FORCES
UNITREP	UNIT REPORTING SYSTEM
URGORBAT	URGENT ORDER OF BATTLE REPORT

URGWORBAT	URGENT ACE WAR ORDER OF BATTLE
USA	UNITED STATES ARMY
USAF	UNITED STATES AIR FORCE
USBRO	US BASE REQUIREMENTS OVERSEAS
USCG	US COAST GUARD
USCENTCOM	US CENTRAL COMMAND
USCINCCENT	COMMANDER IN CHIEF, US CENTRAL COMMAND
USCINCEUR	US COMMANDER IN CHIEF, EUROPE
USCINCLANT	COMMANDER IN CHIEF, US ATLANTIC COMMAND
USCINCPAC	COMMANDER IN CHIEF, US PACIFIC COMMAND
USCINCRED	COMMANDER IN CHIEF, US READINESS COMMAND
USCINCSO	COMMANDER IN CHIEF, US SOUTHERN COMMAND
USCINCSPACE	COMMANDER IN CHIEF, US SPACE COMMAND
USCOMSOLANT	US COMMANDER, SOUTH ATLANTIC FORCE
USDELMC	UNITED STATES DELEGATE TO MILITARY COMMITTEE, NATO
USEUCOM	US EUROPEAN COMMAND
USG	UNITED STATES GOVERNMENT
USLANTCOM	US ATLANTIC COMMAND
USMC	UNITED STATES MARINE CORPS
USN	UNITED STATES NAVY
USNMR	UNITED STATES NATIONAL MILITARY REPRESENTATIVE (NATO)
USPACOM	US PACIFIC COMMAND
USREDCOM	US READINESS COMMAND
USSOUTHCOM	US SOUTHERN COMMAND
USSPACECOM	US SPACE COMMAND
UW	UNCONVENTIONAL WARFARE
VHF	VERY HIGH FREQUENCY
VLF	VERY LOW FREQUENCY
VOCOM	VOICE COMMUNICATIONS
VOR	VHF OMNI RANGE
VP	PATROL SQUADRON
VQ	FLEET AIR RECONNAISSANCE SQUADRON
VRF	VIDEO RECORDING FACILITY
WAUX	WESTERN AUXILIARY
WCP	WING COMMAND POST
WD	WHITE DOT
WEPREP	NUCLEAR WEAPONS REPORT
WEPREQ	REQUEST FOR JCS NUCLEAR RESERVE WEAPONS
WESTLANT	WESTERN ATLANTIC
WH	WHITE HOUSE
WHCA	WHITE HOUSE COMMUNICATIONS AGENCY
WIN	WWMCCS INTERCOMPUTER NETWORK
WINTEX	WINTER EXERCISE
WWDMS	WORLDWIDE DATA MANAGEMENT SYSTEM
WWMCCS	WORLDWIDE MILITARY COMMAND AND CONTROL SYSTEM
WWMP	WORLDWIDE MESSAGE PROCESSOR
Z	ZULU TIME

CHAPTER 1

INTRODUCTION

1. <u>References</u>. Useful references are listed at the end of chapters where appropriate.

2. <u>Background</u>. As directed in reference a, JCS exercises will conform to national policy and military strategy guidance. To accomplish this, the Joint Chiefs of Staff develop annual exercise planning guidance (EPG) to provide the strategic setting and direction for exercise planning. The EPG states the national policy and military strategy relevant to exercise planning and translates them into objectives for the exercise program. The EPG defines the JCS exercise program, identifying by name which exercises are to be conducted each year, for what purpose, and by which commands and agencies. The JCS exercise program includes exercises that respond to the most urgent military requirements. Among these are the command post exercises (CPXs) sponsored by the Joint Chiefs of Staff each year.

3. <u>Purpose</u>. The Joint Exercise Manual (JEM) provides information, standard exercise procedures, and planning guidance for the conduct of JCS-sponsored CPXs. It is applicable to all Services, commands, agencies, and activities participating in JCS-sponsored exercises.

4. <u>General</u>

   a. The Joint Chiefs of Staff sponsor CPXs to improve the capability of participants to respond to crisis, contingency, and general war situations. Exercises provide experience for personnel, test the readiness and effectiveness of the Worldwide Military Command and Control System (WWMCCS), and evaluate current plans and procedures. The intent of JCS-sponsored exercises is to evaluate procedures; they are in no sense a war game. Thus, no conclusions of current or future combat force capabilities, vulnerabilities, or combat effectiveness should be drawn from exercise play or the politico-military decisions made during an exercise.

b. JCS-sponsored CPXs test procedures to be used in possible contingencies. Disclosure of these procedures, as well as exercise results, introduces the risk of degraded operational effectiveness in the real contingency. Adherence to operational security (OPSEC) doctrine is mandatory in all phases of the exercise cycle. See Chapter 12 for a detailed discussion of OPSEC considerations. -

c. Each participant in an exercise provides exercise planning representatives and control personnel to support the JCS exercise effort. These representatives collectively constitute the Joint Exercise Control System (JECS).

d. The Operations Directorate, J-3, OJCS, is responsible for scheduling, planning, conducting, and evaluating JCS-sponsored exercises. The J-3 plans, coordinates, and conducts the exercises through the Joint Exercise Control Group (JECG). The JECG performs four principal tasks:

   (1) To plan and develop the exercise.

   (2) To prepare exercise material.

   (3) To control exercise play.

   (4) To plan and conduct the exercise critique and analysis.

e. Certain JCS-sponsored exercises are scheduled and con-ducted to interface with international organizations such as NATO. During such exercises, US forces subordinate to allied commands will comply with procedures, directives, and reporting requirements of their respective combined commands, using the JEM as a guide only.

f. The frequency, overall objectives, and scope of JCS-sponsored exercises will be outlined in the EPG.

5. Exercise Phases. The exercise process is divided into three phases: planning, execution, and postexercise. The phases are dealt with in more detail in other chapters, but are described here in broad terms.

a. Planning. Encompasses all aspects of exercise design, including the following actions:

1-2

(1) To formulate the Joint Exercise Control Group. The
Joint Exercise Division, J-3, appoints the overall project
officer and major participants appoint their respective
project officers.

(2) To develop the Concept and Objectives (C&O) paper.

(3) To develop the Exercise Plan (EXPLAN) and Control Staff
Instructions (COSIN).

(4) To develop the Evaluation and Data Collection Plan.

(5) To update the System Descriptions.

(6) To conduct planning conference(s).

(7) To conduct training, briefings, and workshops for
participants.

(8) To develop a listing of essential elements of friendly
information (EEFI).

b. Execution. Play of the exercise as directed by the EXPLAN
and COSIN.

c. Postexercise. The analysis, critique, and evaluation phase
with the following elements.

(1) To conduct OJCS analysis in accordance with evaluation
plan.

(2) To collect critique reports from participants.

(3) To conduct a critique conference identifying Remedial
Action Projects (RAPs).

(4) To develop a final report.

6. Glossary. A glossary of acronyms appears after the Table of
Contents.   (Also see Reference c).

7. Revisions. Recommended revisions to these instructions should
be submitted to the Director for Operations, OJCS, Attention:
Joint Exercise Division (JED).

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REFERENCES:

a. SM-48-84, 24 January 1984, "The JCS-Directed and JCS-Coordinated Exercise Program."

b. SM-481-83, 12 July 1983, "Crisis Staffing Procedures of the Joint Chiefs of Staff."

c. JCS Pub 1, 1 April 1984, "Dictionary of Military and Associated Terms."

d. JCS Pub 2, 1 October 1974, "Unified Action Armed Forces (UNAAF)."

e. SM-769-85, 15 November 1985, "Continuity of Operations Plan for the Joint Chiefs of Staff (COOP-JCS)."

f. SM-64-81, 29 January 1981, "Alert System of the Joint Chiefs of Staff, Part I, Concept."

g. MJCS-64-85, 26 April 1985, "Alert System of the Joint Chiefs of Staff, Part II, LERTCON Actions."

h. SM-362-84, 28 June 1984, "Joint Operation Planning System, Volume I."

i. SM-142-85, 10 May 1985, "Joint Operation Planning System, Volume II."

j. JAI 3000.1J series, 13 August 1979, "Joint Staff Readiness Actions Guidelist." (NOTAL)

k. JAI 3000.2K series, 9 August 1979, "Joint Staff Post-SIOP Execution Actions Guidelist." (NOTAL)

l. DOD Directive 5100.30, 2 December 1971, "Worldwide Military Command and Control System (WWMCCS)."

m. DOD Directive 3020.26, 22 January 1982, "Continuity of Operations Policies and Planning."

n. DOD Directive S-3020.36, 28 August 1973, "Assignment of Emergency Preparedness Responsibilities to Department of Defense Components."

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o. OEP, Federal Emergency Plan D, March 1970.   (Ltd Distr)

p. OEP, Documents for Contingencies (Other Than a Plan D Situation) Which Justify Application of Emergency Measures on a National Scale, November 1972.   (Ltd Distr)

q. SM-524-85, 7 August 1985, "Joint Operation Planning System, Volume III."

r. SM-502-85, 12 August 1985, "Joint Operation Planning. System, Volume IV."

s. MJCS-129-83, 20 June 1983, "The JCS Remedial Action Program."

t. SM-282-85, 1 May 1985, "Exercise Planning Guidance for FY 1987-1991 JCS-Directed and JCS-Coordinated Exercises."

CHAPTER 2

EXERCISE PLANNING AND POSTEXERCISE ACTIONS (U)

1. (U) Exercise Process. As noted in Chapter 1, the exercise program is divided into three major phases. This chapter will deal primarily with the tasks and activities involved in the exercise planning and postexercise phases. In planning, certain tasks and activities must be conducted sequentially for continuity; however, some tasks can be done concurrently.

2. (U) Planning Phase. This phase covers exercise design, document preparation, and final coordination. Elements of these tasks are identified below and discussed in subsequent paragraphs.

3. (U) Exercise Design. This part of the planning phase includes the designation of project officers, development of JCS concept and objectives, and preparation of the exercise plan (EXPLAN) and the control staff instructions (COSIN). A design checklist for consideration of exercise planners is provided in Appendix D.

   a. (U) Project Officer Requirements. Prior to the development of a JCS-sponsored exercise, J-3, OJCS, will request that each major participant appoint a project officer. This project officer will become a member of the JECG and represent his activity. Personnel designated should have sufficient tenure remaining to assure maximum continuity during the planning, execution, and evaluation of an exercise. Personnel assigned will be designated as a trusted agent/controller and will have access to "CONTROL EYES ONLY" documents.

   b. (U) Concept and Objectives. The purpose of the concept and objectives (C&O) paper is to get JCS approval of the exercise concept, objectives, and preliminary scenario. Exercise C&O development is described in Chapter 9.

   c. (U) Intelligence Scenario

      (1) (U) General

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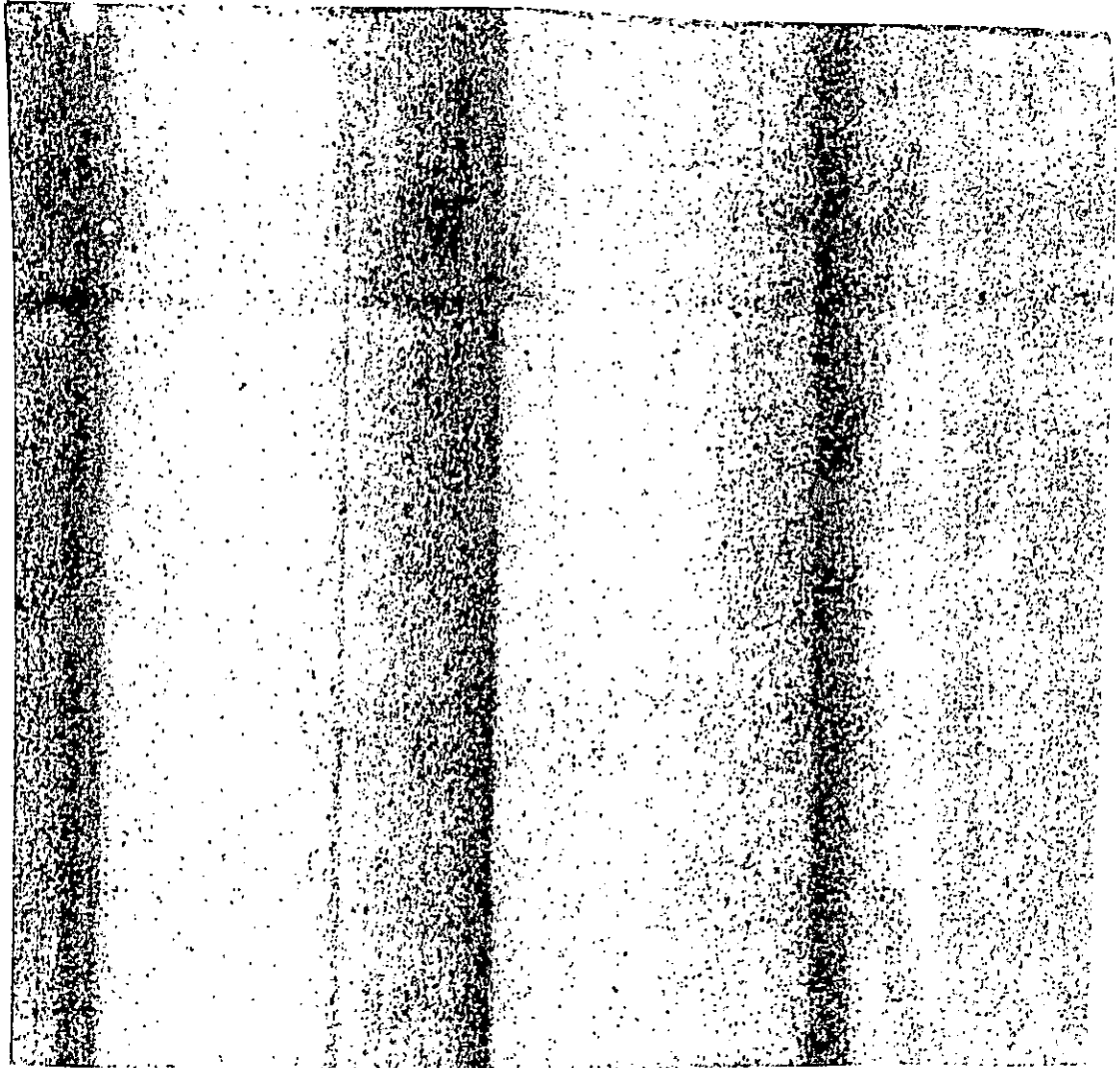
(2) (U) Enemy Order of Battle (OB)
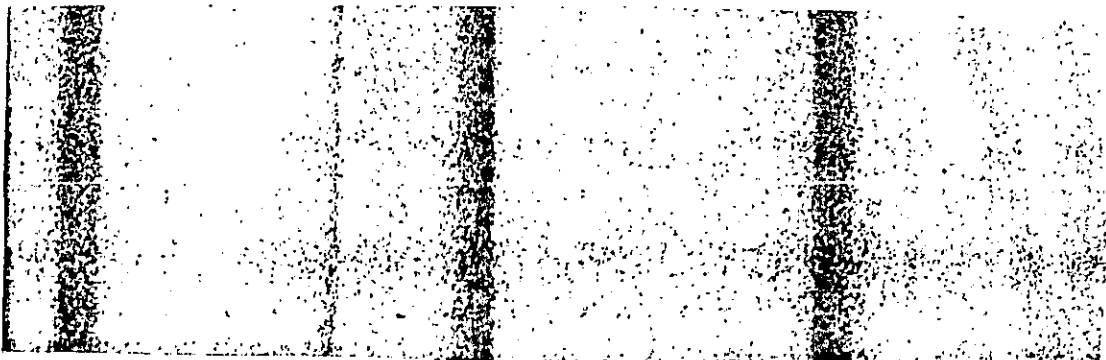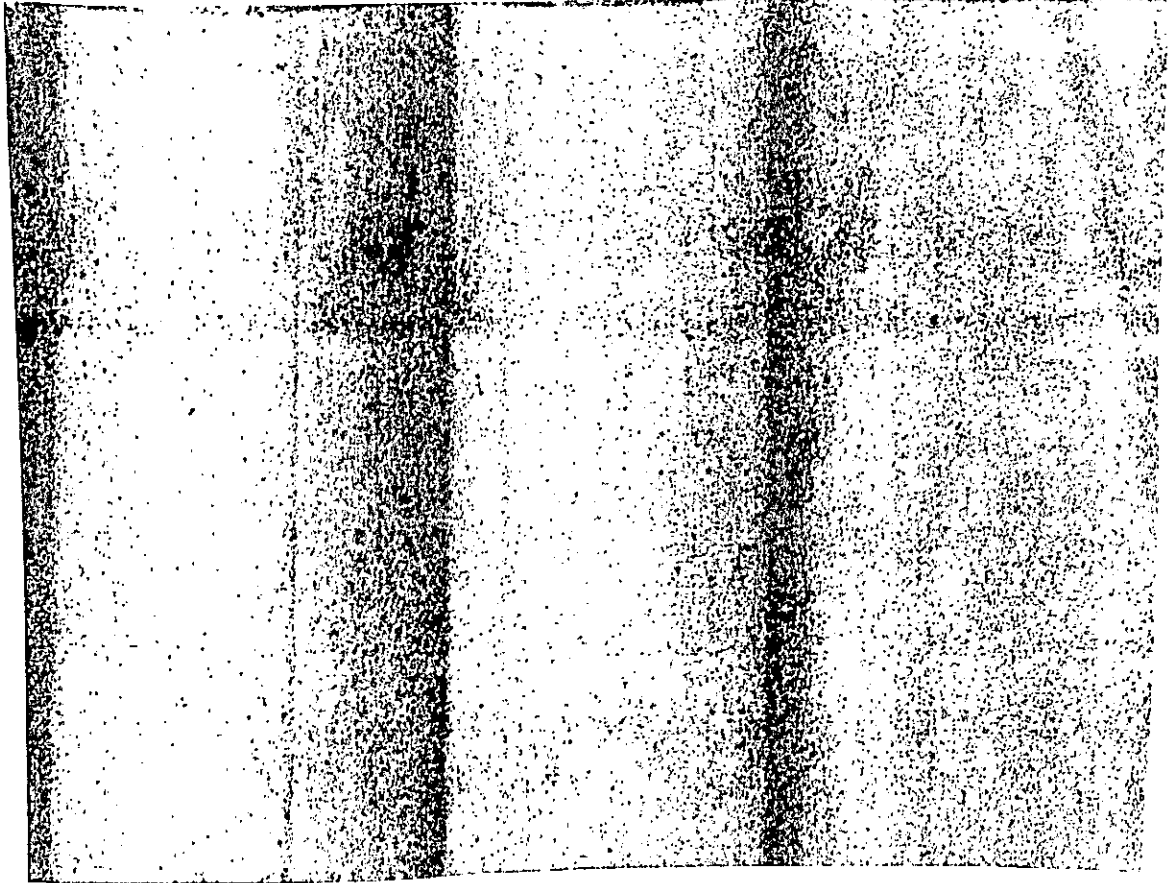
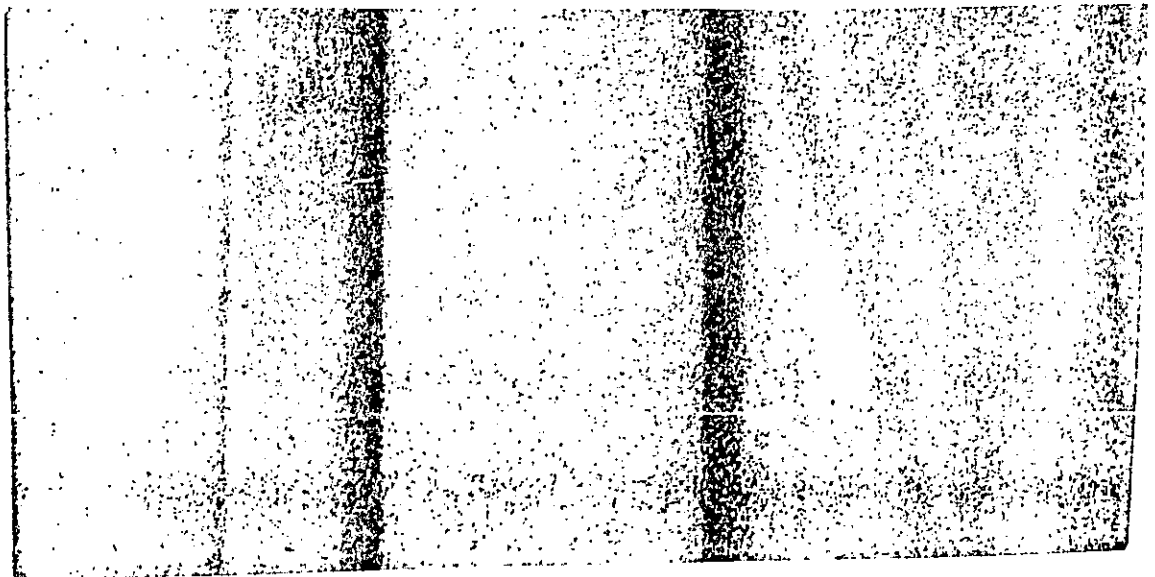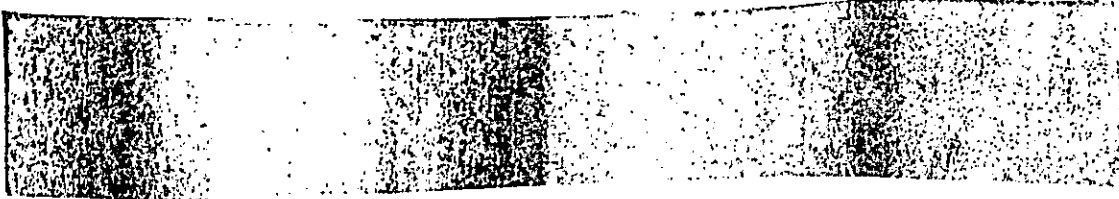(4) (U) Real-World Intelligence Threats and Capabilities

d. (U) <u>Logistics Scenario</u>

(1) (U) Each CPX provides for the exercise of joint logistics and affords individual player agencies an opportunity to evaluate command, Service, or agency procedures, policies, or systems. It is essential that logistic exercise objectives, concepts, and planned player actions of all activities be coordinated and properly integrated into the flow of the exercise scenario. EEFI and the real-world hostile intelligence threats against the exercise are considered in all aspects of logistic play.

(2) (U) Planning for logistic play begins with formulation of the JCS exercise concepts and objectives and continues through development of the EXPLAN and COSIN. Prior to the JCS exercise conferences, major participants, including logistics activities/offices, develop:

   (a) (U) Logistic objectives to be attained.

   (b) (U) Logistic assumptions necessary for plan development and play.

   (c) (U) Significant planning events for the development of the play.

   (d) (U) Key controller/player actions and interplay necessary to generate and maintain desired logistic play.

e. (U) <u>Personnel Policy Scenario</u>

(1) (U) A CPX provides for personnel actions in a joint environment and permits participants to evaluate command, Service, or agency procedures, policies, or systems in the personnel area. Personnel exercise objectives must be coordinated and properly integrated into the flow of the scenario.

2-4

(2) (U) Exercise planners should consider and be prepared to discuss at planning conferences the following personnel policy issues:

(a) (U) Personnel accounting systems.

(b) (U) Replacement operations.

(c) (U) Deployability criteria.

(d) (U) Casualty forecasting estimate.

(e) (U) Enemy prisoners of war.

(f) (U) Mobilization and post-mobilization actions.

(g) (U) "Stop Loss" actions and recruitment/selective service matters.

f. (U) Communications Scenario. JCS-sponsored CPXs must realistically demonstrate C^3 limitations and vulnerabilities during exercises. Denial actions (live and administrative) should occur at different times (consistent with scenario) and at all command levels where, based on intelligence assessments and communications systems expertise, player communications capabilities would be vulnerable and interruptions expected. Player connectivity (information flow) must be interrupted in order to assess the impact of limited communications on warfighting procedures. OJCS, DCA, and unified and specified commands should carefully plan and coordinate realistic communications denial plans, within their areas of responsibility, in order to:

(1) (U) Selectively disrupt or deny actual communications circuits or facilities to exercise players, consistent with scenario of player actions.

(2) (U) Administratively interrupt communications connectivity.

4. (U) Document Preparation. The EXPLAN and COSIN are the basic documents by which detailed instructions and orders to carry out an exercise are given to all participants. They are based upon the exercise concept and objectives approved by the Joint Chiefs of Staff. The EXPLAN and COSIN are the responsibility of the J-3, OJCS, in collaboration with all major participants, and are

2-5

the results of one or more planning conferences. Information of concern to all will be printed on white paper and distributed to all participants in the EXPLAN. Information that is restricted to trusted agents/controllers/project officers (i.e., the COSIN) will be marked CONTROL EYES ONLY and distributed only to project officers. The format for these documents and assigned responsibilities are described in Appendix B.

5. (U) Planning Conferences

  a. (U) General. There are normally two primary planning conferences in the development of a JCS-sponsored exercise. The first, an EXPLAN conference, is held after a draft EXPLAN has been sent to all participants. The second, an MSEL conference, is conducted after distribution of the draft COSIN and formulation by all participants of their proposed MSEL items. The proposed dates for conferences are printed in the draft EXPLAN and confirmed by message well in advance. The conferences normally last between 2 and 3 days. Other conferences may be scheduled as required.

  b. (U) Composition. Following initial briefings covering items of interest to all conferees, the conference will break into at least four working committees:

    (1) (U) Operations/Intelligence Committee.

    (2) (U) Logistics Committee.

    (3) (U) Communications Committee.

    (4) (U) Manpower and Personnel Committee.

Depending on the requirements of the exercise and the complexity of the matter, ad hoc subcommittees of specialists may be formed to deal with other issues.

  c. (U) Objectives. Representatives attending JCS exercise conferences should be prepared to accomplish the following tasks during the working committee sessions:

    (1) (U) Ensure that objectives and concepts of play are compatible and coordinated and that exercise play maintains the integrity of the concepts and objectives.

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(2) (U) Establish exercise assumptions, if any, and the situation existing at the beginning of the exercise.

(3) (U) Identify planning factors and data bases to be used for planning and play.

(4) (U) Determine which of the joint reporting systems and procedures affecting planning and play are to be used for a particular exercise.

(5) (U) Identify agencies/activities that have a role in influencing or generating actions. Depending on the scope and scenario of intended play, ensure that appropriate agencies/activities are either encouraged to participate or plans are made to realistically simulate their functions.

(6) (U) Review the annexes of the EXPLAN or COSIN.

(7) (U) Develop simulation material for insertion in the COSIN. Commands and activities desiring to exercise specific procedures and systems must:

(a) (U) Develop and sequence the MSEL items or series of MSEL items necessary to produce desired activity.

(b) (U) Coordinate proposed MSEL items with agencies who may be affected by inclusion of the items to ensure the intended play is acceptable and that the MSEL is adequate for the purpose.

(c) (U) Identify the major participant who will inject the MSEL implementer during play.

(d) (U) As required, assist the originator in preparing effective implementers.

6. (U) Final Coordination. The last step in the exercise planning stage occurs just before execution. In this step senior participants are identified through joint action on the Staff Participation Paper and all participants receive training and orientation on the exercise.

a. (U) Training Program. The effectiveness of the emergency organization during the first few days or weeks of a crisis is due in large part to the prior experience and training of the personnel required to staff the system on a 24-hour basis.

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Familiarity with facilities and communications capabilities and a detailed knowledge of procedures, plans, information requirements, functions, and responsibilities are essential to operate under crisis and emergency conditions. To accomplish this, in the month prior to the exercise, special training and orientations are conducted for player personnel and controllers to ensure their readiness for participation in the exercise. A schedule of training sessions is announced by memorandum.

b. (U) Workshops. Workshops are also conducted for exercise data collectors to familiarize them with the exercise scenario, data collection requirements and techniques, and exercise control plans. The workshops will be announced by memorandum and are conducted approximately 2 weeks prior to the start of the exercise.

7. (U) Public Affairs. Public Affairs guidance will be issued after EEFI and OPSEC guidance are developed. No publicity will be given to JCS-sponsored exercises without adequate interdepartmental clearance. The Office of the Assistant Secretary of Defense (Public Affairs) will be the sole releasing authority for news releases concerning exercises. Releases will, when possible, be coordinated in advance with appropriate agencies.

8. (U) Postexercise Phase. Major elements of the postexercise phase include a critique of the exercise, identification of Remedial Action Projects (RAPs), and preparation of the detailed analysis report.

9. (U) Critique Conferences

a. (U) First Impressions Conference. About 2 weeks after the exercise, JED will present a first impressions briefing to the exercise senior level players. The briefing will give a general overview of the exercise and concentrate on major problems discovered during the exercise. Following the briefing each senior level player will be allowed to comment on the exercise and the briefing.

b. (U) Critique Conference. A second exercise conference will be convened approximately 2 months after the exercise. It will be scheduled for 2 or 3 days and will include the following:

(1) (U) A presentation of the participants' critique items.

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(2) (U) Identification of major problem areas.

(3) (U) A discussion of all critique items and their classification as Proposed RAPs, Single Agency Actions, Lessons Learned, or Noted Items according to these definitions:

(a) (U) RAPs. Problems of such magnitude that they require OJCS, Services, unified and specified commands, OSD, or other Federal agencies to initiate corrective action.

(b) (U) Single Agency Actions. Critique items pertaining to only one agency, command, or Service. The Critique Conference minutes will be annotated to specify the appropriate organization. The appropriate organization will determine what action, if any, is required, and will not be required to report to the JCS RAP Program.

(c) (U) Lessons Learned. Problems for which procedures existed but were not followed, and which are considered to be of interest to OJCS, the Services, unified and specified commands, OSD, or other Federal agencies, will be annotated in the Critique Conference minutes. Corrective action will be the responsibility of the appropriate office.

(d) (U) Noted Items. Critique items that do not require corrective action.

(4) (U) At the conclusion of the manpower/personnel, operations/intelligence, logistics, and communications subcommittee sessions, the conference chairman will compare proposed RAPs to eliminate duplication. The proposed RAPs with OPR designations, Single Agency Actions, Lessons Learned, and Noted Items will be forwarded as draft minutes to the RAP Working Group for review and approval. The Working Group will approve the establishment of new RAPs or the "folding in" of proposed RAPs into existing RAPs and the OPR designation.

c. (U) Conference Guidelines. Guidelines for an effective critique conference are as follows:

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(1) (U) Recognize that the best systems and established procedures can be impeded by human error, when measuring performance criteria.

(2) (U) Avoid personality disagreements.

(3) (U) Be constructive.

(4) (U) Focus on major issues and minimize trivia.

(5) (U) Consider exercise simulations and artificialities as they impact upon exercise successes or failures.

(6) (U) Maintain objective judgment, despite the subjective nature of the critique.

(7) (U) Separate real-world problems from exercise artificialities.

(8) (U) Do not form premature conclusions.

(9) (U) Cite good, as well as poor, performance. Successes are often overlooked in the search for weaknesses.

10. (U) Exercise Analysis. In addition to the lessons learned brought out during the critique conference, an extensive analysis of preselected exercise objectives and functional areas is conducted. The OJCS Evaluation Report, which is issued several months after the completion of the exercise, contains a detailed analysis of the selected functional areas based on data gathered during the exercise. The Evaluation Report provides a comprehensive assessment of the exercise objectives with appropriate findings, conclusions, and recommendations. Further information on analysis/evaluation requirements is contained in Chapter 9.

11. (U) Joint Staff Responsibilities and Actions. Planning and execution of a JCS-sponsored exercise requires advance planning and assistance of all directorates/offices/agencies. Administrative requirements are contained in Appendix G. Other responsibilities and actions are noted below.

   a. (U) The Director for Operations, OJCS, through the Joint Exercise Division, will:

(1) (U) Appoint a JCS exercise primary project officer who will be the principal point of contact for all exercise activities. During the execution phase of the exercise, he will serve as the principal advisor to the JCS Chief Controller.

(2) (U) Be responsible for scheduling, planning, and controlling the exercise through the JECG.

(3) (U) During the planning and postexercise phases:

    (a) (U) Schedule and conduct the JECG planning and coordination conferences.

    (b) (U) Ensure that the exercise is developed in accordance with JCS-approved concept, objectives, and EEFI.

    (c) (U) Coordinate the preparation of exercise control material and related documentation.

    (d) (U) Supervise and coordinate the development of the JCS EXPLAN and COSIN.

    (e) (U) Schedule and conduct postexercise critique and coordinate the staffing of critique comments submitted by the exercise participants.

(4) (U) Analyze and evaluate the exercise to include defining future exercise requirements and recommend corrective actions.

(5) (U) Analyze and evaluate the effectiveness of the procedures and equipment exercised.

b. (U) Other Joint Staff Directorates and DIA will:

(1) (U) Designate an exercise project officer to serve as the directorate member of the JECG in planning, developing, and controlling the exercise.

(2) (U) Contribute expertise to the JECG by providing information and data on the functions, activities, and plans over which they have primary responsibility.

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(3) (U) Provide staff support to the JECG, through the directorate project officer, as required.

(4) (U) Provide exercise material relevant to the directorate functions and responsibilities during the exercise cycle, as required.

CHAPTER 3

EXERCISE CONTROL

1. <u>General</u>. The control and orderly execution of a JCS-sponsored exercise is accomplished through the Joint Exercise Control System (JECS), whose primary function is to ensure attainment of exercise objectives. JECS personnel must be completely familiar with the JCS EXPLAN and COSIN and with the implementing plans of the headquarters/agencies they represent.

2. <u>Concept</u>. The JECS includes worldwide exercise planners and control and supporting personnel, facilities, and communications. During the execution phase of the exercise, an Exercise Control Group and facility will be established by each major participant, as discussed in the following paragraphs.

    a. <u>Exercise Control Groups</u>. To control the execution phase, a control group must be organized in each major participant's headquarters/agency to operate during the execution phase of the exercise. For JCS-sponsored exercises, the Joint Exercise Control Group (JECG) will be the highest level of control. Exercise control functions include:

        (1) Preparing exercise directives as required.

        (2) Preparing material necessary to control the exercise; i.e., displays, briefings, worksheets, troop lists, implementers.

        (3) Preparing and introducing exercise control information in the form and detail specified in the COSIN.

        (4) Ensuring that EEFI developed for the exercise are afforded maximum protection throughout all exercise phases.

        (5) Simulating the play of nonparticipating headquarters/ agencies.

        (6) Simulating the intelligence and reconnaissance exercise play, as required.

(7) Coordinating the implementation of the exercise communications outage program.

(8) Providing a point of contact for lateral and vertical exchange of information among control groups.

(9) Closely monitoring the insertion of MSEL items from the COSIN and the flow of the exercise to preclude it from developing too rapidly or straying from exercise objectives.

(10) Collecting and recording data for postexercise analysis and critique.

(11) Organizing and participating in postexercise critiques.

b. Exercise Control Center. Each headquarters/agency participating in a JCS-sponsored exercise should establish an exercise control center (conference room, office, or area) that is "off limits" to player personnel. It should be located in proximity to the combat operations center or war room to facilitate control personnel access to:

(1) Operations centers/war rooms for the purpose of monitoring exercise operations.

(2) Communications within the headquarters/agency and with subordinate, higher, and adjacent headquarters/agencies participating in the exercise.

(3) Displays and files of exercise data and information.

c. National Level Control. The JCS Chief Controller will control the exercise from the Joint Exercise Control Center (JECC), located in the Pentagon. The JECC will be located at the Pentagon until an alternate of the National Military Command Center (NMCC) is designated as the Primary Command Center. Thereafter, the JECC will operate at the designated alternate command center. The JECC is off limits to all player personnel.

3. Controller/Player Relationship. In general, JCS-sponsored exercises are procedural exercises. Delays in a decision in one area or at one level could have an adverse effect in another area

or at another level. Controllers, therefore, should exchange information as necessary with controllers at the decision level to obtain information on actions taken or decisions made. For the JECS to be effective, the following ground rules should be observed:

a. Controllers must be responsive to the JCS Chief Controller and operate through the JECS communications network.

b. Controllers should not be players; however, controllers may serve as a response cell for headquarters that are not playing the exercise.

c. Controllers should ensure that players understand the functions of the JECS.

d. Controllers should temper free-play when procedures are not being followed, planned exercise events are preempted, or the exercise tempo must be adjusted to conform to the exercise schedule.

e. Controllers must stop exercise play that would result in unwarranted disclosure of EEFI.

4. Control Documents. The primary control document is the COSIN. The COSIN and any other control papers prepared for project officers/controllers/trusted agents will be printed with blue covers for ease of identification. They are marked with the appropriate security classification for the information and further annotated "FOR CONTROL EYES ONLY." Appendix B contains a list of annexes to the COSIN. Among them are:

a. Exercise Calendar. A brief overview, normally one or two pages, of the key events scheduled or anticipated during the exercise.

b. Exercise Chronology. The chronology, more detailed than the Exercise Calendar, contains a day-by-day listing of scheduled key intelligence items with correlating operations/ support events expected to occur as a result of the intelligence. From this chronology, which lays out the execution scenario, participating commands/agencies develop the MSEL.

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c. MSEL. The Master Scenario Events List, which makes up the bulk of the COSIN, is a master listing of all scheduled messages/memorandums/items of information that are to be injected by controllers during the execution phase of an exercise.

(1) MSEL items are listed chronologically by DTG of injection and given an MSEL sequence or event number.

(2) The command/agency expected to inject the MSEL is listed as implementer. Also, the submitting command is listed.

(3) The event description gives an abbreviated version of the message/event that will be presented to the players during the execution of the exercise.

(4) Although items may be injected by other commands for exercise realism, submitting commands are responsible for preparing the actual message/memorandum for each event, expanding the abbreviated version as necessary to provide players with complete information, and forwarding the item to the implementing command prior to the exercise.

(5) MSEL items critical to the flow of the exercise are indicated by an asterisk preceding the MSEL event number in the COSIN. Controllers must pay close attention to the timely injection of these events.

(6) To assist controllers in tracking injections, the MSEL event number will be included in the message that first introduces the event into exercise play. The number will be added following the exercise nickname; for example, Exercise PROUD SCOUT (MSEL 839). The MSEL event number will not be referenced or repeated in subsequent messages.

5. JECG Procedures. The functions and operating procedures of the JECG during the execution phase of JCS-sponsored exercises are set forth below. Overall control of the JECS emanates from the JECG.

a. When the execution phase of the JCS-sponsored exercise commences, the JECG initiates 24-hours-a-day operations. Two-shift operations will be in effect, with JECG daily shift changes as determined by the Chief, JECG.

b. The JECG is located in Room 2B857C when operating in the Pentagon and in Rooms 2S-73, 79, and 81 at the Alternate National Military Command Center (ANMCC).

c. The functions of the JECG during the execution phase of JCS-sponsored exercises are to:

(1) Provide for overall control of the execution phase.

(2) Control and monitor MSEL injections with emphasis on those significant items that "trigger" actions at the national level.

(3) Coordinate controller activities throughout the JECS, as necessary, to regulate, control, or resolve the exercise development in accordance with the published scenario.

(4) Provide a clearing house for the exchange of information between exercise controllers.

(5) Respond to queries from the exercise controllers of all major participants.

(6) Maintain execution phase status boards as required to reflect the progress of key player decisions and significant exercise actions.

(7) Maintain a constant vigil on security of operations to ensure classified information and EEFI are afforded adequate protection at all times.

(8) Simulate the NCA when required.

(9) Coordinate activities of the data collectors.

d. The organization of the JECG during the execution phase is in Appendix C.

6. JECG Functions. Functions of members of the JECG during the execution phase are as follows:

a. Chief Controller. Has overall responsibility for the conduct of the exercise.

b. Assistant Controller

(1) Functions under the direct supervision of the Chief
Controller.

(2) Supervises the operations of the JECG.

c. JCS Project Officer

(1) Serves as the principal advisor to the Chief
Controller.

(2) Serves as the principal point of contact for all
exercise activities.

d. Chief, JECG

(1) Functions as JECG team chief.

(2) Keeps the JCS Chief Controller, Assistant Controller,
and JCS Project Officer informed on status of the execution
phase in relationship to the prescripted sequence of
events.

(3) Maintains a log of significant queries/requests/actions
that should be brought to the attention of the JCS Chief
Controller, Assistant Controller, or Project Officer.

(4) Briefs visitors to the JECG.

(5) Ensures JCS Chief Controller, Assistant Controller, and
Project Officer are informed of key exercise player
meetings.

e. Deputy Chief, JECG

(1) Functions under the direct supervision of the Chief,
JECG.

(2) Monitors injection of MSEL events and maintains status
boards on significant actions.

(3) Maintains a list of on-call controllers.

(4) Reviews all incoming exercise correspondence and
designates JECG routing instructions according to content
of the correspondence.

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f. Operations NCO

(1) Functions under the direct supervision of the Deputy Chief, JECG.

(2) Ensures that all administrative requirements of the JECC are handled in an expeditious manner.

(3) Picks up all exercise message traffic on a scheduled basis; circulates traffic through the Chief, JECG, Deputy Chief, JECG, and JECG controllers (according to routing instructions provided); and posts messages to appropriate clipboard files.

(4) Assists all controllers in the review of messages to ensure that significant events are flagged.

g. Department of State Controller

(1) Acts as the point of contact for all Department of State matters.

(2) Simulates all Department of State activities not participating in the exercise.

(3) Simulates the Secretary of State, except when that position is played.

(4) Assists the Deputy Chief, JECG, by monitoring the Department of State MSEL items.

h. OSD Controller

(1) Acts as the point of contact for all OSD matters.

(2) Simulates all OSD activities not participating in the exercise.

(3) Simulates the Secretary of Defense, except when that position is played.

(4) Assists the Deputy Chief, JECG, by monitoring OSD MSEL items.

i. <u>J-1 Controller</u>. Acts as point of contact for all personnel/manpower matters.

j. <u>DIA Controller</u>

(1) Acts as the point of contact for all intelligence matters.

(2) Monitors receipt of scripted intelligence inputs.

(3) Periodically advises the on-duty Chief, JECG, of status of intelligence message traffic.

(4) Assists the Deputy Chief, JECG, by monitoring intelligence MSEL items.

k. <u>J-3 Controller</u>

(1) Maintains liaison between the JECG and the Crisis Action Team (CAT)/Operation Planners Group (OPG), Operational Nuclear Planners Group (ONPG), Residual Capability Assessment Team (RECAT), Space Response Cell (SRC), or the operational groups.

(2) Monitors significant operational matters and decisions.

(3) Acts as point of contact on operational matters and keeps the Chief, JECG, advised.

l. <u>J-4 Controller</u>

(1) Acts as the point of contact for all logistical matters.

(2) Monitors receipt of logistic-scripted inputs.

(3) Periodically advises the on-duty Chief, JECG, of status of logistical message traffic.

(4) Assists the Deputy Chief, JECG, by monitoring logistical MSEL items.

m. <u>J-5 Cont.oller</u>

(1) Acts as point of contact and principal advisor on all plans and policy matters.

(2) Assists STATE controller as required.

n. <u>C3S Controller</u>

(1) Acts as point of contact for all communications matters.

(2) Periodically advises the on-duty Chief, JECG, of status of communications message traffic.

(3) Assists the Deputy Chief, JECG, by monitoring communications MSEL items.

o. <u>On-call Controllers</u> (Controllers of agencies not required in the JECC on a 24-hours-a-day basis)

(1) Keep the Deputy Chief, JECG, advised of any changes in the on-call personnel data.

(2) Inform the Chief, JECG, of significant actions occurring in their respective staff sections or potential problem areas that might require control action.

(3) Periodically visit the JECC to remain current on the status of significant events and review status board information.

(4) Assist the Deputy Chief, JECG, by monitoring MSEL items of interest to their organizations.

(5) When the JECG relocates to Site R, on-call controllers will relocate with their respective organizations and inform the JECC at Site R of their new phone numbers and office locations. The controllers operating on a 24-hour basis in the JECC will relocate to Site R as a group and under the direction of the Chief, JECG.

(6) The Federal Emergency Management Agency (FEMA) exercise controller will act as the point of contact for matters involving civil departments and agencies participating in

an exercise and will simulate, as required, activities of
civilian agencies that are not participating.

7. Daily Briefing. The JCS Project Officer normally briefs the
Chief Controller daily at his convenience. Events to be covered
in the briefing include:

a. Significant controller events for the next 24-hour period.

b. Expected player decisions for the next 24-hour period.

c. Agenda for the next briefing/meeting.

d. Significant controller events for the past 24-hour period.

e. Summary of player actions for the past 24-hour period.

f. Chief Controller actions required.

g. Important player messages/memorandums.

h. Critical meetings.

CHAPTER 4

-OPERATIONS (U)

1. (U) Nuclear Operations

a. (U) Purpose. This paragraph establishes the procedures that will be used in exercising operational coordination, control, reporting, and planning of nuclear strike operations during conditions of either general or selective release in support of the exercise.

b. (U) Definitions. See reference a.

c. (U) Exercise Procedures

(1) (U) Reporting will commence at start of exercise (STARTEX) and all reports will be submitted as required by JCS Pub 6, Volume II, or by higher headquarters, or as modified by the JCS EXPLAN.

(2) (U) Commanders may inject additional nuclear weapons activity; however, the added activity must be compatible with the JCS exercise scenario.

(3) (U) The Single Integrated Data Base (SIDA), Nuclear Capabilities Data Base, Nuclear Weapons Inventory, and other files will be managed in accordance with instructions contained in Chapter 11.

2. (U) Chemical Warfare (CW) and Chemical, Biological, and Radiological (CBR) Defense Operations

a. (U) Authorities
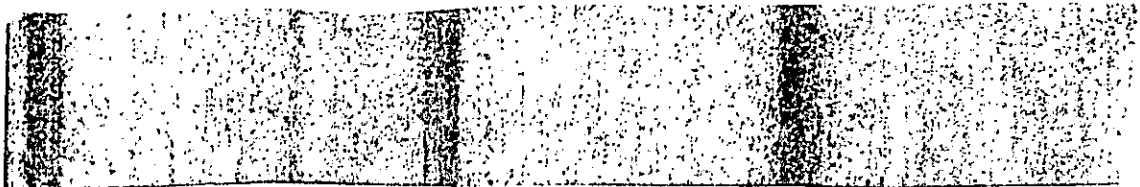
CLASSIFIED BY MULTIPLE SOURCES
DECLASSIFY ON OADR

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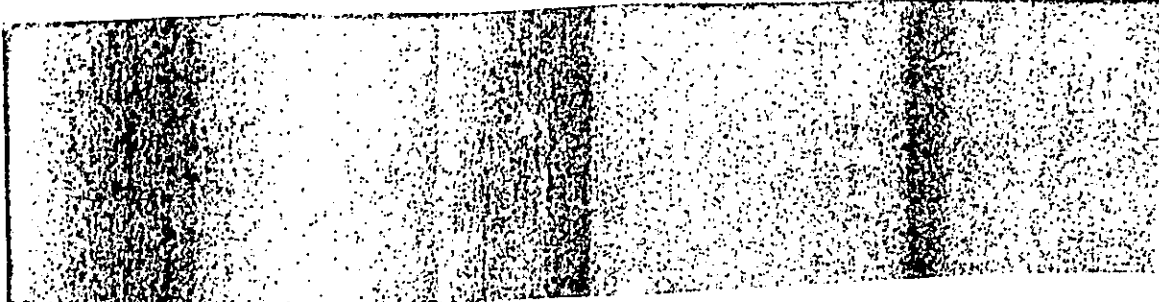
b. (U) Policy Guidance
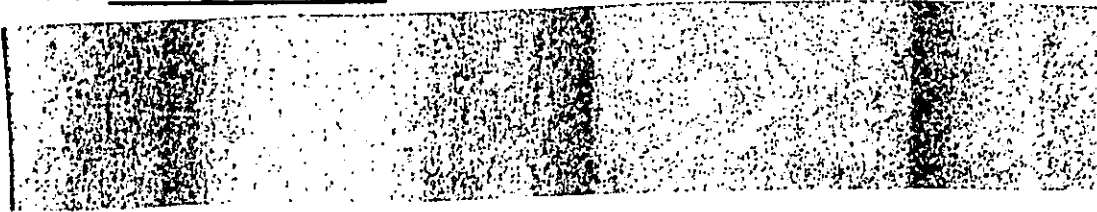
c. (U) Planning Guidance
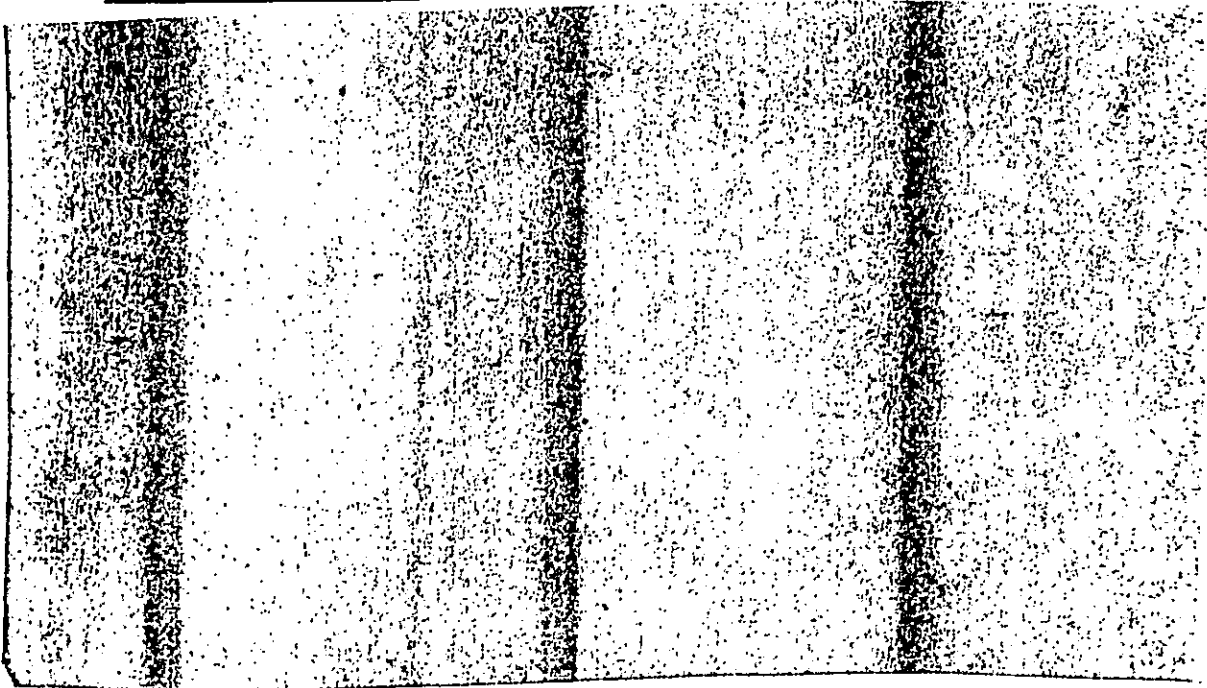
3. (U) Electronic Warfare (EW) Operations

a. (U) Purpose. The goals, EW planning considerations and guidance, and minimum intelligence considerations are

4-2

outlined below to assist commanders and staffs in managing
and employing electronic warfare as an element of combat
power in joint and combined exercises.

b. (U) Guiding Principles

(1) (U) Goals

(a) (U) Employ EW in all appropriate phases of an
exercise, in accordance with the policy and
procedures contained in reference b.

(b) (U) Train unified and specified commands and
Service components in a realistic EW environment.

(c) (U) Establish achievable exercise EW sub-
objectives and standards to evaluate commanders' use
of EW.

(d) (U) Evaluate staff planning procedures for
coordinating EW at Combined Task Force, Joint Task
Force, and Combined or Joint Opposing Force levels.

(e) (U) Increase application of combined/joint EW
procedures at Corps/Tactical Air Control Center.

(f) (U) Improve interoperability among EW forces by
engaging in cross-Service/national support missions.

(2) (U) Planning Considerations and Guidance

(a) (U) EW play will be integrated in all appropriate
phases of the exercise.

(b) (U) Include, to the maximum extent possible,
dedicated periods of EW free play in all exercises.

(c) (U) Make maximum use of available EW resources
organic to the exercise planning/supported commander,
as well as those EW forces earmarked in the JSCP for
redeployment to the exercise planning/supported
commander.

e.g., use of electronic warfare support measures (ESM) targeting support for lethal devices to destroy or suppress enemy C3.

(e) (U) Exercise Quick Reaction Capability procedures to familiarize staffs at all echelons with the mechanism for stating EW requirements outside normal programming and budgeting procedures.

(f) (U) Include EW lessons learned as part of the overall exercise evaluation. EW expertise for developing these comments should be utilized and may be available through the exercise planning/supported commander's staff, the Joint Electronic Warfare Center, Service cryptologic elements or Service training elements. Prior coordination with EW evaluation elements is required to permit adequate evaluation planning. Assistance in coordinating EW evaluation tasking can be obtained from the Joint Staff, J-3 (EW and C3CM Branch).

(g) (U) Provide notification prior to commencing EW exercise activities to appropriate national warning and intelligence centers/agencies of the exercise intentions, timing, and EW quantitative data associated with systems that could adversely interfere with their responsibilities.

(h) (U) Budget for and tailor EW force lists to exercise objectives.

(i) (U) Initiate ESM upon implementation of the active phase of an exercise, to support combat operations and the tactical decisionmaking process.

2. (U) ESM data will be forwarded to the operational commander as soon as possible to provide a basis for immediate tactical action.
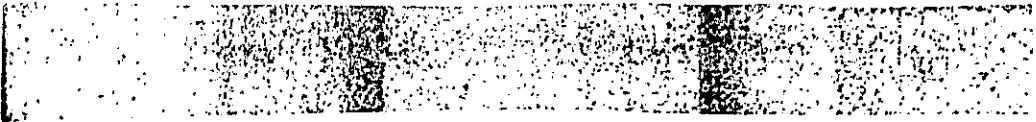
(j) (U) During the planning and coordination for electronic countermeasures (ECM) employment,

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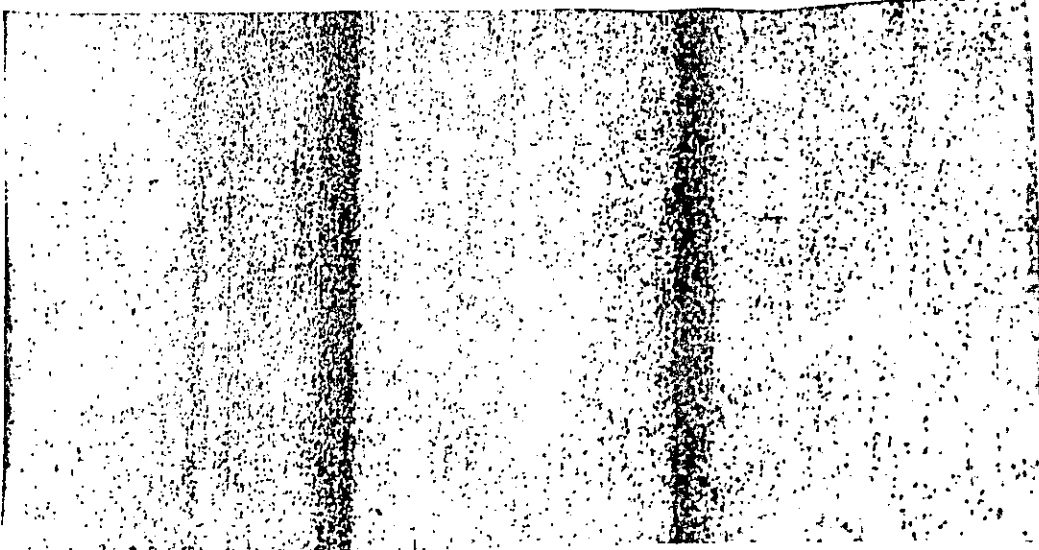
establish procedures to minimize jamming interference with essential friendly force communications, control frequencies, and operations, particularly those:

1. (U) Immediately adjacent.

2. (U) Engaged in communications-electronics (C-E) activities.

3. (U) Engaged in intelligence operations.

4. (U) Engaged in deception operations.

5. (U) Engaged in national warning operations.

(1) (U) ECM will not be directed against civil telecommunications.

(n) (U) Incidents of hostile meaconing, interference, jamming, or intrusion will be reported in accordance with joint Service directives.

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(o) (U) Guidance for the employment of other special activities or measures is provided in JCS MOP 95.

(3) (U) <u>Minimum Intelligence Considerations</u>

(a) (U) "All source" intelligence support should be required in all phases of an exercise to provide support to EW operations.

(b) (U) Ensure intelligence support requirements for EW are clearly stated.

(c) (U) Exercise planning commanders will provide, at least, the following information to component and subordinate commands:

<u>1</u>. (U) Indications of the presence or use of previously undisclosed enemy capability.

<u>2</u>. (U) New or unusual enemy techniques in the use of electronic systems not previously reported or that require updating in the electronic order of battle.

(d) (U) The loss or possible compromise of equipment will be reported promptly to commanders and the controlling Military Services.

4. (U) <u>Special Operations</u>

a. (U) <u>Situation</u>. See JCS EXPLAN for enemy/friendly situation for specific exercise.

b. (U) <u>Assumptions</u>

(1) (U) Existing real-world interagency agreements are assumed to be in force.

(2) (U) Current doctrinal guidance, as contained in JCS Pub 20 will apply.

c. (U) <u>Missions</u>. Special Operations missions may include:

(2) (U) Counterterrorism.

(3) (U) Psychological Operations.

(4) (U) Training assistance to friendly government.

(5) (U) Direct action against enemy tactical or strategic targets.

d. (U) Execution. Current policy envisions the conduct of special operations during peacetime (pre-conflict), low-intensity conflict, and major war scenarios.

(1) (U) Concept of Operations. Strategic objectives, concept for employment, and apportionment of Special Operations Forces (SOFs) are described in Annex E (Special Operations) and Annex D (Psychological Operations) of the JSCP for the fiscal year(s) directed for use during each JCS exercise.

(2) (U) PSYOP will be conducted in accordance with joint PSYOP doctrine, unified command OPLANs, and (prior to open hostilities) policies of the chief of the US diplomatic mission to the host country. Promulgation of national PSYOP guidance is essential for the development of effective PSYOP strategies.

(3) (U) Tasks. As the JCS focal point for special operations matters, the Joint Special Operations Agency (JSOA) will accomplish the following tasks in support of JCS-sponsored exercises:

(a) (U) Establish special operations exercise objectives.

(b) (U) Participate in exercise planning, CAT/OPG operations, and postexercise evaluation.

(c) (U) Act as the office of primary responsibility for special operations policy and operations decisions of the Joint Chiefs of Staff.

(d) (U) Coordinate interagency actions and requirements relating to special operations.

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(4) (U) <u>Coordinating Instructions</u>. Command and control of joint SOFs requires activation/augmentation of a joint task force headquarters or a Special Operations Command headquarters. This organization may operate directly under the Joint Chiefs of Staff or subordinate to a unified command.

e. (U) <u>Logistics and Administration</u>. Each Service provides logistical and administrative support to its SOF.

f. (U) <u>Command and Signal</u>

(1) (U) <u>Command</u>. US SOF will be under US command; however, forces may be placed under operational control of allied authorities when approved by the Joint Chiefs of Staff.

(2) (U) <u>Signal</u>. See EXPLAN.

5. (U) <u>Search and Rescue (SAR) Operations</u>

a. (U) <u>Purpose</u>. The purpose of this paragraph is to provide a summary of existing SAR policy and provide general guidance to exercise planners of JCS-sponsored exercises.

b. (U) <u>General</u>

(1) (U) The National SAR Manual, reference f, Chapter 2, states the following:

(a) (U) <u>Guidance to Defense Department</u>. "As there is an indispensable requirement for military SAR in support of military operations, each Armed Service is responsible for providing SAR facilities in support of its own operations. In so doing, maximum consideration is given to inherent SAR capabilities of own forces, special forces with a primary SAR mission, and availability of SAR facilities within other Defense Department resources and the US Coast Guard. All Department of Defense facilities are available for use to meet civil needs on the basis of noninterference with primary military missions."

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(b) (U) Geographical Responsibility. "The National
SAR Plan . . . provides an overall plan for the
control and coordination of all types of search and
rescue operations. A single Federal agency
coordinates all Federal SAR operations in any one
area. The plan establishes three major groupings of
SAR regions and designates regional SAR coordinators
as follows:

Inland Region:	US Air Force (USAF)
Maritime Region:	US Coast Guard (USCG)
Overseas Region:	Overseas Unified Commanders

Regional SAR coordinators are responsible for
organizing existing agencies and their facilities,
through suitable agreements, into a basic network for
rendering assistance both to military and civilian
persons and property in distress . . ."

(c) (U) Service Responsibilities/Capabilities

1. (U) US Air Force. "The Aerospace Rescue and
Recovery Service (ARRS), as executive agent for the
US Air Force, has been designated the SAR
coordinator for the Inland Region. ARRS is also
assigned the responsibility of SAR support for US
Air Force global air and space operations."

2. (U) US Navy. "For naval SAR operations,
facilities are normally provided from the operating
forces of the Navy. Naval forces are well adapted
for SAR due to their inherent mobility and the
extensive communications network common to their
operations."

3. (U) US Army. "The Army maintains a SAR
capability during the conduct of land operations
for its organic forces."

4. (U) "The US Coast Guard is a Military Service
and a branch of the Armed Forces of the United
States at all times. During times of peace, it is
a separate Federal agency operating under the
Department of Transportation. In times of war or

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when the President so directs, it operates as a specialized service within the United States Naval establishment, and its responsibilities are subject to the orders of the Secretary of the Navy. The Coast Guard has specific statutory authority and responsibility for developing, establishing, maintaining, and operating SAR facilities; for rendering aid to distressed persons and property, both military and civilian, on, over and under the high seas and waters subject to the jurisdiction of the United States; and may render aid to persons and protect/save property at any time and at any place at which Coast Guard facilities and personnel are available and can be effectively utilized."

(2) (U) Wartime SAR procedures are contained in reference g, which includes the following:

(a) (U) "Objective/Policy. The wartime objective of SAR is to recover personnel from hostile environments. The hazards of the contingency/wartime environment dictate that SAR forces must be specifically equipped, trained, and organized for the wartime mission."

(b) (U) "Definitions"

1. (U) "Component SAR Controller. The designated SAR representative of a component commander of a unified command, who is responsible in the name of his commander for the control of component SAR forces committed to joint SAR operations."

2. (U) "SAR Coordinator. The designated SAR representative of the area commander, with overall responsibility and authority for operation of the Joint Rescue Coordination Center (JRCC), and for joint SAR operations within the geographic area assigned."

(c) (U) "Coordination and Command Relationships. The area commander (includes but not limited to):"

1. (U) "Will develop and publish supplemental wartime SAR procedures for his area . . ."

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2. (U) "May delegate SAR authority to subordinate commanders and, by mutual agreement, to military commanders of other commands, including the Coast Guard."

3. (U) "Will establish a JRCC to direct and coordinate all SAR operations within his area of responsibility. Provisions will be made for all Services concerned to actively participate in the JRCC."

(3) (U) Chapter IV, Section 4, reference g, sets forth ". . . the basic principles governing Service participation in a joint SAR center, the conduct of joint SAR missions, and responsibilities and authority of commanders of unified and specified commands."

(a) (U) "SAR Responsibilities and Authority of a Service Component Commander (para 40406):"

1. (U) "Each Service component commander will exercise control of his assigned SAR forces through his component SAR controller when his forces are committed to joint operations under the overall direction of the SAR mission commander."

2. (U) "Each Service component commander will furnish all assistance practicable to the other Services, including the Coast Guard."

(b) (U) "SAR Planning (para 40409). Commanders of unified and specified commands will prepare wartime SAR plans as annexes to their emergency plans."

c. (U) Exercises

(1) (U) Exercise planners and project officers should be guided by the foregoing extracts for exercise activities involving SAR operations in both peacetime contingency and wartime scenarios. Additional and more detailed information may be found in references f and g and the SAR annexes to the emergency plans of the unified and specified commands.

(2) (U) In view of the urgency of SAR operations in any environment, it is important that the most appropriate forces be assigned and used. The USAF and the USCG, due to their experience in the Inland and Maritime SAR regions, possess forces capable of providing the best support to commanders of the unified and specified commands. Therefore, these Services should be consulted when planning an exercise containing MSEL items requiring SAR response.

(3) (U) It should be noted that during wartime (real or simulated exercise) the USCG, as part of the US Navy (USN), would be assigned SAR responsibilities by the appropriate USN commander. In peacetime contingency operations, the USCG would normally function as a separate Service. Any request for or assignment of SAR forces from the USCG should, however, be coordinated by and through the Chief of Naval Operations.

6. (U) Reconnaissance Operations
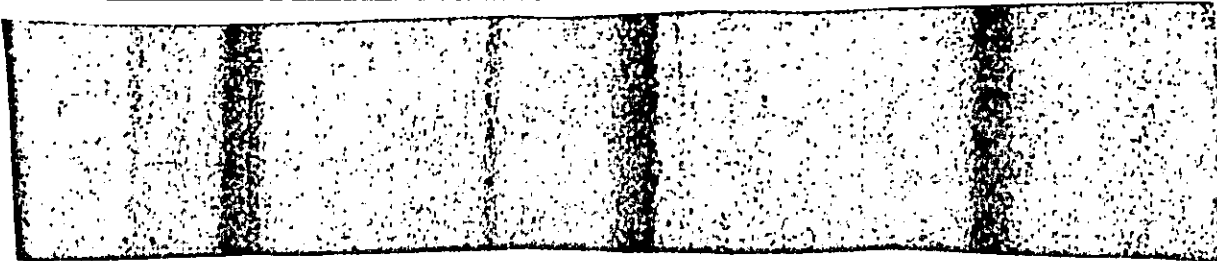
b. (U) Execution
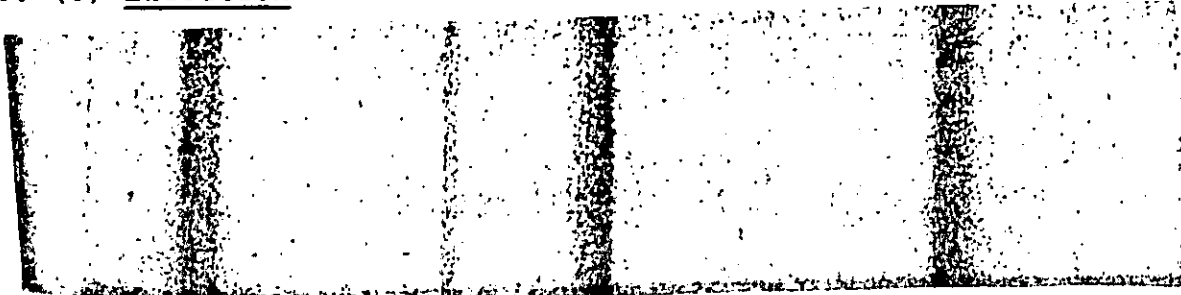
(2) (U) Tasks
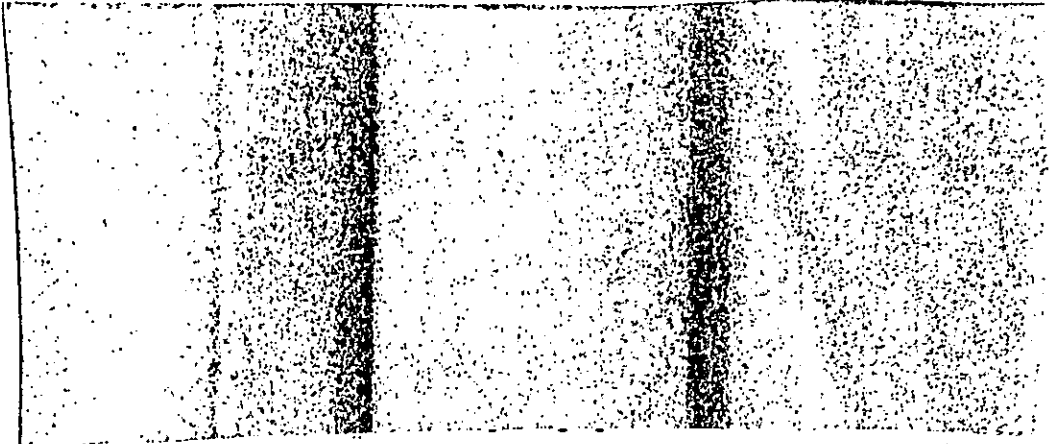
(c) (U) JCS/Joint Reconnaissance Center (JRC) will:

<u>1</u>. (U) Monitor exercise missions.

<u>2</u>. (U) Process peacetime exercise mission requests.
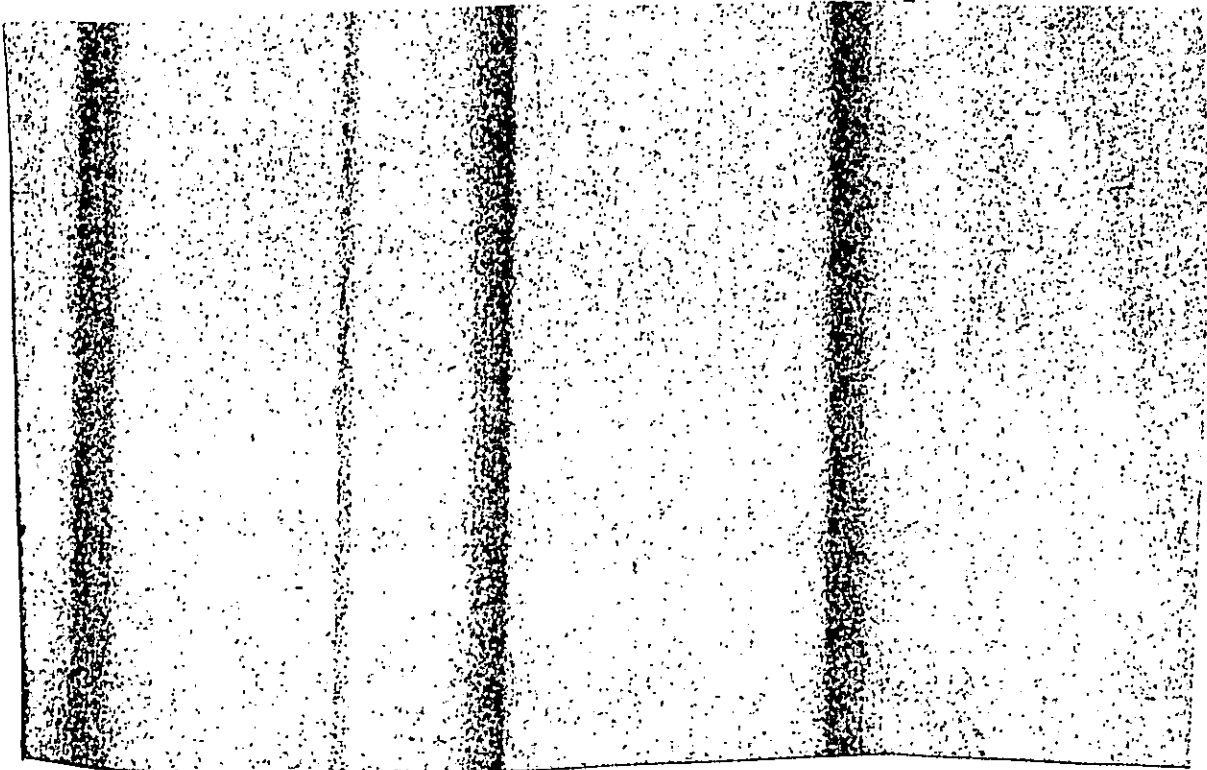
7. (U) <u>Environmental Support Services and Data for Exercises</u>. Actual meteorological and oceanographic data will be used for all

8. (U) <u>Space Operations</u>

a. (U) <u>Purpose</u>. Space assets provide support for terrestrial forces in the areas of navigation, communications, weather, and surveillance. Space exercise play in JCS exercises is outlined below to provide guidelines for commander and staff in employing space resources.

b. (U) <u>Guidelines</u>

(1) (U) <u>Policy</u>

(a) (U) In exercise space play, real red and blue space orders of battle will be used as much as possible. Special events may require simulated space orders of battle.

(b) (U) Within the constraints of the exercise, the best possible space play will be used for both operators of space resources and organizations that receive space systems support.

(2) (U) <u>Areas of Space Play</u>. Primary areas of space play are as follows: space launch operations, satellite control operations, space electronic warfare, space negation, space detection and tracking, and tactical warning and attack assessment (TW/AA).
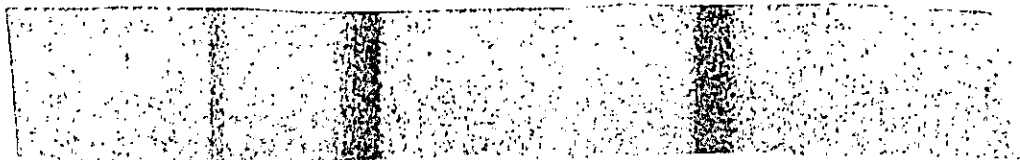
REFERENCES:

a. JCS Pub 6, Vol II, Part 1, Current Edition, "Standing Operating Procedures for the Coordination of Atomic Operations (CAO SOP) (U)"

b. JCS MOP 95, Current Revision, "Electronic Warfare (U)"

c. JSCP, Annex D (PSYOP) (Current FY) (U)

d. SM-407-83, 21 June 1983, "DOD/USIA Command Relationship Agreement (U)

e. SM-621-57, 27 August 1957, "Command Relationships Agreement (U)

f. National SAR Manual (FM 64-3/AR 525-90 NWP 37B/AFR 64-2 CG 308) (U)

g. Wartime Search and Rescue (SAR) Procedures (AFR 64-3, AR 525-90, NWP Supp 37B) (U)

h. NUWEP Reconnaissance Planning Manual, Current Edition (U) (NOTAL)

i. SM-401-82, 7 July 1982, "Peacetime Reconnaissance and Certain Sensitive Operations" (U)

j. JCS Pub 6, Vol II, Part 2, Current Revision, "Operational Status Reports" (U)

k. JCS MOP 139, Current Revision, "Staff Meteorological Support to Commanders of Unified and Specified Commands" (U)

CHAPTER 5

LOGISTICS

1. General

a. Purpose. This chapter provides information and general guidance for the logistic play of JCS-sponsored exercises. Each exercise should be evaluated during development of the EXPLAN to determine a more exact range of logistic play appropriate to the established purpose, objectives, and scenario.

b. Concept of Logistic Support. Unless specifically modified by the EXPLAN, real-world data, as of the date established in the EXPLAN, will determine logistic capabilities. Established policies, procedures, and support agreements currently in effect will be observed during the exercise.

c. Assumptions

(1) Assumptions concerning the capability to equip and supply forces will be as determined by the Services.

(2) Additional assumptions will be indicated in the EXPLAN.

d. Planning Factors. Approved Service planning factors and formulas will be used. When theater experience or local conditions favor deviating from Service planning factors, these factors and the reason for use will be clearly identified to all exercise participants.

e. Logistic Objectives. The principal objective of the logistics play portion of the exercise is to evaluate the adequacy of existing logistics procedures and policies in support of military operations. Exercise goals may include, but are not limited to the following:

(1) Exercise the coordination of actions among the logistic staffs of OSD, the Joint Staff, the Services, unified and specified commands and their components, and other DOD and government agencies to satisfy the military

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logistics requirements of the exercise, including medical, civil engineering, security assistance, and host-nation support.

(2) Test accuracy, movement, relocation of forces and resupply within theater or to allies. This includes the impact and replacement of pre-positioned war reserve stocks (PWRS) and host-nation support.

(3) Determine the adequacy of alert condition (LERTCON) action items related to the logistic situation and exercise logistic personnel in the execution of those actions.

(4) Under a nuclear war scenario, assess the adequacy of procedures and reporting systems used to determine residual logistics resources, capabilities, and requirements immediately subsequent to a nuclear exchange.

(5) Test and evaluate, from a logistics viewpoint, the effectiveness and logistic adequacy of Joint Reporting Structure (JRS) reports and reporting procedures, including residual capabilities assessment (RECA).

(6) Exercise Logistic Readiness Centers (LRCs) and their supporting elements and determine the adequacy of communications support of logistic needs.

(7) Exercise the Joint Transportation Board (JTB) and its procedures.

(8) Exercise the Joint Materiel Priorities and Allocation Board (JMPAB) and its procedures.

2. Play of an Exercise

a. Planning Phase. This phase consists of player training and reviewing material such as pre-exercise assumptions, background scenario events, pertinent OPLANs, emergency procedures, and application of relevant features of the JOPS.

(1) Where applicable, exercise planning consideration should include review of contingency, general war, and

mobilization plans, with emphasis on those actions that would be required to meet desired activation dates and to attain an acceptable materiel readiness status. Unified and specified commands/Services develop assumptions of stockage levels realistically obtainable within the context of the exercise.

(2) If required, develop an exercise deployment plan or prepare assumptions to account for the status of deploying augmentation forces, materiel, and personnel replacements at the commencement of the execution phase.

(3) For each exercise, the current real-world hostile intelligence threats against the exercise will be reviewed in conjunction with EEFI development. Planning will include measures to ensure maximum protection of EEFI during all exercise phases (See Chapters 7 and 12).

b. Execution Phase. Actions during this phase will exercise logistic planning, evaluation, and measures necessary to logistically support those emergency procedures, readiness conditions, and military operations being simulated. The following typical actions may occur during this phase:

(1) Preparation and planning for (if not accomplished during the planning phase) deployment of augmentation forces, resupply materiel, and replacement personnel.

(2) Release of controlled materiel and continental US (CONUS) stocks as the situation requires. This will include stocks to be furnished to allies by prior agreement.

(3) Initiation or acceleration (surge) of production of selected items.

(4) Logistic support for committed US or allied forces.

(5) Exercise of procedures applicable to transportation requirements and resources in support of the operation.

(6) Logistic actions related to transporting and providing supplies and assistance for civil relief, disaster relief, and evacuation operations.

(7) Logistic actions associated with security assistance to foreign nations.

(8) Logistic actions during SIOP execution and subsequent operations:

(a) Exercise and evaluate plans and procedures for military support to civil authorities. Selected demands for the emergency allocation of military materiel between civilian and military users will normally be injected into the exercise.

(b) Determine residual capabilities of logistic facilities and lines of communication, both in CONUS and overseas areas.

(c) Evaluate procedures and exercise logistic personnel in determining initial projected military support requirements. Requirements will be presented through prescribed channels to the appropriate civil agencies.

3. Supply and Maintenance. Major participants will exercise and evaluate their existing procedures to determine their ability to accommodate emergency demands for supply and maintenance. Information for the Joint Chiefs of Staff must be passed expeditiously to allow recommendations to be made to the National Command Authorities (NCA) and implementing actions to be taken.

4. Medical Service

a. Medical participation should focus on objectives that will provide valid bases for evaluating medical capabilities and the responsiveness of medical activities. Scenario preparation by commanders of unified and specified commands will include situations designed to challenge Service component medical resources. The full spectrum of health care delivery systems should receive attention with emphasis on critical areas such as professional staff augmentation, medical supply availability, medical unit readiness and movement, receipt and integration of augmenting medical elements, and preventive medicine activities. Medical aspects of civil affairs actions should be considered and provisions for medical reporting addressed when practicable.

Losses of personnel, materiel, and facilities should be assessed in consonance with exercise play and replacement requests processed through normal Service channels, as appropriate.

b. The Military Blood Program Agency will direct the simulated collection and distribution of whole blood in response to requirements generated by the Services and commanders of unified and specified commands. Simulated activation of unified and specified command blood programs will be accomplished whenever consistent with developing exercise situations.

c. Medical regulating/evacuation procedures will be exercised. Hospital designations will be identified by the Armed Services Medical Regulating Office (ASMRO) and the Joint Medical Regulating Office (JMRO) as appropriate component regulating agencies for patients requiring movement. Appropriate reporting of bed availability and bed requirements in conjunction with the National Disaster Medical System (NDMS) should be accomplished at the unit level.

5. Mobility/Transportation

a. Specific movement objectives and goals may include, but are not limited to:

(1) Exercise of LERTCON action items applicable to movement support of operations.

(2) Test and evaluate the JRS.

(3) Exercise and evaluate intragovernmental procedures for obtaining emergency airlift/sealift augmentation and emergency CONUS port facilities and services.

(4) Exercise and evaluate the Joint Deployment System (JDS) to include the functions of the JCS/theater JTBs, the Joint Deployment Agency (JDA), and the transportation operating agencies (TOAs).

(5) Opportunity to test, monitor, and evaluate JOPS emergency wartime augmentation and operating procedures for all mobility resources.

(6) Opportunity to monitor, evaluate, and coordinate all movement matters during emergency or wartime operations.

(7) Assessment of damage and evaluation of residual movement resources in CONUS and overseas. The evaluation of the reconstitution phase to include: reporting, command and control, communications procedures, and inventory of residual transportation resources.

b. Play of the Exercise

(1) Planning Phase (Planning activities necessary to design, construct, and support the execution phase).

(a) Reviewing existing movement capabilities.

(b) Developing and disseminating movement requirements.

(c) Determining requirements for augmentation of transportation resources and developing and distributing guidance on what resources are to be assumed available (e.g., Air Force Reserve/Air National Guard, Civil Reserve Air Fleet (CRAF), Merchant Shipping, and National Defense Reserve Fleet (NDRF) and support facilities).

(d) Preparing deployment plans.

(2) Execution Phase

(a) In the event the execution phase involves execution planning, many of the actions described above will occur during this phase. The execution phase may also cause activation of emergency procedures required to allocate lift resources, establish movement priorities, and monitor movement support to operations.

(b) SIOP execution will include actions such as:

1. Assessment of damage to movement resources in CONUS and overseas areas and evaluation of the residual capability.

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<u>2</u>. Provision of estimates of movement capabilities and resources.

<u>3</u>. Preparation to exercise procedures for reconstitution and redirection of transportation resources and plans to initiate movement operations in support of civil and military operations.

6. <u>Civil Engineering Support</u>

a. <u>Civil Engineering Support Plan (CESP)</u>. During the planning phase, logistics planning considerations should include emphasis on the reevaluation/refinement of existing Base Development Plans (BDPs) and the possible need for new plans to meet the developing situation. Concurrent with mobilization and the subsequent augmentation of selected commands, the commanders of unified and specified commands should consider the execution of appropriate support and the development of requirements/requests for special management procedures necessary to execute those plans. Upon commencement of the execution phase, participants should submit information/requests based on actions related to BDP, including requests for the implementation of special military construction funding/authority.

b. <u>US Base Requirements Overseas (USBRO)</u>. This computerized program of CINC requirements forms the basis of overseas construction and host-nation support civil engineering play when a CINC OPLAN is implemented. Updates to preplanned base requirements and implementing actions by the CINCs, Services, and the Joint Staff will be required and should be designed into the play of the exercise.

c. <u>Base Damage</u>. Using established procedures, major participants will report damage to major bases and installations or alternate facilities. When necessary, requests for assistance to restore vital facilities will include recommendations for restoration priorities.

7. <u>International Logistics</u>

a. <u>Security Assistance</u>. Security assistance play is essential for both support to allies and as a source of sustainability supplies for US Forces. Procedures for

expediting security assistance deliveries and diversions from the pipeline should be evaluated periodically.

b. **Host-Nation Support.** This expanding and vital area of logistic support should be exercised when play involves overseas deployment of US Forces. Existing host-nation support logistic agreements should be exercised when possible and the need for new or revised agreements and support examined.

c. **Offshore Procurement.** Foreign procurement of supplies and services to meet US and allied logistic requirements affords the opportunity for US interagency logistic play with the Departments of State and Commerce as well as with participating allies and international organizations (e.g., NATO).

8. **Military/Civil Agency Resources Claimancy Coordination**

a. **National Level.** Claims for civil resource requirements will be furnished through prescribed channels to the appropriate civil government resource control agencies. Claims not satisfied will be referred to OSD for resolution with FEMA.

b. CONUS Army Commanders, USCINCPAC for Hawaii, and Regional Directors of FEMA will determine the extent of play appropriate, if any, to project estimates of surviving civil resources and to forecast postattack production capabilities required to meet specific needs for the production and distribution of primary resources in accordance with Defense Mobilization Order 8500.1A.

9. **Joint Transportation Board**

a. The Joint Transportation Board (JTB) is established as an agency of the Organization of the Joint Chiefs of Staff.

b. **Mission.** The JTB is responsible to the Joint Chiefs of Staff for assuring that common-user transportation resources assigned or available to the Department of Defense are used to achieve the maximum benefit in meeting the objectives of the Department of Defense.

c. Responsibility. The JTB acts for the Joint Chiefs of Staff in the performance of functions listed in subparagraph 9f and has decision authority in these areas except in those instances where unresolved divergent views of any Service member of the board exist. In such instances, the matter will be referred to the Joint Chiefs of Staff for decision.

d. Membership. The JTB is composed of:

(1) Chairman: Deputy Director for Logistics (Strategic Mobility), who also represents the Logistics Directorate, OJCS.

(2) Principal Members:

(a) Representing the Operations Directorate, OJCS: Vice Director for Operations.

(b) Representing the Plans and Policy Directorate, OJCS: Vice Director for Plans and Policy.

(c) Representing the US Army: Director for Transportation, Energy & Troop Support, ODCSLOG.

(d) Representing the US Navy: Director, Material Division, DCNO (Logistics).

(e) Representing the US Marine Corps: Deputy Chief of Staff for Installations and Logistics.

(f) Representing the US Air Force: Director of Transportation, DCS/S&L.

(3) Secretary of the JTB: Chief, JTB Secretariat.

(4) Secretary/Recorder of the JTB: Secretary/Recorder of the JTB Secretariat.

e. Management Concept of the JTB. The JTB will maintain continuing cognizance over the existing and forecasted balance between requirements and capabilities in the air, sea, and surface modes. The JTB will manage essentially by exception and concentrate its activities on attempting to forecast future problems so that corrective action can be effected in a timely manner. The single managers and

Services are encouraged to take any -and all corrective action necessary in the resolution of operating or planning problems that can be accomplished within the limits of their authority. Likewise, the single managers and the Services are encouraged- to bring before the JTB for resolution those problems that the appropriate single manager or Service appear unable to resolve.

f. Functions. The JTB will:

(1) Maintain continuing cognizance over transportation requirements and capabilities and ensure information is available to determine and recommend resolution of problems that may cause an imbalance in transportation requirements and capability.

(2) Recommend to the Joint Chiefs of Staff or direct, as appropriate, courses of action to resolve transportation movement problems, as presented.

(3) Recommend to the Joint Chiefs of Staff or direct, as appropriate, courses of action with respect to allocation of air and sealift capabilities and/or modification of procedures based on the following considerations:

(a) When requirements submitted by the Services exceed capabilities to a significant degree and/or agreement as to space assignments proposed by the TOAs cannot be reached, the matter will be referred by the Services or the transportation operating agencies through their respective Services to the JTB. The JTB will review the requirements of the Services against the total requirement for all forms of transportation and evaluate competing claims for available capability.

(b) The J-3 and J-4 representatives will furnish guidance on current and forecasted joint operational and logistic priorities for the area in which the forces are involved.

(4) When required, evaluate courses of action taken by the TOAs and Services to resolve a transportation problem; make appropriate recommendations to the Joint Chiefs of Staff, TOAs, or Services.

(5) Provide an interface between the Services, the TOAs, and the Organization of the Joint Chiefs of Staff on matters concerning transportation.

(6) Establish the "JCS-Assured Logistics Airlift" and the "JCS-Assured Logistics Sealift" and periodically review them for accuracy and currency.

g. Procedures. The JTB will:

(1) Establish its own standing operating procedures, including those that will be in effect in the event relocation to an alternate command post is directed.

(2) Receive administrative support from the Logistics Directorate (J-4), Joint Staff.

(3) Refer to the Joint Chiefs of Staff those matters upon which unresolved divergent views exist.

(4) Meet monthly or upon call of the Chairman, as required.

(5) Request from agencies of the Department of Defense such information as may be required in connection with its duties.

(6) Invite, at its discretion, representatives from the transportation single manager operating agencies to attend meetings of the JTB and/or the JTB Secretariat.

(7) Honor the requests of other DOD agencies and other offices to attend meetings of the JTB and/or the JTB Secretariat.

h. Play of the Exercise. The functions of the JTB are expected to be exercised if the exercise scenario dictates. Those organizations with principal members on the JTB will provide a representative if the JTB is activated. The exercise member need not be the real-world principal nor his alternate; however, it is necessary that the designated exercise player have a good knowledge of the functions and responsibilities of the JTB. Further, the exercise player should be designated and trained as part of the appropriate organization's preparation for the exercise. Membership

requirements of the JTB will be delineated in the appropriate Exercise Staff Participation Paper.

10. Joint Materiel Priorities and Allocation Board

a. The Joint Materiel Priorities and Allocation Board (JMPAB) is established as an agency of the Joint Chiefs of Staff.

b. Purpose. The JMPAB is responsible to the Joint Chiefs of Staff for performing duties related to the establishment of materiel priorities and the allocation of resources.

c. Organization

(1) The JMPAB is composed of:

(a) The Director, J-4, Joint Staff, as Chairman.

(b) The Vice Director, J-3, Joint Staff.

(c) The Director, J-5, Joint Staff.

(d) A flag/general officer from each Military Service.

(2) Each member may designate alternate representatives with plenary powers to act in his absence, as required.

(3) The Director, J-4, will designate an officer to act as recorder.

(4) The JMPAB will meet on call of the Chairman.

d. Functions. The functions of the JMPAB will be:

(1) Establish, modify, and/or recommend priorities or allocation of materiel assets for the fulfillment of logistic requirements of US and allied forces.

(2) Review and act upon requests for modifications in force/activity designators.

(3) Review and act on requests for recommendations to establish or change the priorities in the Master Urgency List.

(4) Prepare recommendations for approval of the Joint Chiefs of Staff on prio_ities and allocation matters that must be referred to the Secretary of Defense for resolution.

e. Procedures. The Chairman of the JMPAB shall:

(1) Provide agenda for JMPAB meetings, organize its work, and otherwise assist in the prompt prosecution of the business of the JMPAB.

(2) Act in behalf of the JMPAB in maintaining liaison and collaboration with appropriate staff sections of the Department of Defense.

(3) In his capacity as J-4, issue agreed decisions of the JMPAB in the name of the Joint Chiefs of Staff to appropriate agencies.

(4) In his capacity as J-4, prepare reports for the consideration of the Joint Chiefs of Staff where:

(a) The subject concerns matters of major policy that require approval of the Joint Chiefs of Staff.

(b) There is a divergence of views among the Military Services that cannot be resolved within the JMPAB.

(5) Invite representatives of other agencies to attend meetings of the JMPAB when appropriate.

f. The JMPAB shall reach decisions that will best serve the interests of national security after due consideration has been given to the views of the Departments of the Army, Navy, and Air Force, as well as other agencies interested in the matters under consideration. The corporate interests of the Joint Chiefs of Staff must be considered in reaching decisions.

g. The JMPAB is authorized to request from agencies of the Department of Defense such information and assistance as may be required in connection with its duties.

h. <u>Play of the Exercise</u>. The functions and play of the JMPAB in an exercise are exactly the same as previously discussed for the JTB in subparagraph 9h above.

REFERENCES:

a. JCS Pub 3, Vol I, "Joint Logistics and Personnel Policy and Guidance."

b. JCS Pub 6, Vol II, Part 4, Chapter 30, "Petroleum Damage Deficiency Report (REPOL)."

c. JCS Pub 6, Vol II, Part 4, Chapter 31, "Petroleum Capabilities Report (POLCAP)."

d. JCS Pub 6, Vol II, Part 4, Chapter 32, "Worldwide Reporting Instructions--Controlled Air Munitions (MUNIREP)."

e. JCS Pub 6, Vol II, Part 4, Chapter 33, "Civil Reserve Air Fleet Summary Report (CRAFREP)."

f. JCS Pub 6, Vol II, Part 4, Chapter 34, "United States Base Requirements Overseas (USBRO)."

g. JCS Pub 6, Vol II, Part 11, Chapter 7, "Civil Engineering File (CEF)."

h. JCS Pub 15, "Mobility System Policies, Procedures, and Considerations."

i. JSCP, Annex B (Logistics) (Current FY)

j. JSCP, Annex J (Strategic Movement) (Current FY)

k. AFM 76-2, "Airlift Planning Factors."

l. DOD 4140.25M, "Procedures for the Management of Petroleum Products."

CHAPTER 6

PERSONNEL (U)

1. (U) Purpose. To provide the Joint Chiefs of Staff with personnel strength, casualty, and enemy prisoner of war (PW) data pertaining to the conduct of military operations in support of JCS-sponsored exercises.

2. (U) General Guidance. As specified in reference b, unit reporting system (UNITREP) will be the primary means for reporting personnel strengths and enemy prisoners of war. Pending revision of reference c, each JCS EXPLAN will specify the primary means for reporting personnel casualty data. UNITREP (when an exercise UNITREP data base is created) will normally be a back-up system for casualty reporting.

3. (U) Specific Guidance. Personnel data will be submitted in accordance with increased frequency reporting instructions contained in reference b, and as amplified in Chapter 11 of this manual.
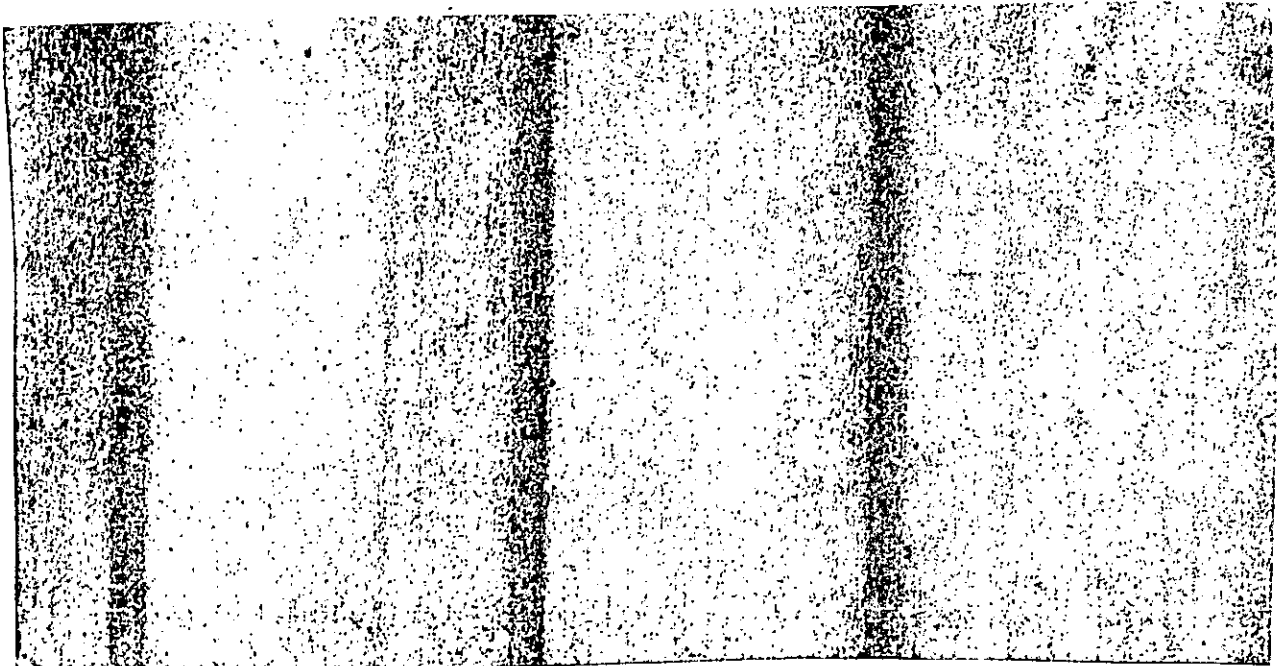
CLASSIFIED BY DIRECTOR, J-3
DECLASSIFY ON OADR
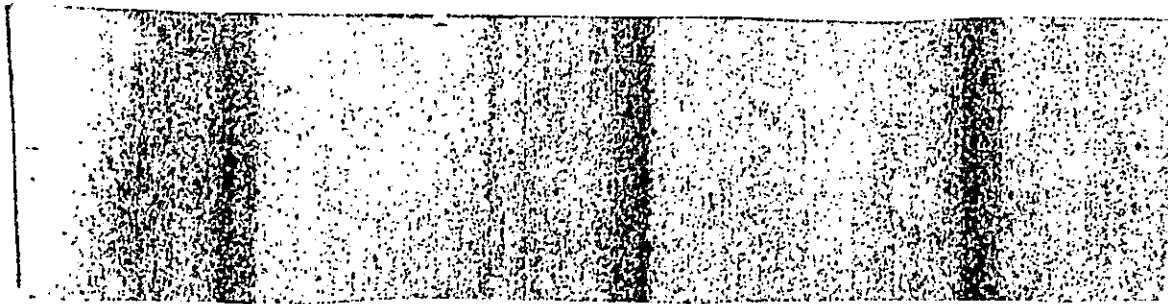
REFERENCES:

a. JCS Memorandum of Policy No. 174, Current Revision, "Joint Manpower/Personnel Reporting (U)."

b. JCS Pub 6, Vol II, Part 2, Chapter 1, Section 5, Current Edition, "UNITREP (U)."

c. JCS Pub 6, Vol II, Part 2 Chapter 6, Current Edition, "Commander's Situation Report (U)."

CHAPTER 7

COMMUNICATIONS-ELECTRONICS (U)

1. (U) <u>Purpose</u>. This chapter provides policy and guidance and assigns responsibilities for the accomplishment of the C-E mission in support of the NCA during JCS-sponsored exercises.

2. (U) <u>Guiding Principles</u>

a. (U) Reliable, secure communications are vital to actual combat operations and a prerequisite to the adequate flow of information to the NCA. This is equally important for the conduct of exercises. Command attention at all levels is necessary to ensure that user communications discipline is instilled and maintained.

b. (U) Principles and procedures applicable to C-E system operations are contained in the publications referenced and are applicable to JCS-sponsored exercises, unless otherwise modified in a specific EXPLAN.

c. (U) Based on an analysis of actual traffic conditions and loading of the switched systems, MINIMIZE may be imposed during exercises. When a simulated change in readiness posture has been implemented, MINIMIZE will not be imposed automatically but will be imposed as stated above (reference n applies). When imposed, it applies to both real-world and exercise voice and record traffic for the affected geographical regions and agencies. The J-3 exercises staff supervision over the imposition of MINIMIZE for the OJCS and these procedures may be imposed at some point during JCS-sponsored exercises with the purpose of clearing telecommunications systems of nonessential traffic. When MINIMIZE is in effect, the following procedures will be followed:

(1) (U) <u>Record Traffic</u>

(a) (U) Commanders will ensure that the meaning and importance of MINIMIZE are fully understood by all message drafting and releasing officials.

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(b) (U) Drafting and releasing officials will review all record traffic to ensure that messages qualify for release under the provisions of MINIMIZE. The words "MINIMIZE considered" will be inserted in the "Special Instruction" block on the message form.

(2) (U) Voice Traffic

(a) (U) Upon notification that MINIMIZE is in effect, switchboard operators will advise the caller of this - condition and ask whether the call qualifies for completion. If the caller determines that his call is mission-essential and of justified precedence, the proper answer to the operator is "MINIMIZE considered" and the call will be processed. Neither the word "exercise" nor the name (exercise term) of the specific exercise involved (e.g., NIGHT TRAIN) will be spoken by either the caller or the switchboard operator over unsecure circuits during this exchange of information.

(b) (U) The caller will not place any long-distance telephone calls subject to MINIMIZE unless the calls are considered essential.

(3) (U) Military standard requisitioning and issue procedures (MILSTRIP), military standard transportation and movement procedures (MILSTAMP), and military standard transportation reporting and accounting procedures (MILSTRAP) record traffic will be exempt from MINIMIZE during JCS-sponsored exercises.

d. (U) Precedence System. The purpose of the precedence system is to assure rapid handling of message or voice traffic over available facilities with a minimum of backlog and delay resulting from competing subscriber demands. Precedence indicates the required speed of delivery to the addressee, the order of handling and delivery by communications personnel, and the order in which the addressee should note the messages. It is the responsibility of the message or telephone call originator to assign the appropriate precedence consistent with the urgency of the subject matter, remembering that importance does not necessarily imply urgency. The position of the originator also does not necessarily imply urgency.

(1) (U) The determination of precedence must consider the time element involved and speed of service objectives. The time element should include consideration of the time difference between widely separated geographical areas. The speed of service objectives are as follows:

PRECEDENCE	PROSIGN	SPEED OF SERVICE OBJECTIVE
FLASH	Z	As fast as possible with an objective of less than 10 minutes.
IMMEDIATE	O	30 minutes
PRIORITY	P	3 hours
ROUTINE	R	6 hours

(2) (U) Messages must not be assigned a precedence higher than that required to ensure that all addressees receive it within the time limit determined by the originator. The following categories should be considered when assigning a precedence:

(a) (U) FLASH--this precedence is reserved for initial enemy contact messages or operational combat messages of extreme urgency. Brevity is mandatory.

(b) (U) IMMEDIATE--this precedence is reserved for messages relating to situations that gravely affect the security of national/allied forces or populace and require immediate delivery to the addressee(s).

(c) (U) PRIORITY--this precedence is reserved for messages that require expeditious action by the addressee(s) and/or furnish essential information for the conduct of the operations in progress when routine precedence will not suffice.

(d) (U) ROUTINE--this precedence is used for all types of messages that justify transmission by rapid means unless of sufficient urgency to require a higher precedence.

(3) (U) Particular attention will be given to the length of
messages. The text normally will not exceed 200 words for
messages assigned FLASH precedence. A FLASH precedence
message of excessive text length can tie up low-speed
circuits for an inordinate period of time while shorter and
perhaps more important FLASH messages are delayed.

e. (U) Restoration priorities assigned to worldwide command
and control communications circuits indicate the relative
importance of these facilities to the defense and security of
the United States.

f. (U) Simulated incidents of enemy ECM should be inserted and
reported according to current procedures (see Chapter 4).
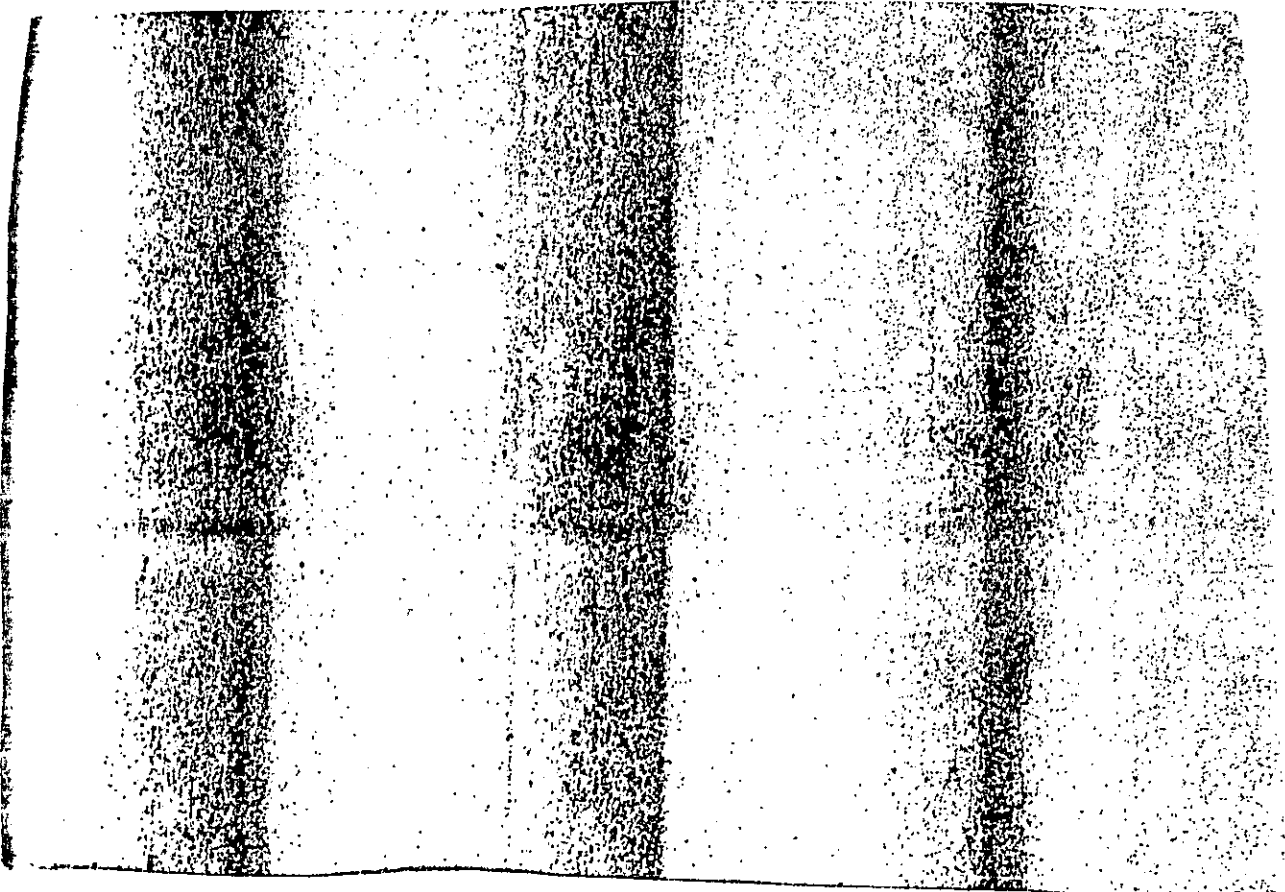
i. (U) In order to avoid adverse effects on the real world,
the use in exercise play of FLASH OVERRIDE calling capability

in the Automatic Voice Network (AUTOVON) or Automatic Secure
Voice Communications (AUTOSEVOCOM) networks is prohibited.
Use of other precedence levels should be strictly in
accordance with that prescribed in the Joint Uniform Telephone
Communications Precedence System as set forth in reference m.

j. (U) Messages received as an addressee in an address
indicator group (AIG) will not be readdressed until it is
determined that the addressee is not contained in the basic
AIG. The action officer can determine the composition of the
AIG by contacting his servicing communications center.
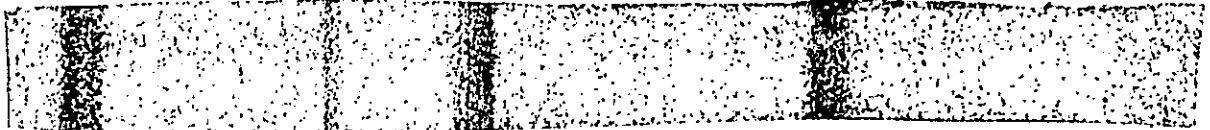
3. (U) Operational Concepts, Capabilities, and Limitations

a. (U) JCS-sponsored exercises will be supported by a
responsive C-E effort by all participants in accordance with
the current plans and procedures of the Services, the DCA, and
other agencies.
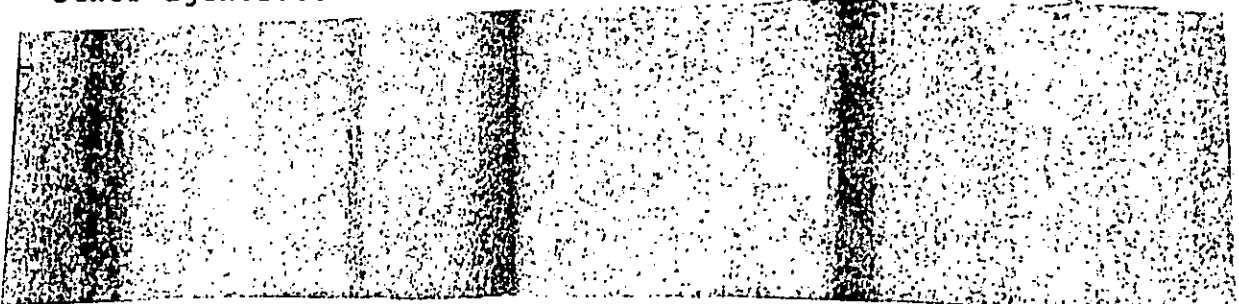
c. (U) Transmission of exercise messages will be accomplished
by the following means (in order of preferred usage):

(1) (U) Record communications with on-line encryption.

(2) (U) Secure voice.

(3) (U) Unsecure teletype, voice radio, and telephone.

d. (U) When directed for a specific exercise, all exercise
messages and real-world messages relating to the exercise will
be assigned a classification of CONFIDENTIAL or higher or will
be encrypted for transmission only. Under these conditions,

transmissions via unsecure means (including telephone) will
use an authorized off-line encryption system or operations
code to encrypt the text and the exercise term.

e. (U) The use of unsecure long-distance telephone (e.g.,
AUTOVON, commercial long distance, Washington Switch) for
plain text exchange of information concerning exercise
scenarios or concepts of play is prohibited.

4. (U) Tasks and Responsibilities

   a. (U) The Joint Staff will:

      (1) (U) Control and exercise communications facilities
      integral to and/or supporting the NMCC and its alternates.

      (2) (U) Develop exercise communications play in colla-
      boration with major participants, as appropriate.

      (3) (U) Monitor the overall C-E status.

      (4) (U) Evaluate requests for and recommend assignment of
      available C-E resources to meet the essential needs of
      major participants.

   b. (U) The Chief of Staff, US Army; Chief of Naval Operations;
   and Chief of Staff, US Air Force will:

      (1) (U) Operate and maintain Service and assigned Defense
      Communications System (DCS) communications facilities in
      support of the WWMCCS.

      (2) (U) Develop and implement supporting C-E plans for JCS-
      sponsored exercises.

   c. (U) The Commandant of the Marine Corps will:

(1) (U) Operate and maintain assigned DCS terminations in support of the WWMCCS.

(2) (U) Develop and implement supporting C-E plans for JCS-sponsored exercises.

d. (U) The Commandant of the US Coast Guard will:

(1) (U) Operate and maintain assigned DCS terminations.

(2) (U) Develop and implement supporting C-E plans for JCS-sponsored exercises.

e. (U) The Commanders of Unified and Specified Commands will:

(1) (U) Monitor the supervision, operation, and maintenance of assigned or supporting command and control communications facilities in support of JCS-sponsored exercises.

(2) (U) Conduct transmission security and analysis of exercise telephone communications within their commands, utilizing available resources.

(3) (U) Ensure that the current status of their elements of the WWMCCS is available continuously and reported to the Joint Chiefs of Staff and the Services in accordance with existing instructions.

(4) (U) Assist the Joint Staff in the development of the execution phase designed to affect C-E facilities and staff actions in their respective areas.

f. (U) The Director, DCA will:

(1) (U) Exercise operational direction and management control of the DCS in support of the exercise.

(2) (U) Be responsive to the exercise communications requirements of the NCA, the Joint Chiefs of Staff, the Services, and the unified and specified commands.

(3) (U) Furnish liaison representation to appropriate staff elements of the JECG during exercises.

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(4) (U) Ensure that the current status of the DCS, including traffic status, is available continuously and reported in accordance with existing instructions.

5. (U) Special Measures

a. (U) Frequency Coordination

(1) (U) Basic guidance with respect to the procedures to be used in coordinating and assigning radio frequencies for use within the geographical jurisdiction of a unified command is contained in references i and x.

(2) (U) Military frequency requirements that cannot be satisfied from existing resources will be submitted to the Joint Frequency Panel, US Military Communications-Electronics Board, with information to the Joint Chiefs of Staff.

(3) (U) The coordination and assignment of radio frequencies for the NCS will be accomplished in accordance with reference ii.

b. (U) Routing Indicators and AIGs

(1) (U) OJCS, J-3, promulgates an AIG for the planning and control of JCS-sponsored exercises. This AIG is for project officer and controller use only.

(2) (U) Real-world AIGs will be used by players during the execution phase of a JCS-sponsored exercise.

(3) (U) Station-To-Station Receipting. During JCS-sponsored exercises, station-to-station receipts for FLASH precedence exercise teletypewriter messages, as specified in paragraph 151 of reference p will NOT be mandatory. Telecommunications centers processing FLASH precedence exercise teletypewriter messages for transmission will insert the operating signal ZGC in format line 4 of the message. This will inform communications personnel that no station-to-station receipts are required. If station-to-station receipts are desired, the operating signal ZGC will not be inserted in format line 4 of the FLASH precedence exercise teletypewriter message. The foregoing does not

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apply where automatic switching equipment is pr grammed to
acknowledge the receipt of FLASH precedence messages.

6. (U) Administration

a. (U) Exercise Telephone Listings. Command/agency telephone
listings for JCS-sponsored exercises will be published in the
EXPLAN.

b. (U) Personnel Manning. Participants will ensure adequate
personnel augmentation of C-E facilities and installations
where required and provide necessary overtime authorization,
where feasible, in accordance with appropriate directives.
Personnel augmentation plans containing exercise names and
dates will be classified CONFIDENTIAL or higher. Information
concerning dates and times of augumentation and numbers of
personnel involved will be disseminated on a need-to-know
basis.

c. (U) Electromagnetic Interference Reports. Participants
will report actual or simulated electromagnetic interference
to friendly communications, command and control, and
surveillance systems using the Meaconing, Interference,
Jamming, and Intrusion (MIJI) report format.

d. (U) Exercise Termination. Upon suspension, emergency
termination, or completion of the exercise, no further
messages pertaining to exercise play should be originated.
Upon completion of the exercise, those messages already in the
communications system will be delivered to the addressees. In
the event of suspension or emergency termination, all exercise
traffic will be removed from the system as rapidly as
technically and administratively feasible. Those messages not
introduced into the system will be returned to the
originators. MINIMIZE, if imposed, will be canceled by
separate message at the termination of the conditions that led
to imposition.

e. (U) Exercise Messages. All exercise messages, except
appropriate emergency action messages (EAMs) will contain the
exercise term assigned to each exercise; e.g., NIGHT TRAIN, at
the beginning of the text following the classification and at
the end of the text. When the message length is such that
transmission must be accomplished in sections, then the
supporting communications center will place the exercise term

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at the beginning and end of the appropriate message sections. Subject line identification and classification indicator will also be included on all message sections.

f. (U) When the recipient is required to take real action rather than exercise simulation, the message text will begin with the words "REAL ACTION REQUIRED."

g. (U) When an agency (action or info) is to be simulated, the agency will be indicated as an addressee preceded by ZEN and a slash (/) and followed by the word "SIMULATED," (i.e., ZEN/AMEMB TOKYO JAPAN (SIMULATED).

h. (U) Exercise messages containing information that discloses actual US capabilities (strengths, locations, movement data, etc.) will be classified. Unclassified messages will be reviewed prior to dispatch to preclude disclosure of information listed in EEFIs.

REFERENCES:

a. JCS Memorandum of Policy No. 107, Current Revision, "Telecommunications Economy and Discipline (U)."

b. JCS Memorandum of Policy No. 112, Current Revision, "Military Telecommunications Agreements Between the United States and Regional Defense Organizations or Friendly Foreign Nations (U)."

c. JCS Memorandum of Policy No. 131, Current Revision, "Joint and Combined Communications Security Policy (U)."

d. JCS Memorandum of Policy No. 151, 2 August 1973, "AUTOVON and AUTOSEVOCOM Service (U)."

e. JCS Memorandum of Policy No. 165, Current Revision, "AUTODIN and Associated Message Processing Systems (U)."

f. JCS Memorandum of Policy No. 167, Current Revision, "JCS-Controlled Mobile/Transportable Communications Assets (U)."

g. SM-441-80, 17 July 1980, "Requirements for Command, Control, and Communications Analysis During Exercise (U)."

h. MJCS-114-82, 26 May 1982, "Restoration Priorities for Military Communications Channels (U)."

i. MJCS-34-82, 2 March 1982, "Guidance on Joint and Inter-Service Military Frequency Engineering and Management (U)."

j. ACP 100 US SUPP-1 (G), "US Call Sign and Address Group System--Instructions and Assignments (U)."

k. ACP 117 CAN US SUPP-1 (U), "Allied Routing Indicator Book, Canada-United States (U)."

l. ACP 117 US SUPP-4 (G), "US Special Purpose Routing Indicator Book (U)."

m. ACP 121 (E), "Communications Instructions General (U)."

n. ACP 121 US SUPP-1 (E), "Communications Instructions General (U)."

o. ACP 122 (C), "Communications Instructions Security (U)."

p. ACP 127 (D) and US SUPP-1 (E), "Communications Instructions--Tape Relay Procedures (U)."

q. ACP 131 (B), "Communications Instructions, Operating Signals (U)."

r. ACP 150 (B), "Recognition and Identification Instruction Air, Land, and Sea Forces (U)."

s. ACP 160, "IFF MARK X Operating Characteristics for Employment (U)."

t. ACP 160, NATO SUPP-1 (A), "IFF MARK X (SIF)--Operational Instructions (U)."

u. ACP 160 NATO SUPP-2 (A), "IFF MARK X and IFF MARK X (SIF)--Wartime Operational Instructions (U)."

v. ACP 160 NATO SUPP-4, "IFF MARK XII--Operational Instructions (U)."

w. ACP 167 (E), "Glossary of Communications-Electronics Terms (U)."

x. ACP 190 US SUPP-1 (A), April 1968, "Basic Armed Forces Frequency Plan (U)."

y. JANAP 128 (F), "Automatic Digital Network (AUTODIN) Operating Procedures (U)."

z. JANAP 137 (A), "Automatic Voice Network (AUTOVON) Operating Procedures (U)."

aa. JANAP 138 (A), "AUTOSEVOCOM Operating Procedures (U)."

bb. NCS Memorandum 1-68, 18 July 1968, "National Communications System (NCS) Circuit Restoration Priority System (U)."

cc. NCS Memorandum 1-70, 14 February 1970, "Voice Precedence System for the National Communications System (NCS) (U)."

dd. NCS Memorandum 1-72, 24 May 1972, "Record Message Precedence Systems for the NCS (U)."

ee. NCS Circular 55-1, 8 July 1970, "Processing Request for Temporary Adjustments to NCS Circuit Restoration Priorities Assignments (U)."

ff. NCS Circular 100-1, 24 August 1964, "NCS Procedures Relative to Radio Frequency Assignments and Monitoring of Radio Frequency Utilization (U)."

gg. DOD Directive C-4605.2, 17 October 1968, "Restoration Priorities for Military Communications Channels (U)."

hh. DCA Circular 310-70-6, 27 May 1969, "Jamming or Sabotage of DCS Telecommunications Facilities (U)."

ii. DCA Circular 310-120-1, 21 November 1972, "High Frequency Radio Support for the Alternate Military Command Center (U)."

CHAPTER 8

EXERCISE TERMS (U)

1. (U) <u>General</u>

   a. (U) <u>Purpose</u>. To ensure that official information of DOD relating to national security is protected during JCS-sponsored exercises.

   b. (U) <u>Definitions</u>. The following terms and meanings, derived from the reference are applicable:

      (1) (U) <u>Exercise Term</u>. A combination of two words normally unclassified used exclusively to designate a test, drill, or exercise. An exercise term is employed to preclude the possibility of confusing exercise directions with actual operations directives.

      (2) (U) <u>Code Word</u>. A word selected from those listed in JANAP 299 and subsequent volumes and assigned a classified meaning by appropriate authority to ensure proper security concerning intentions and to safeguard information pertaining to real-world military plans or operations classified as CONFIDENTIAL or higher. A code word shall not be assigned to test, drill, or exercise activities.

      (3) (U) <u>Nickname</u>. A combination of two separate UNCLASSIFIED words that is assigned an UNCLASSIFIED meaning and is employed only for UNCLASSIFIED administrative, morale, or public information purposes.

2. (U) <u>Application</u>

   a. (U) Nicknames and code words shall not be employed in JCS-sponsored exercises.

   b. (U) Exercise terms will be employed in JCS-sponsored exercises for the purpose of emphasizing that activities/events are exercise operations and not real-world operations.

                              CLASSIFIED BY DIRECTOR, J-3
                              DECLASSIFY ON OADR

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The exercise terms used in an exercise, the description or meaning they represent, and the relationship of the exercise terms and their meaning can be classified or unclassified. For example:

(1) (U) "HIGH HEELS" was an UNCLASSIFIED exercise term. It was employed at the beginning and ending of all exercise communications to warn the recipients that the contents were exercise activities and not directives to engage in actual operations or to implement plans. The term "HIGH HEELS" was not associated with any real-world plan, procedure, or system; therefore, its meaning was UNCLASSIFIED.
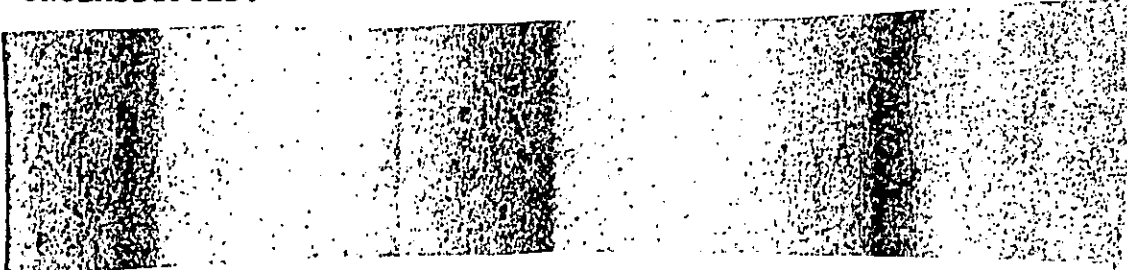
(3) (U) When an exercise term is used to simulate actual use of a DOD code word, the exercise term is classified and the identical security procedures used to protect DOD code words must be employed during the exercise to protect the term.

3. (U) Selection of Exercise Terms

a. (U) Exercise terms, improperly selected, can be counter-productive. Exercise terms must be chosen with sufficient care to ensure that they do not:

(1) (U) Express a degree of bellicosity inconsistent with traditional American ideals or current foreign policy;

(2) (U) Convey connotations offensive to good taste or derogatory to a particular group, sect, or creed; or,

(3) (U) Convey connotations offensive to our allies or other Free World nations.

b. (U) The following shall not be used as exercise terms:

(1) (U) Any two-word combination voice call sign found in JANAP 119 or ACP 119. Single words in JANAP 119 or ACP 119, however, may be used as part of an exercise term if the first word of the exercise term does not appear in JANAP 299 or subsequent volumes.

(2) (U) Combination of words including "project," "exercise," or "operations."

(3) (U) Words that may be used correctly either as a single word or as two words, such as "moonlight."

(4) (U) Exotic words, trite expressions, or well-known commercial trademarks.

4. (U) <u>Procedures</u>. Use of unsecure communications circuits, including unsecure telephones, for communications relating to JCS-sponsored exercises should be held to an absolute minimum.

a. (U) The exercise terms used to designate an exercise shall be used at the beginning and the ending of the text of each message or memorandum.

b. (U) When directed for a specific exercise, unclassified messages shall be encrypted for transmission only (EFTO) prior to transmission over unsecure circuits.

5. (U) <u>NATO Exercise Terms</u>

a. (U) The exercise terms to be employed in NATO general war winter exercises (WINTEX) will be listed in WINTEX operations orders (OPORDs).

b. (U) The NATO WINTEX exercise terms will not be adapted for use in JCS-sponsored exercises. However, should the need arise for communication with NATO WINTEX exercise participants during JCS-sponsored exercises, the NATO WINTEX exercise terms will be employed; JCS-sponsored exercise terms will not be used.

6. (U) <u>Promulgation of Exercise Terms for Use in Exercises</u>

a. (U) The listing of exercise terms that will be promulgated in the JCS EXPLAN will contain only the exercise terms to be employed between the Joint Chiefs of Staff and the major

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participants' headquarters. The exercise terms to be employed within the participants' organizations will not appear in the JCS EXPLAN. These terms should be published in the participants' EXPLANs.

b. (U) Exercise participants should submit to the JCS Project Officer a listing of any exercise terms considered absolutely essential for the conduct of JCS-sponsored exercises. The exercise terms should be listed alphabetically together with the meaning of each term.

REFERENCE:

DOD Directive 5200.1-R, July 1972, "Information Security Program Regulation" (U)

CHAPTER 9

ANALYSIS AND EVALUATION

1. General. The analysis and evaluation of JCS-sponsored CPXs involves addressing a wide spectrum of systems designed to support decisionmakers at the highest levels.

   a. At one end of the spectrum are technical systems, such as WWMCCS intercomputer network (WIN), that consist primarily of hardware and software subsystems. Their physical and functional specifications are defined during the acquisition process. Quantitative techniques are the best analytical approach for these types of systems.

   b. At the other end of the spectrum are procedural systems that provide guidance to senior decisionmakers and staffs for making decisions under a wide variety of situations. The requirements for these systems and their boundary conditions are dynamic and influenced by human judgment, imperfect information, and variable conditions. Consequently, the quantitative techniques used to evaluate technical systems seldom apply for procedural systems. The appropriate methodology for procedural systems is to identify the situation and describe the systems' performance so decisionmakers have a clear understanding of what the system did, what it did not do, how it functioned, why it functioned the way it did, and what can be done to improve it.

2. Exercise Objective Development. Exercise objective development begins when military capabilities required by the Defense Guidance (DG), the Unified Command Plan (UCP), and JCS Pub 2 are assigned to a particular exercise in the Exercise Planning Guidance (EPG).

   a. The EPG objectives are general in nature, such as, ensure strategic and tactical C^3 systems can meet the operational requirements of the supported commands. The exercise analyst must then select those strategic and tactical C^3 systems (continuing with the C^3 example) that will be evaluated in the exercise, based on the proposed exercise scenario, past

exercise results, Remedial Action Projects scheduled for validation, and areas of special interest to the JCS. Then the analyst updates the detailed system description for each selected system.

b. Most systems within a particular exercise series (e.g., WINTEX) do not appreciably change from one exercise to the next. Therefore, developing system descriptions will usually involve updates to the descriptions from the last exercise. When a selected system has not been described for a previous exercise, the analyst must develop a complete system description. Each system description should include the following information as a minimum:

(1) Identify the capabilities supported by the system.

(2) Identify the system's mission:

    (a) Inputs and outputs.

    (b) Standards of performance required by supported capa-
    bilities.

(3) Define the system including its subsystems, which may require division into additional smaller subsystems, and external interfaces with other systems.

(4) Identify internal system functions:

    (a) Internal policies and procedures.

    (b) Relationships among the subsystems and between each subsystem and the parent system.

    (c) Missions of each subsystem (inputs, outputs, and standards of performance).

(5) Identify internal functions and standards of all subsystems.

(6) Identify shortcomings in system design. These could be internal incongruencies, ill-defined subsystems or functions, or other deficiencies identified from a study of the system.

c. Once the appropriate systems are selected and system descriptions are complete, the analyst develops the exercise specific objectives. These tend to be of the form, "the ability of (the selected system) to (perform or support some task)." There should be at least one specific objective to analyze each system selected to support each EPG objective. Continuing the C^3 example where AUTOVON is selected for analysis, a specific objective might be "the ability of the AUTOVON system to provide connectivity between the JCS, the Services, the CINCs, and the TOAs during the period prior to hostilities."

d. The EPG also specifies a level of analysis for each EPG objective. These levels do not affect which systems are selected but will greatly affect selecting and wording the specific objectives. The three levels of analysis are:

(1) Practice--no analysis required, but the analyst must ensure the scenario is specified in enough detail to force that system to perform or support the required task.

(2) Demonstrate--the analyst must decide how to measure systems capability (what objective parameters for technical systems, what subjective factors for procedural systems, or a mix of the two) and what is the minimum acceptable level of performance. The analyst's Evaluation Report must include a justifiable statement of the systems acceptable or unacceptable performance.

(3) Evaluate--the analyst must again decide how to measure system capability and what is the desired level of performance. The analyst must explain any failure to meet the desired level and must recommend appropriate corrective action.

e. Clearly, evaluating a system is much more rigorous than demonstrating or practicing its capability. Many times a system will be "practiced" just to draw player attention to the system or to develop a sufficient understanding of it to allow a "demonstration" in subsequent exercises. Likewise, a "demonstration" may be conducted to determine if an "evaluation" is necessary next time. Also, the decision to practice or demonstrate a system may limit the data collection requirements and may preclude a later evaluation.

f. After completing the tasks described above, the analyst has everything necessary to assist the exercise planners to develop the exercise. Together, they lay out a proposed scenario, the EPG objectives, and the specific objectives along with the basic data collection requirements and the analysis methodology for each specific objective. This information is then used as a basis for the exercise Concept and Objectives (C&O). The C&O is staffed as a MOP 132 action and represents the official JCS position.

3. Exercise Design. The development of the Exercise Plan (EXPLAN) and the Control Staff Instructions (COSIN) are described in detail in Chapter 2. Significant to the analysis and evaluation effort during this phase is the Evaluation and Data Collection Plan (E&DCP), which is included in the COSIN as an annex.

a. The E&DCP is the final version of the objectives, data collection, analysis methodology process started with the C&O. The E&DCP must be much more specific and go into details of what data will be collected (including sample data collection forms), where it will be collected, and the specific evaluation techniques the analyst plans to use for each specific objective.

b. The System Descriptions are updated as necessary. They will be used to train the exercise players, controllers, and data collectors and will form the basis for system descriptions in subsequent, like exercises.

c. The analyst must also prepare a data collection notebook for each data collection site and conduct training courses for the data collectors.

4. Exercise Control. During the exercise, the analyst must maintain close contact with the exercise controllers and the data collectors. When the controllers accelerate, delay, add, or delete an event, the analyst must determine how best to collect the necessary data and inform the collectors of the best way to proceed.

5. Evaluate Exercise Results. After the exercise is complete, the analyst must prepare for the First Impressions and Critique Conferences in addition to writing the Evaluation Report (ER).

First, the analyst must review the data and ensure the
assumptions and methodology developed for the E&DCP are still
valid. Often, player and controller decisions change the course
of the exercise limiting the play of a particular system.
Sometimes data is incomplete or not "well behaved." These and
other circumstances may force the analyst to switch to a
different evaluation technique or reduce the rigor of the
analysis. In addition, new and unexpected fallout issues not
covered in the E&DCP arise during the exercise. If the fallout
issue is within the scope of an existing EPG objective; the
analyst, working backwards from the available data, will develop
a new specific objective for the issue along with the level of
analysis. Fallout issues bearing no relationship to the EPG will
be evaluated by the analyst to the extent allowed by the data.

  a. The preliminary analysis of important issues, both
  preplanned and unexpected fallout, will be organized to
  present to the top-level players and other dignitaries at the
  First Impressions Conference. Usually, the conference
  attendees will give guidance to the analyst concerning the
  remainder of the evaluation.

  b. After the First Impressions Conference, the exercise
  players submit critique comments on the problems they observed
  during the exercise. The analyst will also develop critique
  comments for those systems that were not practiced during the
  exercise, those systems whose demonstrated capability was less
  than the minimum, and those evaluated systems that did not
  meet the desired capability. The analyst then participates in
  the disposition of the critique comments at the Critique
  Conference (see Chapter 2 and MJCS-129-83).

  c. With all the data in hand after the critique conference,
  the analyst can complete the Evaluation Report (ER). The ER
  must provide an overview of the scenario; discuss key events
  during the exercise; show the connection from the EPG
  objectives to the specific objectives and fallout issues;
  describe the analysis/evaluation process for each specific
  objective; make comprehensive findings, conclusions, and
  recommendations for each specific objective; and present
  findings to support the validation or initiation of Remedial
  Action Projects (RAPs).

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CHAPTER 10

INFORMATION REQUIREMENTS

1. General. To assist the Joint Chiefs of Staff in the design, conduct, and analysis of exercises, certain information is required from exercise participants and control personnel. Because of the volume and need for continuous updating, a portion of the submitted information is computerized. The information stored in the computer and processed is:

    a. Master Scenario Events List (MSEL).

    b. Critique Items.

2. Preparation and Submission of Inputs. Since the information mentioned above is processed by computer, it must be prepared in strict accordance with the appropriate formatting instructions described in paragraphs 8 thru 11 below. Properly formatted data may be forwarded to JED in any one of three ways:

    a. Computer file transfer via WWMCCS Intercomputer Network (WIN)

    b. Keypunched cards

    c. AUTODIN punched card message

A more detailed description of each method follows.

3. Computer File Transfer via WIN. WIN transfer of data files in the appropriate card image format is the most efficient way to forward command/agency inputs. Commands/agencies that have access to a WIN site computer and want to use this method should create the files and so inform the exercise data technician, AV 225-3026/4711 or secure 2823/2822. The data technician will make the necessary arrangements to transfer a copy of the data to the NMCC computer using the WIN File Transfer Service (FTS).

4. Keypunched Cards. Cards may be punched on the IBM 029 keypunch or the UNIVAC 1710 with 9000 keyboard using extended binary coded decimal interchange code (EBCDIC) and forwarded to

JCS via Armed Forces Courier Service (ARFCOS) or registered mail, addressed as follows:

OJCS/J-3/JED/Analysis Branch
Pentagon, Washington, D.C. 20301-5000

5. AUTODIN Punch Card Message. Essentially the preparation of an AUTODIN punch card message is the same as any other electrically transmitted message. Exceptions in the preparation of the DD Form 173 are as follows:

a. Enter "TC" in the block labeled "LMF." This identifies the message as one to be converted on the receiving end from tape to cards.

b. For the "To" address, enter "JCS WASHINGTON DC//J3/JED//." The message will then be routed to the JCS Message Center, where the cards will be produced.

c. In the header, immediately following the security classification, enter "Pass to JED, 53026," subject exercise name MSEL or critique item. (e.g., PROUD SPIRIT MSEL)

d. Format for the text of the message will be as prescribed later in this chapter. Note: AUTODIN messages are limited to 69 columns per line instead of 80 columns shown below.

6. Classification. Classified information/material will be safe-guarded in accordance with DOD Directive 5200.1, appropriate CINC or Service instructions/directives, and supplementary instructions listed below. Punch cards need not be individually classified, but can be classified as a single packet. A header card must be prepared and positioned in the front of the card deck that specifies the classification. When submitting MSEL items, the header card should reflect not only the classification, but also the notation "FOR CONTROL EYES ONLY," e.g., SECRET FOR CONTROL EYES ONLY.

7. Due Dates. Information will be submitted to OJCS/J-3/JED at the time specified in the EXPLAN.

8. <u>Master Senario Events List (MSEL)</u>

a. <u>General</u>. The MSEL is an abbreviated version of the messages/events that will be presented to players during the execution phases of an exercise. It is developed exclusively for the use of exercise control personnel. After development of the intelligence scenario, the exercise calendar, and the exercise chronology, each major participant will submit scripted inputs for the JCS MSEL to the Joint Staff. JCS MSEL candidates should include only those items that pertain to or impact on other organizations. The JCS MSEL should not include items of interest to only one organization. For example, items that generate internal play within the Department of the Army should be in an Army MSEL, not in the JCS MSEL. After all MSEL candidates are received and processed by the Joint Staff, the MSEL listing will be coordinated with all exercise planners at the JCS COSIN planning conference prior to the exercise. After coordination is completed, the finalized MSEL will be included in the JCS COSIN.

b. <u>Format</u>. MSEL items that are submitted as candidates for inclusion in the JCS COSIN must conform to the format shown below. Two types of cards, "A" and "B", are required for each MSEL item to be submitted. The "A" card is a header card that lists information as to the identity of the item (DTG, who inputs it during the exercise, subject of the item, etc.), while the "B" card(s) is(are) used to describe the specific scenario item.

(1) <u>Card Type "A"</u>. The format for the information card ("A") is given below:

<u>Card Column 1 - CARD TYPE</u>. An "A" is punched in this column. The "A" identifies this card as the information card.

<u>Card Columns 2-4 - UNIT CODE</u>. Enter (starting in CC 2) the submitting organization code in these columns (see Appendix F). This code identifies the command/agency originating the event for inclusion in the MSEL.

<u>Card Columns 5-8 - SEQUENCE NUMBER</u>. A four-digit number, sequentially assigned for all submitted cards, will be keypunched in these columns. For example, the first "A" card will be 0001. This "A" card will always

be followed by one or more "B" cards, number 0002, 0003
. . . 0007. The "A" card for the second item would
then be numbered 0008, and the following "B" cards
0009, 0010, etc.

Card Column 9 - BLANK. This column is always left
blank.

Card Columns 10-11 - MONTH. A two-digit month code
representing the month in which the event is to be
injected into exercise play is inserted in these
columns. (e.g., 01 for January, 02 for February, etc.)

Card Column 12 - BLANK. This column is always left
blank.

Card Columns 13-18 - DATE-TIME GROUP (DTG). Keypunch
the date and time (day-hour-minute) the event should be
injected into exercise play. The date and time must be
expressed in Greenwich (ZULU) time. If an event is to
be injected into the play of the exercise at midnight,
the time (hours and minutes) to be used is "2400." DO
NOT use "0000." For example, 082400 is admissible
whereas 090000 is NOT. If the submitter desires to
insert an event on a specific day, but the exact time
for injection depends on play, the time space will be
filled by "2500," and the item(s) will appear at the
end of the day's last activity.

Card Column 19 - BLANK. This column is always left
blank.

Card Columns 20-29 - INPUT BY. Enter (starting in
CC20) the abbreviated title for the command/agency that
will input event into the exercise. Major participants
and their command/agency abbreviations are provided in
Appendix F. If a major participant to input the event
is not listed, the submitter should contact JED, ext.
53026/54711 or AV 225-3026.

Card Column 30 - BLANK. This column is always left
blank.

Card Columns 31-33 - SUBJECT CODE. Enter the "General Subject Area Code" in these columns. See Appendix F for a listing of these subject area codes.

Card Column 34-37 - BLANK. These columns are always left blank.

Card Column 38 - CRIT ITEM. Only events that are considered critical/essential to the exercise will have an asterisk (*) in this column. Otherwise, leave this column blank.

Card Columns 39-49 - BLANK. These columns are always left blank.

Card Columns 50-57 - OBJECTIVE CODE. Enter objective codes in these columns. See the Draft COSIN for a listing of objective codes. Columns 50-51, 53-54, and 56-57 will be used to specify from one to three objectives addressed by the MSEL. Columns 52 and 55 are always left blank.

Card Columns 58-80 - BLANK. These columns are always left blank.

(2) Card Type "B". The format for the description card ("B") is given below.

Card Column 1 - CARD TYPE. A "B" is keypunched in this column. The "B" identifies this card as the description card. "B" cards always follow an identifying "A" card.

Card Columns 2-4 - UNIT CODE. Enter (starting in CC 2) the submitting organization code in these columns (see Appendix F). This code identifies the command/agency originating the event for inclusion in the MSEL.

Card Columns 5-8 - SEQUENCE NUMBER. Each submitter will punch a four-digit number sequentially assigned for all submitted cards (e.g., "A" card sequence number 0001, "B" cards 0002, 0003, etc. "A" card sequence number of 0089 would be followed by "B" cards 0090, 0091, etc.)

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Card Column 9 - BLANK. This column is always left blank.

Card Columns 10-55 - EVENT. Prior to the beginning of the text on the first text card only, indicate the classification of the text; e.g., (U), (C), or (S). Do not use (TS), because the COSIN will be classified no higher than Secret. MSEL items that must be released into civilian communications channels should be unclassified, if possible. Classification of these items will severely limit distribution. The event follows in these columns. Caution should be used not to split a word at the end of a line unless standard hyphenation is used. Blank filling of the line is permissible for continuity.

Card Columns 56-80 - BLANK. These columns are always left blank.

9. Critique Items

a. General. Critique items for JCS-sponsored exercises should focus on significant issues and discrepancies observed during the conduct of the exercises. The issues and discrepancies may be broad or specific in nature and include such things as plans, procedures, personnel actions, and logistics that played a part in the exercise. Critique items can also be addressed to shortcomings perceived in the design of the exercise itself, to include any recommendations for the design or conduct of future exercises.

b. Specifics. Each participant may submit as many critique items as desired. Each critique item, however, will address only one subject. Additionally, since the critique items are to be computerized for subsequent actions, it is required that the preparation of the items be done in accordance with the following detailed instructions. The critique item submitter's name, address, and AUTOVON and commercial telephone number will be entered as the last line of the text.

c. Format

Card Columns 1-2 - JCS Control Field. Enter "AZ" in these columns on each card.

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Card Columns 3-5 - Command/Agency Code. Enter the appropriate one-, two-, or three-character command/agency code (starting in column 3) to identify the command or agency submitting the critique item. See Appendix F for a listing of the command codes for major exercise participants.

Card Columns 6-8 - Critique Item Number. Enter a three-digit sequential number for each critique item assigned by the submitting command/agency. The first critique item submitted will be assigned 001, the second will be 002, etc. Every card within each critique item will contain the same critique item number.

Card Columns 9-11 - Subject Area Code. Enter the subject area code on each card. See Appendix F.

Card Column 12 - Section Code. Enter the appropriate letter to identify the section. Each critique item being submitted will be divided into four basic sections: TITLE, PROBLEM, DISCUSSION, and RECOMMENDATION(S). The following letter codes will be used:

Code	Section Identity
T	Title of Critique Item
P	Problem Description
D	Discussion of Critique Item
R	Recommendation(s)

Card Columns 13-14 - Card Sequence Number. Enter a two-digit number in these columns for each card within a section. The numbers within each section must be numbered sequentially, starting with 01. For example, if five cards are required to explain the PROBLEM section of the critique item, enter 01 in these columns for the first card, 02 for the second card. . . 05 for the fifth card.

Card Column 15 - Section Classification Code. Enter one of the codes listed below on each card to indicate the security classification of each section. Each section should be classified individually on its own sensitivity. The following codes will be used:

Code	Classification
T	TOP SECRET
S	SECRET
C	CONFIDENTIAL
U	UNCLASSIFIED

Title Cards should be UNCLASSIFIED whenever possible.

Card Columns 16-80 - Text. The section narrative will be entered in these columns. For example, if column 12 is T (TITLE), the specific title of the subject matter would be stated in columns 16-80. The same pattern follows for the PROBLEM, DISCUSSION, and RECOMMENDATION(S) sections. The first letter of the first word in each major section (TITLE, PROBLEM, etc.) must be entered in column 12. It is not necessary to enter the major section headings (that is, the words "TITLE" or "PROBLEM", etc.) in columns 16-80 because column 12 serves this purpose. If the section needs to be subdivided, use standard outline format; i.e., A., 1., (a), etc.

TEXT INSTRUCTIONS SUMMARY

CARD COLUMNS	FIELD DESCRIPTION
1-2	Card Type "AZ" (JCS Control Columns)
3-5	Command/Agency Code (See Appendix F)
6-8	Critique Item Number (Unique, sequential)
9-11	Subject Area Code (See Appendix F)
12	Section Code: T--Title P--Problem D--Discussion R--Recommendation(s)
13-14	Card Sequence Number: 01--First card of section 02--Second card of section, etc.

UNCLASSIFIED

15   Section Classification Code: T--TOP SECRET
                                               S--SECRET
                                               C--CONFIDENTIAL
                                               U--UNCLASSIFIED

16-80   Text (Narrative information)

10. Submitting Organization Point of Contact (POC). The name,
grade, and phone number of the submitting orgainzation's POC for
the critique item should be provided as the last line of the
Recommendation Section (or in the Discussion Section if no
recommendations are submitted).

11. Declassification Instructions. If a critique item is to be
declassified in accordance with the Information Security Program
Regulation, DOD Directive 5200.1 series, a declassification card
must be prepared and submitted in accordance with the following
format:

   Card Columns 1-11. The first 11 columns of the declassi-
   fication card are the same as the first 11 columns of the
   critique item card.

   Card Column 12 - Section Code. Enter an "I" in this column to
   identify the section as the declassification instructions.

   Card Columns 13-14 - Card Sequence Number. Enter 01 in
   columns 13 and 14. Only one declassification card is required
   for each critique item.

   Card Column 15 - Overall Classification Code. Enter one of
   the codes listed below, which will reflect the highest
   classification used in the critique item.

         CODE   CLASSIFICATION

          T   TOP SECRET
          S   SECRET
          C   CONFIDENTIAL

   Card Columns 16-18 - Classified By. Enter the appropriate
   code of the command/agency responsible for the classification
   of the critique item. See Appendix F for a listing of the
   command codes for major exercise participants.

10-9

UNCLASSIFIED

Card Column 19 - Type. Enter the declassification code listed below:

CODE	MEANING
D	Declassify on (date) (Note: see columns 23-28).

Card Columns 20-22. These columns must be blank.

Card Columns 23-28 - Date. Enter OADR or the date (e.g., DDMMYY-311278) that the declassification action designated in column 19 is effective.

Card Columns 29-50. These columns must be blank.

DECLASSIFICATION

CARD COLUMNS	FIELD DESCRIPTION
1-2	Card Type "AZ"
3-5	Command Code (See Appendix F)
6-8	Critique Item Number
9-11	Subject Area Code (See Appendix F)

NOTE: The above items are the same as for the Critique Item card.

12	Section Code "I"
13-14	Card Sequence Number "01"
15	Class: T-TOP SECRET HIGHEST CLASS S-SECRET USED IN THE C-CONFIDENTIAL CRITIQUE ITEM

16-18	Classified by (Command Code)
19	Type: D-Declassify on <u>(date)</u>
20-23	blank
23-28	OADR or date (DDMMYY, i.e., 311278) for declassification action

CHAPTER 11

DATA BASE AND AUTOMATIC DATA
PROCESSING (ADP) SUPPORT REQUIREMENTS (U)

1. (U) General. This chapter identifies and describes the data bases/files frequently used in support of CPXs. The actual use of a data base/file will be dependent on the complexity or scope of the exercise supported.

2. (U) ADP Support Requirements

   a. (U) Data bases and associated reports that are candidates for use in JCS-sponsored exercises are described below. Comments or questions concerning a specific data base or report should be directed to the appropriate Joint Staff point of contact.

   b. (U) The Joint Staff point of contact for overall exercise ADP support is OJCS/J3/CSOD, AV 225-0367, secure (KY-3) 2830.

3. (U) JOPS

   a. (U) File Name: TPFDD

   b. (U) Associated Report: JOPSREP

   c. (U) Authority: JCS Pub 6, Vol II, Part 11, Chapter 1

   d. (U) Description: The TPFDD file contains information concerning force requirements, associated transportation characteristics and routing, supporting non-unit equipment and personnel, and preliminary movement tables for each JCS-approved joint OPLAN

   e. (U) Where Required: NMCC, ANMCC, JDA

   f. (U) Planning Phase Modification Required: Yes

   g. (U) Execution Phase Update Required: Yes

CLASSIFIED BY DIRECTOR, J-3
DECLASSIFY ON OADR

11-1

h. (U) Source of Reports: Unified and specified commands, the Services, Defense Fuel Supply Center (DFSC), the TOAs, and JDA

i. (U) Source of Update Reports: Same as subparagraph 3h above

k. (U) Joint Staff Contact: OJCS/J3/CSOD, AV 225-0367, secure (KY-3) 2830

l. (U) Joint Data Systems Support Center (JDSSC) Contact: C324, AV 225-1092
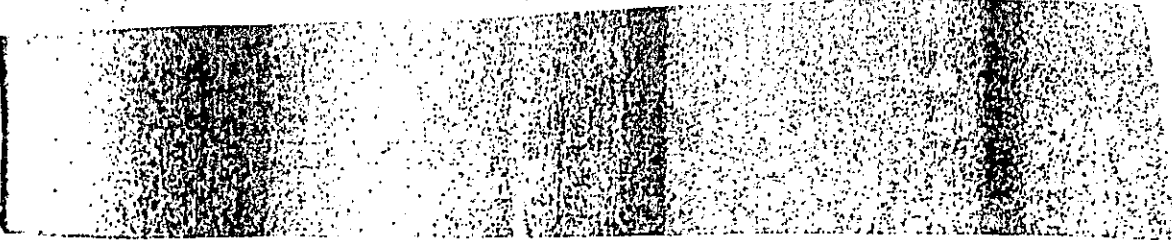
n. (U) Required Actions: JDSSC is requested to provide data handling/retrieval to support the activities of the Joint Staff during the exercise period.

4. (U) <u>JDS</u>

a. (U) File Name: JDS

b. (U) Associated Report: Selected Reports (See JDS Procedures Manual(s) Vol I and Vol II)

c. (U) Authority: SM 735-81

d. (U) Description: The JDS encompasses the people, procedures, ADP systems, and related communications support required to plan, coordinate, and monitor movements and deployments based on approved OPLANs or during contingency operations where no plan exists.

e. (U) Where Required: JDA

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f. (U) Planning Phase Modification Required: Yes

g. (U) Execution Phase Update Required: Yes

h. (U) Source of Reports: Joint Deployment Community

i. (U) Source of Update Reports: Same as subparagraph 4h above

j. (U) File Use: Serves as the single source of movement requirements and associated movement tables/schedules for deployment of forces and non-unit cargo/personnel as planned by the Joint Deployment Community for a selected CINC's OPLAN.

k. (U) Joint Staff Contact: OJCS/J3/CSOD, AV 225-0367

l. (U) JDSSC Contact: C324, AV 225-1092

m. (U) Narrative: The JDS data base will be established during exercise execution and will consist of refined movement requirements of the selected OPLAN or developing contingency plan to include a minimum of 5 days airlift requirements and 30 days sealift requirements.

n. (U) Required Action: The JDA will provide a standard set of retrievals to support the activities of the Joint Staff, to include retrievals oriented toward crisis management information needs. The JDSSC is requested to provide an ad hoc retrieval capability for information not available from standard retrievals.

5. (U) UNITREP

    a. (U) File Name: UNITREP

    b. (U) Associated Report: UNITREP

    c. (U) Authority: JCS Pub 6, Vol II, Part 2, Chapter 1

    d. (U) Description: To provide data concerning the basic identity and status of units/organizations.

    e. (U) Where Required: NMCC, ANMCC, JDA

    f. (U) Planning Phase Modification Required: Yes

11-3

g. (U) Execution Phase Update Required: Yes

h. (U) Source of Reports: Unified and specified commands, components, and the Services

i. (U) Source of Update Reports: Same as subparagraph 5h

j. (U) File Use: Basic identity and status information concerning units/organizations

k. (U) Joint Staff Contact: OJCS/J3/CSOD, AV 225-0367, secure (KY-3) 2830

l. (U) JDSSC Contact: C323, AV 225-7831

m. (U) Narrative: The UNITREP data base cutoff date is 60 days prior to exercise start time. Planning phase reports, required by the EXPLAN, must be received by the Joint Chiefs of Staff not later than (NLT) 10 days prior to exercise start time. Exercise reports submitted subsequent to exercise start time will be transmitted as reportable events occur. Normal UNITREP reporting procedures apply to all reports. UNITREP exercise reports will be numbered in ascending numeric sequence beginning with "001." All report header cards will contain an "X" in card column 21. An exercise identification card is required for all UNITREP exercise data reports.

n. (U) Required Actions: JDSSC is requested to provide data handling/retrieval to support the activities of the Joint Staff during the exercise period.

6. (U) <u>SIOP</u>

a. (U) File Name: SIDA

b. (U) Associated Report: CAO SOP

c. (U) Authority: JCS Pub 6, Vol II, Part 1

e. (U) Where Required: ANMCC only

f. (U) Planning Phase Modification Required: Yes

g. (U) Execution Phase Update Required: Yes

h. (U) Source of Reports: Director of Strategic Target Planning (DSTP), Joint Coordination Center (JCC), and unified and specified commands

i. (U) Source of Update Reports: JCC and unified and specified commands

j. (U) File Use: Implementation of the SIOP, threat-assessment, and retargeting

k. (U) Joint Staff Contact: OJCS/J3/NWSB, AV 225-7223, secure (KY-3) 2750

l. (U) JDSSC Contact: C322, AV 225-6523

m. (U) The SIOP and SRP data base cutoff will be specified in the appropriate exercise plan.

7. (U) <u>Nuclear Capabilities Report (NUCAP)</u>

a. (U) File Name: JCS NUCAP Data Base

b. (U) Associated Report: UNITREP "Q" and Nuclear Weapons Reporting (NUREP) "25" cards

c. (U) Authority: JCS Pub 6, Vol 11, Parts 1, 2 & 4
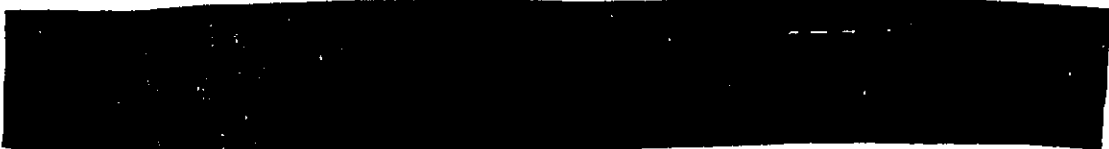
e. (U) Where Required: NMCC, ANMCC, and National Emergency Airborne Command Post (NEACP)

f. (U) Planning Phase Modification Required: Yes

g. (U) Execution Phase Update Required: Yes

h. (U) Source of Reports: Services, unified and specified commands, and Defense Nuclear Agency (DNA)

i. (U) Source of Update Reports: Services, unified and

specified commands, and DNA. Data file is updated with the 25 card of the NUREP report and the Q card of the UNITREP report.

k. (U) Joint Staff Contact: OJCS/J3/NWSB, AV 225-7223, secure (KY-3) 2750

1. (U) JDSSC Contact: C332, AV 225-6523

n. (U) Required Actions: The JDSSC is requested to provide retrievals to support the activities of the Joint Staff.

8. (U) Nuclear Weapons Inventory

a. (U) File Name: Nuclear Weapons Accounting System (NUCWA)

b. (U) Associated Report: NUREP

c. (U) Authority: JCS Pub 6, Vol II, Part 4, Chapter 1

e. (U) Where Required: ANMCC

f. (U) Planning Phase Update Required: No

g. (U) Execution Phase Update Required: Yes

j. (U) Joint Staff Contact: OJCS/J3/NWSB, AV 225-7223, secure (KY-3) 2750

k. (U) JDSSC Contact: C305, AV 225-0846

l. (U) DNA Contact: OAOP, 327-7728, Secure (KY 3) 2101

m. (U) Narrative
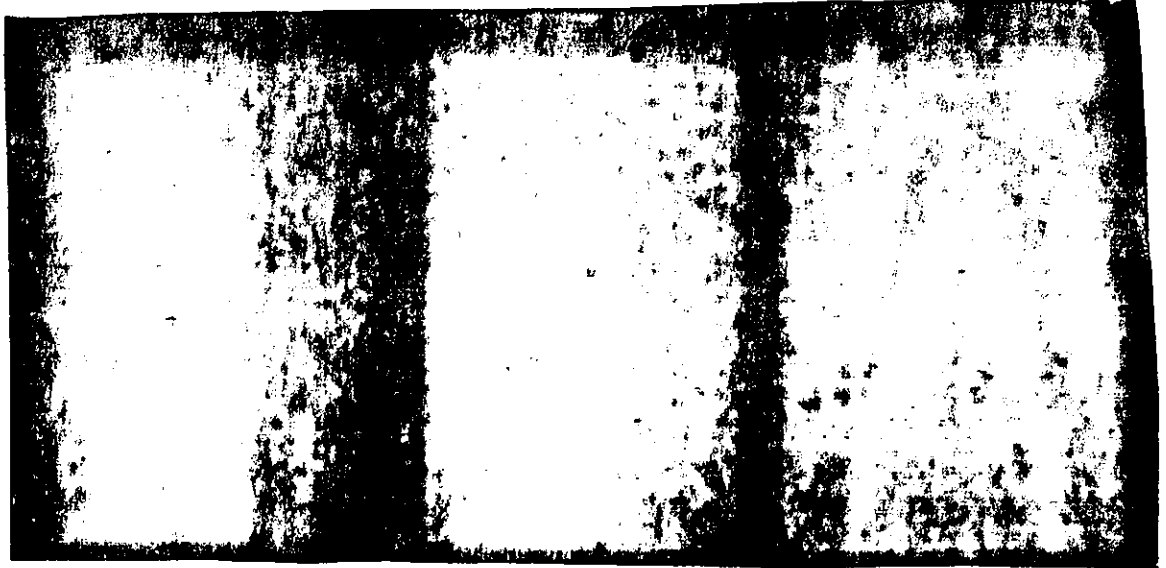
n. (U) Actions Required

 (1) (U) The JDSSC is requested to:

 (2) (U) The unified and specified commands and the Services are requested to:

9.

b. (U) Associated Report: CAO SOP

c. (U) Authority: JCS Pub 6, Vol II, Part 1

e. (U) Where Required: JRC and ANMCC

f. (U) Planning Phase Modification Required: Yes

g. (U) Execution Phase Update Required: Yes

h. (U) Source of Report: CINCSAC, USCINCPAC, USCINCLANT, USCINCEUR, NSA/CSS, and/or operational units

i. (U) Source of Update Reports: Same as subparagraph 9h

k. (U) Joint Staff Contact: OJCS/J3/JRC, AV 225-0584, secure (KY-3) 2667

l. (U) JDSSC Contact: C332, AV 225-6523

After the cutoff date, changes will be reported in accordance with the above authority.

10. (U) <u>Red Resource Monitor (RRM)</u>

a. (U) File Name: RRM

b. (U) Associated Reports: CAO SOP
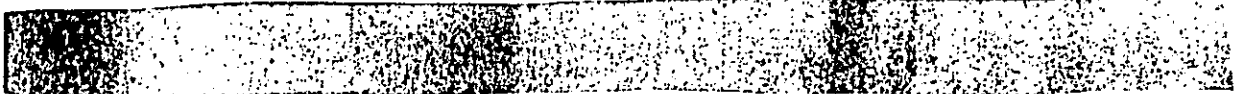
d. (U) Where Required: ANMCC

e. (U) Planning Phase Modification Required: Yes

f. (U) Execution Phase Update Required: Yes

g. (U) Source of Reports: Unified and specified commands, unit, JCC
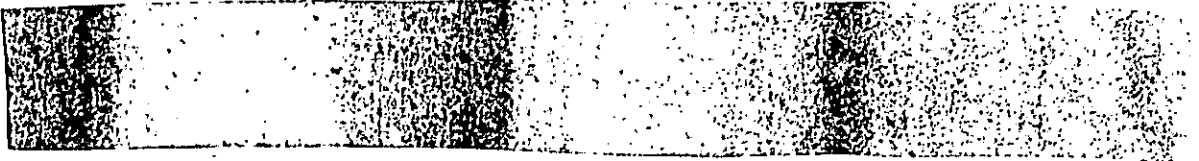
j. (U) DIA Contact: DI-7, AV 222-5415, secure (KY-3) 2537

k. (U) Joint Staff Contact: OJCS/J3/NWSB, AV 225-7223, secure (KY-3) 2750

l. (U) JDSSC Contact: C322, AV 225-6523
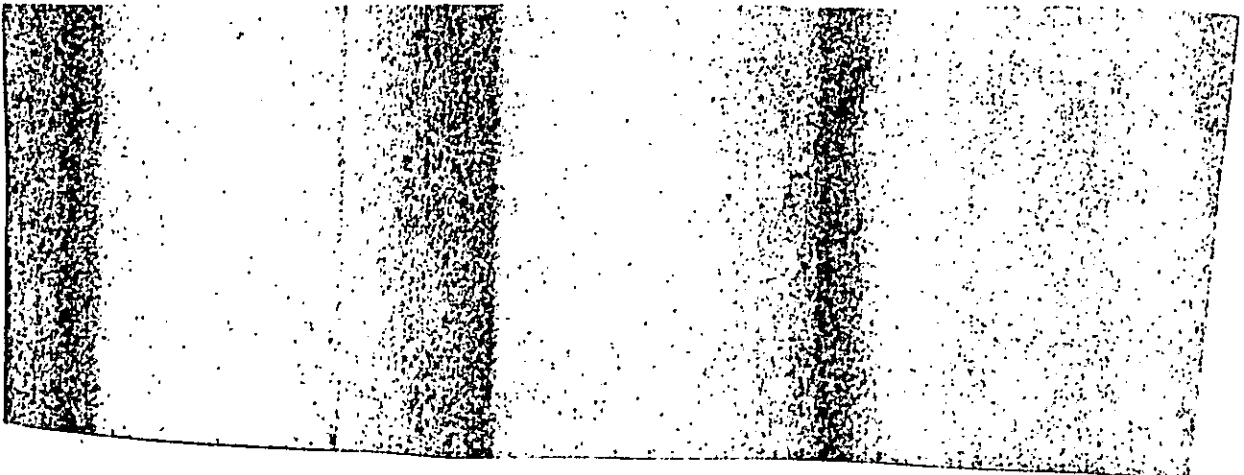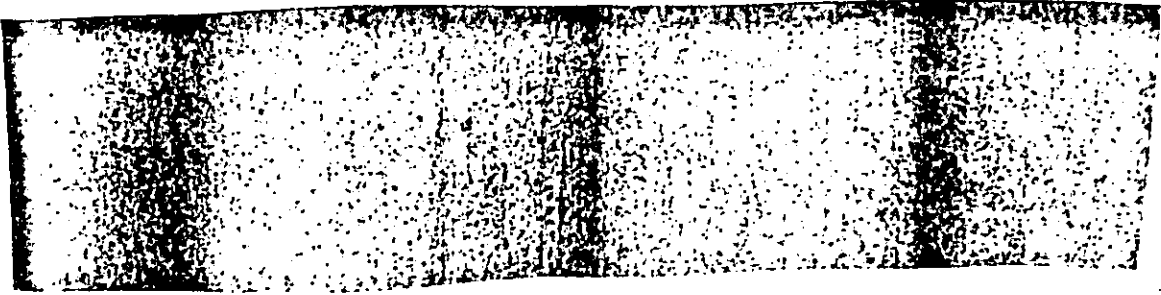
n. (U) Specific requirements for each exercise will be coordinated with the data information coordination office (DICO).

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CHAPTER 12

OPERATIONS SECURITY

1. General

a. JCS-sponsored exercises provide hostile intelligence
services with excellent opportunities to obtain information
concerning US military capabilities, plans, procedures, and
command and control actions. In addition, exercise
scenarios frequently include US predictions of adversary
reactions to crisis and general war situations. For these
reasons, US military exercises are major targets for Soviet
and Warsaw Pact intelligence services.

b. JCS-sponsored exercises test and evaluate procedures and
simulate actions that US military forces plan to use in the
event of the actual crises or hostilities. Disclosure of
these procedures and simulated actions to hostile
intelligence services would provide potential enemies with
information to recognize and predict US military actions in
real-world situations. This could cost lives and thwart
national objectives by denying the element of surprise to US
military forces in actual future hostilities. The future
operational effectiveness of actions reflected in exercises,
therefore, depends substantially on the ability of the
United States to protect exercises from hostile intelligence
exploitation.

c. OPSEC is the process of denying adversaries information
about friendly capabilities and intentions by identifying,
controlling, and protecting indicators associated with
planning and conducting military operations and other
activities. The application of OPSEC in JCS-sponsored
exercises requires a determination of what information is to
be denied, what information sources exist that could be
exploited by hostile intelligence services, and what actions
may be taken to eliminate known or suspected exploitable
sources of information.

d. In addition to the real-world OPSEC measures that need to
be applied in support of JCS-sponsored exercises, such
exercises also provide an opportunity to demonstrate and
evaluate the role of OPSEC within the exercise scenario.

12-1

2. <u>The Hostile Intelligence Threat</u>. An unclassified, general hostile intelligence threat summary is contained in Appendix A to reference a. An effective exercise OPSEC annex, however, must be based on the most current intelligence threat information keyed to the specific purpose of a given exercise. Exercise planners must request their intelligence staff element to provide current, all-source information on probable adversary knowledge of the exercise, indicating the adversary's capabilities to obtain and assess information. Information provided by the intelligence staff element should follow the format established by reference d.

3. <u>Concept of Planning</u>. Effective OPSEC in exercises, as in actual operations, depends on a realistic and coordinated effort by planners and participating staff elements, which must begin at the earliest possible time. To be realistic, the application of OPSEC must reflect the fact that different aspects of exercises require different degrees of protection. Procedures for protecting unclassified information are not well understood and must be addressed by exercise planners from an OPSEC point of view. The "need-to-know" principle, normally associated with classified information, should be applied to the disclosure of unclassified information during exercises. For example, unclassified information that would be passed via unsecure means in an actual situation (i.e., enemy contact reports) must be protected during exercises to avoid disclosure of US military procedures to hostile intelligence services. Exercise planners must allow for possible communications delays caused by the need to encrypt exercise message traffic. In some instances, it may be desirable to pre-position time-sensitive exercise messages with controller/trusted agents for hand delivery to player personnel. Care must be taken to ensure US military operational patterns are afforded protection in exercises to avoid disclosure to adversaries, which could result in accurate adversary predictions of our actions in future real-world crisis situations. Public affairs guidance should be closely coordinated with OPSEC considerations, which requires early consultations with exercise planners and public affairs and intelligence representatives. This process will be completed in concept and objective actions to permit the orderly development and application of OPSEC measures throughout the three exercise phases discussed in Chapter 1. A detailed discussion of OPSEC planning is contained in reference a.

4. Essential Elements of Friendly Information (EEFI). EEFI are key questions about friendly capabilities, intentions, operations, or other activities likely to be asked by an opposing decisionmaker in competitive situations. The actions described in the preceding paragraphs will result in a determination of which items of information concerning the exercise require protection. These EEFI form the basis for subsequent identification and closing off of potentially exploitable sources. It is the responsibility of each staff element to ensure the EEFI in their area of responsibility are complete, pertinent to the existing or planned situation, and listed for each phase of the exercise. Examples of exercise EEFI can be found in Appendix 1 to Annex L of reference c.

5. Known Exercise OPSEC Weaknesses. Considerable experience has been gained in identifying exploitable sources of information during previous JCS-sponsored exercises, principally through the employment of OPSEC surveys (for a discussion of this subject, see reference a). These sources include:

a. Publication of unclassified memorandums during the exercise planning phase that identify the exercise, outline the planning schedule, and detail the exercise training schedule.

b. A large volume of unclassified record and voice communications during all exercise phases, which contains much of the information necessary to reconstruct the exercise.

c. High visibility indicators (during the planning and preparation period) of an impending exercise, such as signs in hallways and outside conference rooms bearing the exercise nickname.

d. Reliance on the unsecure telephone during all exercise phases as an accepted means of communicating information related to the exercise. (This has been a major exploitable source of information.)

e. Insufficient attention to physical security, permitting persons without need-to-know to enter conferences or wander through exercise areas.

12-3

f. Unclear directives concerning exercise procedures, leading to queries over unsecure communications for additional information.

6. OPSEC Application in Exercises. The attainment of a maximum OPSEC posture based on consideration of selected EEFI will be a continuing objective in JCS-sponsored exercises. OPSEC guidance and EEFI for each exercise will be determined concurrently with development of the exercise concept and objectives. EXPLANs will reflect consideration of OPSEC in accordance with the provisions of this document, references c and d, and the approved concept and objectives. In preparation for each JCS-sponsored exercise, planners at all levels should consider that:

a. OPSEC surveys will be conducted to the extent that initial identification of OPSEC weaknesses or periodic evaluation of the exercise OPSEC posture is considered necessary and feasible by the approving authority.

b. Constraints on the use of unsecure communications, particularly telephone circuits, will be applied. If appropriate operations codes or other manual cryptosystems are not available for the transmission of exercise information via unsecure radio and telephonic communications, they can be requested from NSA. These requests should be submitted at least 120 days prior to the date required, to enable the development of codes or systems tailored to the specific exercise. References b and g provide information concerning submission of OPSEC requirements.

c. Maximum use of AUTOSEVOCOM and record communications will be directed.

d. Communications monitoring will be encouraged, consistent with availability of assets and the need to evaluate the communications posture during the exercise.

e. Results of OPSEC surveys will be reported under the provisions of JCS Pub 18, as part of unified and specified command OPSEC summary reports.

7. OPSEC Assistance. Requests for JCS OPSEC assistance may be addressed to the Combat Operations Support Division, J-3, OJCS.

12-4

REFERENCES:

a. JCS Pub 18, 15 December 1982, "Operations Security."

b. JCS MOP 131, 18 July 1983, "Joint and Combined Communications Security."

c. SM-142-85, 10 May 1985, "Joint Operation Planning System, Volume II (Supplementary Planning Guidance)."

d. SM-362-84, 28 June 1984, "Joint Operation Planning System, Volume I (Deliberate Planning Procedures)"

e. J3M-947-83, 15 June 1983, "JCS Operations Security Survey Guide (U)."

f. J3M-998-74, 4 June 1974, "Operations Security (OPSEC) Lessons Learned (U)."

g. NACSIM 7001, "COMSEC Planning Guide for Manual Cryptographic Systems."

CHAPTER 13

SECURITY INSTRUCTIONS

1. Requirements. A TOP SECRET security clearance and access authorizations to Sensitive Compartmented Information (SCI), (i.e., Special Intelligence (SI)/TK) or Single Integrated Operational Plan-Extremely Sensitive Information (SIOP-ESI) may be required for participation in many aspects of JCS-sponsored exercises. Details concerning facility entrance requirements and corresponding security clearances/access authorizations at the Pentagon and Site R are set forth below:

a. Pentagon

(1) Building. Personnel requiring unescorted entry into the Pentagon must possess a DOD Identification Pass (DD Form 1466), a Temporary Pentagon Pass (DD Form 1469), or a Military Identification Card (DD Forms 2A, 2N, 2AF, 2MC, or 2CG). Military identification, however, is valid for entry only between 0600 and 1800, Monday-Friday. OJCS personnel may process requests for building passes through the OJCS Security Division. Non-OJCS personnel may request building passes through their component DOD identificaton pass channels or directly from the Pentagon Building Pass Office, Room 1B873, the Pentagon.

(2) OJCS Restricted Areas. Personnel requiring unescorted entry into OJCS restricted areas at the Pentagon must have a permanent JCS Identification Pass or Badge authorization, or must be listed on the OJCS Exercise Participation Roster (see Appendix H). Permanent JCS passes will not be issued solely on the basis of exercise participation; however, individuals listed on the exercise rosters will be issued a special JCS Exercise Badge valid for the duration of the exercise. The Exercise Badge must be returned to the OJCS when the exercise is completed. To be eligible for a JCS Exercise Badge, participants must possess a TOP SECRET security clearance.

(3) NMCC. Personnel requiring unescorted entry into the NMCC must have a permanent NMCC Identification Pass or

Badge authorization, or must be listed on the OJCS Exercise Participation Roster. Individuals listed on the Exercise Roster who possess an SI/TK access authorization will be issued an NMCC Exercise Badge valid for the duration of the exercise. To confirm these access authorizations, non-OJCS agencies and activities must certify the SI/TK status of their participating personnel to DIA through servicing SSO channels a minimum of 10 days prior to the exercise.

b. **Fort Ritchie, Maryland**

(1) **Site R.** Personnel requiring unescorted entry into Site R must possess a Fort Ritchie Identification Pass or request a Temporary Site R pass. Temporary Site R passes will be issued only to those personnel who possess at least a SECRET security clearance. Individuals listed on the OJCS Exercise Participation Roster will be issued appropriate passes without further action on their part. Non-OJCS participants, however, must initiate action to request a temporary pass directly with the Commander, Fort Ritchie, ATTN: CCNJ-R, Fort Ritchie, Maryland 21719. Requests for temporary passes must be forwarded to the Commander, Fort Ritchie, at least 10 days prior to the exercise and must include the name, grade, Service, social security account number, and the security clearance of the participants.

(2) **OJCS Areas, Site R.** Personnel requiring unescorted entry into OJCS restricted areas at Site R must have a permanent JCS Identification Pass, a Fort Ritchie Identification Pass modified for OJCS areas or a temporary JCS Exercise Badge. Security clearance requirements are identical to those in effect for OJCS restricted areas at the Pentagon.

(3) **ANMCC.** Personnel requiring unescorted entry into the ANMCC must have a permanent NMCC Identification Pass or an NMCC Exercise Badge. Access authorization requirements and procedures are identical to those in effect at the NMCC.

c. **Briefing of Controlled Information.** Disclosure of SIOP-ESI, SI, and CRYPTO information will be in accordance with the following instructions:

13-2

(1) This data will not be automatically briefed at the NM__
or the ANMCC. If such briefings are necessary, they will
be given in appropriately secured areas, with attendance
limited to those persons who are authorized access. By
prior coordination with the Chief, NMCS Operations
Division, or Chief, ANMCC, as appropriate, compartmented
data may be briefed over the closed circuit television
system.

(2) Questions during briefings should be phrased in such a
manner that complete answers may be given without
disclosure of sensitive information. Should the response
to a question require disclosure of sensitive information,
the briefer shall so state and provide the answer when only
appropriately cleared personnel are present.

2. Emergency Briefings. Admittance to and seating for emergency
briefings in the NMCC and ANMCC conference rooms will be
controlled by the Deputy Director for Operations (DDO) (NMCC) in
accordance with guidance provided by the senior participant.

3. Emergency JCS Conferences. Seating for emergency JCS
conferences in the NMCC and ANMCC conference rooms will be
modified to meet exercise requirements. The Secretary, JCS
(SJCS) will provide the DDO (NMCC) with a list of authorized
conference observers and will assist the DDO (NMCC) in
controlling entrance and seating of conferees and observers.
Participants, other than the principals, are requested to be
seated at least 5 minutes prior to the start of each conference.

4. Secure TV. The DDO (NMCC) will control dissemination of JCS
proceedings via secure TV, in accordance with guidance provided.

APPENDIX A

EXERCISE PROCEDURES

This Appendix provides a step-by-step, chronological listing of the procedures necessary to plan, design, and evaluate a JCS-sponsored exercise.

CONCEPT AND OBJECTIVES DEVELOPMENT

EXERCISE MONTH	EVENT
E-18 to 15	Prepare an Operations Directorate directive and distribute to the OJCS, DOD agencies, Services, Military Sealift Command (MSC), and Military Traffic Management Command (MTMC). This directive announces the exercise, asks for names of project officers, and is the first step in the MOP 132 process.
E-18 to 15	Review the Preliminary Evaluation Plan, the EPG, and RAPs, then obtain guidance from J-34 and J-3 before the strawman Concept and Objectives (C&O) paper is prepared. Consult with DIA to develop the preliminary exercise scenario. For WINTEX-CIMEX the NATO C&O (exercise specifications) is the basis for the JCS C&O; i.e., build upon the NATO objectives by adding JCS objectives from the 5-year EPG. The JCS C&O should be worked in parallel with the NATO exercise specifications.
E-18 to 15	Prepare a strawman Concept and Objectives paper and distribute.
E-18 to 15	Hold a meeting of project officers; after they have had an opportunity to review the first draft C&O, attempt to obtain a consensus; incorporate changes as appropriate. Publish second draft.
E-17	Send a message to the CINCs outlining the proposed C&O, and request their comments and recommendations.
E-16	Hold a meeting of project officers. Review and incorporate the CINCs' inputs as appropriate. Prepare the third draft C&O for planner review and complete the MOP 132 process. If it is not controversial, a telephone response is appropriate. If the C&O is controversial, anticipate a presentation in the TANK.
E-15	Once the C&O is approved by the Joint Chiefs of Staff and signed, begin work on the EXPLAN.

EXPLAN DEVELOPMENT

EXERCISE MONTH	EVENT
E-12	As soon as feasible, generally after the concept and objectives are approved by the Joint Chiefs of Staff, begin work on the EXPLAN and planning for the EXPLAN Conference. This process should start NLT E-12.
E-12	If rooms for the conference have not been reserved, do so at this time, i.e., auditorium, 5A1070 for opening ceremony; J-4, C3S, OSD, emergency conference roon (ECR), and J-1 conference rooms for committee meetings. Committees are normally formed for operations/ intelligence, logistics, communications, and manpower/personnel.
E-12	Have the DIA representative begin work on a scenario outline based upon concept and objectives. Establish a suspense date. For the NATO exercise, basic scenario comes from the NATO exercise specification. Build on the basic scenario to develop out-of-area scenario for JCS EXPLAN.
E-12	Distribute appropriate annexes of last same type exercise EXPLAN to appropriate staff divisions to change as necessary to reflect the concept and objectives for the current exercise. Establish a suspense date.
E-11	Have the Services and Joint Staff chop on the scenario.
E-10	Compile exercise annexes and scenario, put into Draft EXPLAN, review, have JED sign the cover memo and send to the DOD printers (work through OJCS Graphics Branch). Print approximately 750 copies. Be sure to check with the Service project officers for correct number of copies since numbers vary with type of exercise. Allow at least 4 weeks for the Draft EXPLAN to get printed and distributed. The Draft EXPLAN should have a grey colored cover.
E-9	Send out a message to the AIG announcing the EXPLAN conference, ask for name, social security

A-3

EXERCISE MONTH	EVENT

number (SSN), and clearance of attendees. All attendees should have a TS clearance. Commands of attendees should send clearances directly to JCS Security Division.

E-9 Prepare an unclassified information booklet to be handed out at the conference. Booklet should contain administrative information.

E-8 Arrange for a flag officer (normally J-3) to address the EXPLAN conference (if there are substantive issues for him to address) and prepare his opening remarks.

E-8 Prepare the EXPLAN conference briefs. Normally JED will provide the overview brief; DIA the scenario brief; J-4 the LOG brief; C3S the COMM brief; and J-1 the manpower brief. All briefs combined should not exceed 1 hour. If FEMA is a major player, have them brief on their level of participation.

E-7 Compile a list of attendees. Ensure that JCS Security Division is receiving the clearances of attendees. Draw badges and parking passes for the conference.

E-7 Arrange for JED admin personnel to handle inprocessing in front of 5A1070.

E-7 Prepare an information pamphlet on administrative details to be handed out at the conference.

E-7 Conduct the EXPLAN conference. Ensure that committee chairmen are introduced. At the end of each day's meetings, committee chairmen will meet to resolve any conflicts, problems, etc. On the last day of the conference hold special meetings as necessary; i.e., mobilization, UNITREP, etc.

E-6 Compile the proposed changes and prepare the final EXPLAN.

E-6 Prepare a cover memo for J-3's signature to go on the front of the EXPLAN.

EXERCISE MONTH	EVENT

E-6   When the cover memo is signed, send the EXPLAN to the printers. Request approximately 850 copies. Again, the numbers will vary with the type of exercise. The cover of the final EXPLAN should be red or green in color. Allow approximately 4 weeks for printing and distribution.

E-5   Distribute the final EXPLAN, and allow approximately 30 days for all commands to receive their copies. For the NATO exercise (WINTEX) send copies of EXPLAN to SHAPE, SACEUR, SACLANT, and CINCHAN.

COSIN DEVELOPMENT

EXERCISE MONTH	EVENT

E-12   Begin construction of the Exercise Matrix to cover the exercise period. Pass this strawman Decision Matrix to Services, OJCS, OSD, and FEMA to fill in. This matrix will be the basis for the MSEL inputs and should include the major events you want to occur during the exercise. For NATO exercise, the matrix should include key NATO events and the combined events list (CEL) so US players have a feel for what is occurring in Europe.

E-11   Reserve rooms for the COSIN conference; i.e., 5A1070, J-1 conference room, etc.

E-8   Begin work on Draft COSIN; include the Decision Matrix and scenario.

E-6   Send a message to the AIG announcing the COSIN conference. Request a list of attendees with SSN and security clearance. Include in this message the date for JCS receipt of MSEL items.

E-6   Have JED Division Chief sign the cover memo on the Draft COSIN and send the draft to the printers (work through JCS Graphics Branch). Use grey for the color of the cover of the Draft COSIN. Allow 2 weeks for printing of the Draft COSIN. Print approximately 500 copies of the Draft COSIN.

E-5   Distribute Draft COSIN to all participating organizations (see previous exercise COSIN for appropriate distribution). Allow about 2 weeks for distribution.

E-5   Prepare an unclassified information book on administrative details for the conference. Hand out at the conference.

E-5   Identify conference committee chairmen, ensure that they have been briefed on conference responsibilities.

A-6

EXERCISE MONTH	EVENT

E-5   All MSEL items should be received by this date from participating organizations. JDSSC will review MSEL items to ensure that sufficient data will be generated to cover the analysis objectives. JED must ensure the MSEL items cover exercise objectives and send to Joint Staff directorates for review.

E-5   Arrange for flag officer (normally J-34) to address the COSIN conference (if there are substantive issues for him to address) and prepare his opening remarks.

E-5   Prepare COSIN conference briefs. JED provides the overview and other briefs as necessary. If FEMA is conducting a REX exercise in conjunction with the JCS exercise, have them provide a brief. Total briefing time should not exceed 1 hour.

E-5   Ensure that JCS Security Division has a list of conference attendees. Draw necessary JCS badges and parking passes.

E-4   Arrange for JED Admin personnel to check conference attendees at 5A1070, generally 45 minutes before start of conference.

E-4   Conduct COSIN conference; ensure that committee chairmen are introduced. Schedule at the close of each day's deliberation, a committee chairmen's meeting to resolve conflicts and review progress.

E-3   Compile proposed COSIN changes and modify COSIN as necessary. The contractor will again review the MSEL items and propose new ones as necessary to cover analysis objectives. Distribute assembled MSEL to the field via WIN.

E-3   Prepare a cover memo for JED or J-34 signature for the front of the final COSIN. Send the COSIN to the printers. Use blue for the cover. Allow 2 weeks for printing. Print approximately 550 copies of COSIN.

E-2   Distribute the final COSIN to all participating organizations. For NATO exercise, send copies to SHAPE, SACEUR, SACLANT, and CINCHAN.

EVALUATION AND DATA COLLECTION

EXERCISE MONTH	EVENT

E-18   Coordinate with JDSSC to begin development of Preliminary Evaluation Plan. This deliverable provides input to the Concepts and Objectives Paper. It requires a review of the EPG, RAPs, past exercise results, etc., and proposes objectives and scope for the upcoming exercises. The plan should be delivered about E-17 or E-16 depending on the complexity of the exercise.

E-16 to E-10   Revise the Preliminary Evaluation Plan as the C&O paper and EXPLAN are developed. Identify major analysis areas and scope of evaluation for the analysis objectives.

E-9   Coordinate with JDSSC for delivery of required draft System Description updates.

E-7   Draft System Description updates delivered by JDSSC. Staff with OJCS, OSD, and Service project officers. Consolidate recommended changes and return to JDSSC.

E-5   Draft Evaluation and Data Collection Plan delivered by JDSSC. This incorporates the change from the preliminary Evaluation Plan and includes the data collection requirements. Staff with project officers, consolidate changes, and return to JDSSC.

E-5 to E-4   MSEL Memorandum Reports delivered by JDSSC. The first is due about 10 days before the COSIN conference and points out areas where the MSEL items received from participants do not generate sufficient data to cover all the analysis objectives. If time permits, this report should contain proposed MSEL items to fill the gaps. The record report is due a week or two after the conference when time allows a more thorough review of all the MSEL items. Specific MSEL items should be included.

E-5   Final System Description masters delivered by JDSSC. Prepare cover and forwarding memo for J-34/J-3 signature; print and distribute 170 copies.

A-8

EXERCISE
MONTH   EVENT

E-4   Coordinate with JDSSC on what Data Collector Handbooks
         are needed. The drafts of these handbooks should be
         delivered E-2 and the finals about 3 weeks later. Give
         a copy to the senior data collector for each location
         and mail a copy to that location to be held for the
         data collector.

E-3   Final Evaluation and Data Collection Plan delivered by
         JDSSC. Print and distribute similar to Systems
         Description. Send sufficient copies to data collection
         locations to permit one copy to be held at that command
         for the OJCS data collector's use when he arrives.

E-2   Finalize list of government and contractor data
         collectors in coordination with requirements for
         staffing of the Joint Exercise Control Group.

E-1   Send message to all data collection locations giving
         the names of all data collectors. JED passes the
         security clearance of the military data collectors;
         JDSSC passes those of DOD civilians and contractors.
         Separate SSO messages must be sent to pass SI
         clearances.

TRAINING

EXERCISE MONTH	EVENT

E-3   Begin developing a pre-exercise training program for OJCS players. Select subject areas expected to be of concern in the exercise and develop a syllabus identifying directorates responsible for particular subjects. Prepare milestones and a proposed training schedule. Plan CAT/OPG training for 2 days prior to STARTEX.

E-3   Coordinate with J3/JED Analysis Branch and with the branch that conducted the last exercise to incorporate any lessons learned, new procedures, etc., into the current training program.

E-3   Reserve the ECR for training (2 weeks prior to the exercise from 1145 to 1245) with the NMCS Operations Division, Support Branch.

E-3   Identify project officers and provide them with a copy of the proposed training program. Coordinate and modify as necessary.

E-2   Send a finalized copy of the training package to the other directorates under J-3 signature. Have project officers identify instructors.

E-1   Monitor the development of the lecture plans and lectures in accordance with the training program. Publish and distribute the training schedule.

E-1   Request and compile the lists of the training attendees; provide the list to JCS Security Division on a Form 5 and obtain badges.

E-1   Coordinate with video recording facility (VRF) on recording the lecture.

E   Coordinate with JDSSC on the Data Collector Training Program. Establish a syllabus and determine time and place for the training.

A-10

EXERCISE MONTH	EVENT

E   Position JED personnel at Guard Posts #4 and #16 at least 15 minutes prior to each day's training session to get attendees in and seated.

E   Moderate the training sessions and evaluate for necessary revisions.

A-11

SENIOR PLAYERS BRIEF

**EXERCISE
MONTH** — **EVENT**

E-4   Send invitations to senior players; invite them to participate in the exercise; attend the Senior Players' Briefing and the First Impressions Conference. Request attendance information NLT 1 week before the scheduled activity (name, position, and security clearance):

E-4   Schedule the ECR with the NMCS Operations Division, Support Branch. Schedule for two briefings, preferably Tuesday morning and Thursday (Tuesdays and Thursdays are preferred because only the DEPOPSDEPS meet Tuesday morning in the Tank session and there are no Tank sessions scheduled Thursday). This will assist in obtaining senior participation. Also, plan to use the ECR for rehearsals (the last 4 days prior to the briefing).

E-4   Block the calendars of the senior players for the exercise and briefings.

E-4   Notify JCS Security Division of the briefing and request a guard for the ECR Ante Room door to be posted 30 minutes prior to and after the brief.

E-4   Obtain list of conference attendees and provide a list to JCS Security Division on a Form 5. Guards will use the tour badges.

E-2   Notify JCS Graphics Branch as you prepare the briefing, so they can be prepared for the influx of slide requests.

E-2   Begin preparing the Senior Players' Briefing. If an intelligence brief is to be taped, get the script written, have the individual identified, and tape the brief. Do this early so that changes can be made as necessary.

E-2   Notify VRF of briefing requirements for Senior Players' Briefing.

A-12

EXERCISE MONTH	EVENT

E-1   Prepare a handout for JED escorts. Include an NMCC
           diagram with escort positions marked, attendance list,
           seating diagram, and general instructions. Provide the
           handout and brief JED personnel on responsibilities 2
           days prior to the brief.

E-1   Provide J-34 with a first chop on the Senior Players'
           Brief. Prepare to brief J-3. Start the pre-brief at
           least 1 week before the formal briefing. Provide J-3
           with draft introductory remarks.

E-1   Arrange for the COMM Duty Officer to operate the ECR
           console during the brief. JED personnel will occupy
           remaining seats at the console.

E   At least 45 minutes prior to the brief, have the JED
           Admin Assistant set up the ECR with pencils, paper, and
           name cards (main table and first row only).

E   Ensure that escorts are posted at least 30 minutes
           prior to the brief and are available after the brief to
           escort attendees out.

E   Prepare a slide of the seating diagram to be displayed
           in the ECR. Make extra copies of the seating diagram
           to be provided to the VRF, DDO, NMCC emergency action
           (EA) officer, and the JED escorts. Have the final
           seating diagram chopped through J-34.

E   Have the project officer and planner seated at the
           console and have a JED representative positioned by the
           back door to assist late arrivals and control access.

E   Conduct the briefing. Always be prepared for last
           minute changes; keep a few extra seats open for
           emergencies (chairs against the right wall).

FIRST IMPRESSIONS BRIEFING

EXERCISE
MONTH   EVENT

E-1   Reserve the ECR for the First Impressions Conference
            through the NMCS Operations Division. Notify VRF of
            the taping requirements. Conference generally is held
            2 weeks after the exercise.

E   Send a message to the Services, CINCs, Coast Guard,
            OSD, FEMA, Defense agencies, JCS directorates, TOAs,
            Department of State (DOS), JDA, and the White House
            Situation Room (NSC) requesting their first impressions
            on the exercise, to be provided NLT 1 week before the
            First Impressions Conference. (This requirement is
            also in the EXPLAN.) They must also provide list of
            attendees and clearances.

E   Send a memo for the J-34 to sign requesting first
            impressions inputs from J-33 and J-36, to be received
            NLT 1 week prior to the conference.

E   Begin putting brief together during the exercise as
            significant events occur. Format should be decided
            before the exercise. JDSSC will provide draft input.
            Incorporate first impressions of participants and data
            collectors as they arrive. Prepare to start the pre-
            brief of J-34 at least 4 working days prior to the
            briefing. Notify JCS Graphics Branch of slide
            requirements.

E   Send a Form 5 to JCS Security Division with a list of
            attendees. Tour badges will be used by the Guard
            Posts.

E   Send JCS Form 9 to J-3 informing him of the briefing,
            that he is scheduled to make introductory remarks, and
            that draft remarks are attached for his use if desired.

E   Have the COMM Duty Officer operate the ECR console.

E   Remind the VRF of taping requirements.

E   Brief JED personnel on escort requirements and provide
            them with list of attendees, diagram of NMCC, and on
            the day of the brief, a seating chart.

EXERCISE MONTH	EVENT

E   Prepare a seating chart for the ECR, chop through J-34, make an overlay to be displayed in the ECR and paper copies to hand out.

E   At least 45 minutes prior to the brief have the Admin Assistant set up the ECR with paper, pencils, and name cards (at the main table and first row only).

E   Have the JED escorts posted at least 30 minutes prior to the brief and be available at the end to escort attendees out of the ECR.

E   Have the project officer seated at the console with the planner and a JED representative seated in the chair next to the back door to assist in seating late arrivals and to control access.

E   Conduct the briefing (generally the analyst and senior planner). Always be prepared for last minute changes; keep a few extra seats open for emergencies (chairs against the right wall).

E   Have paper copies of slides prepared since there normally are a lot of requests for them.

CRITIQUE CONFERENCE

EXERCISE MONTH	EVENT

E-4   Reserve 5A1070 for the opening session of the Critique Conference. Reserve other conference rooms for committee deliberations as necessary, generally the J-4 and J-1 conference rooms and the ECR.

E+2   The EXPLAN will indicate the date for receipt of critique comments, generally 30 to 40 days beyond the last day of the exercise. Compile the critique items in our computer file as they arrive. Distribute total list back to field via WIN.

E+2   Review the critique items and categorize as to either Remedial Action Project (RAPs), Single Agency Actions (SAAs), Lessons Learned (LLs), or Noted Items (NIs). Distribute to Joint Staff project officers.

E+2   Coordinate with J-3 points of contact on those RAPs/SAAs that will require J-3 action as office of primary responsibility.

E+2   Develop a Joint Staff position on the category of each of the critique items.

E+2   Send a message to the AIG requesting a list of critique conference attendees with name, rank, SSN, and security clearance. Attempt to limit attendees required at the conference by eliminating or combining committees when possible and resolving those critique items by WIN, AUTODIN, or other coordination.

E+0   Hold a meeting with DIA, J-4, J-5, C3S and J-1 reps to prepare for the Critique Conference. Ensure that conference rooms are reserved and committee chairman assigned.

E+2   Distribute the JCS categorized critique items to the field via WIN.

E+2   Arrange for a flag officer to address the conference (provided there are substantive matters for him to address) and prepare his remarks.

A-16

EXERCISE
MONTH   EVENT

E+3   Arrange to have JED personnel check attendees against
         the attendance rosters and issue badges before the
         conference (set up tables outside 5A1070).

E+3   Print copies of the critique item listing (from WIN
         file) and the listing of the Joint Staff categori-
         zation. Have sufficient copies to pass out to
         conference attendees.

E+3   Conduct the conference. After the presentation in
         5A1070, break into committees: Intel/Ops, LOG, COMM
         and Manpower/Personnel. At the end of each day's
         deliberations, committee chairmen will meet to resolve
         conflicts, etc.

E+3   As soon as possible after the conference (1 week) print
         and distribute the draft minutes (normally signed by
         Chief, Analysis Branch).

E+3   Draft Minutes are reviewed and approved by RAP Working
         Group. Print and distribute Critique Conference
         minutes reflecting RAP Working Group decisions.

E+4   New RAPs prepared by offices of primary responsibility
         (OPRs) are entered into RAP data base.

FINAL REPORT

EXERCISE
MONTH   EVENT

E+1 to   Coordinate with JDSSC on format and content of
E+3   draft Evaluation Report. For WINTEX-CIMEX, a separate
            report (less detailed) is sent to SHAPE, et al (see
            reports Annex and Annex "T" in SHAPE Ex-op-order) and
            NATO Headquarters.

E+3   Draft Evaluation Report delivered by JDSSC. Distribute
            and staff with JED, Services, and Joint Staff POCs for
            comment.

E+4   Incorporate the comments as appropriate in the report
            and return to JDSSC.

E+4   JDSSC will provide the master copy of the final report.

E+4   Prepare cover and forwarding memo and send the master
            copy of the final report to the printers. Prepare
            approximately 150 copies.

E+4   Distribute the final report.

ADMINISTRATIVE PROCEDURES

EXERCISE MONTH	EVENT

E-24   Coordinate with Contracting Officer's representative (JDSSC) on funding for contractor support.

E-18   Send a message recapitulating the AIG. MOB/CONT has 7029 and 7026 while NATO/NUC has 7027 and 7031. Refer to the last similar type exercise for action and info addressees for the AIG. Keep updating the AIG as the exercise progresses. For reference, see JAI 5770.1C of 6 February 1984.

E-18   Prepare a list of milestones for the exercise that covers all major exercise activities; i.e., EXPLAN conference, COSIN conference, Senior Players' Brief, First Impressions Brief, etc. Coordinate with the other JED branches to avoid conflicts.

E-18   Reserve the large auditorium, 5A1070, for the opening sessions of the EXPLAN and COSIN conferences (X78087). Follow up call with a written memo. If possible, schedule conference to begin on a Tuesday morning at 0900.

E-18   Design or have a LOGO designed for the exercise. Provide ideas to the Graphics Branch of JCS Services Division. A possible consideration is to have Air Force Graphics design a LOGO; work through Air Force exercise reps.

E-18   Start a record book of exercise correspondence. The Project Officer should also keep a record book with MFRs on all planning meetings held. Record Services' or organizations' positions on issues, taskings, suspenses, suggestions, etc.

E-18   Civil agencies/departments' participation is important for exercise realism, particularly in mobilization and nuclear exercises. As the concept and objectives are developed, ensure that State Department and FEMA are represented. Furthermore, as issues surface that will require participation by civil organizations, work through FEMA to obtain their cooperation and play.

A-19

EXERCISE MONTH	EVENT

E-4   Prepare invitations for senior players, inviting them to participate in the exercise and attend the Senior Players' Briefing and First Impressions Conference. Send one package, for CJCS signature, with invitations to SECDEF, Service Chiefs, and CCG. In the invitation to SECDEF include invitations for SECDEF to send to NSC, STATE, FEMA, and Service Secretaries. Send another package, for DJS signature, with invitations to the directors of Defense agencies. The invitations should include a request that the names of participants, with security clearances, be provided to OJCS at least 1 week before the scheduled briefing or conference.

E-4   If NSC participation is desired, contact the Office of the Deputy Director for Politico-Military Affairs, NSC Staff (395-3345). They will want a brief on the exercise and our proposal on the extent and level of NSC play. Coordinate with OSD and FEMA when proposing and arranging for NSC participation.

E-4   Provide Programs Branch with the significant military exercise brief (SMEB).

E-3   Review the previous exercise's Senior Player Notebook point papers for an example of the style and format currently preferred.

E-3   Prepare a list of appropriate point papers to be incorporated into the Senior Player Notebook.

E-3   Prepare a memo for J-3's signature asking the other directorates to provide the specific point papers that are in their area of responsibility.

E-2   Have JCS Graphics Branch prepare book covers with the exercise LOGO and the words "Senior Player Notebook." They should also provide the page separators with each point paper subject printed on the tab.

E-1   Compile the point papers and prepare the Senior Player Notebook. Put copies of the papers and matrix out of the COSIN in their book.

EXERCISE
MONTH   EVENT

E   Prepare a cover memo for J-3 signature and distribute
               the Senior Player Notebook to: CJCS, DJS, VDJS,
               Services, OPSDEPS, J-3, J-1, J-4, DIA, J-5, C3S, J-34,
               J-31, JED, Project Officers, OSD, and FEMA and STATE as
               appropriate. Obtain signatures for these books.

E   Prepare letters of appreciation, to be signed by J-34
               or higher when appropriate, for specific individuals
               whose assistance and performance were above and beyond
               that required. Be selective, restricting the number to
               the very few who were really deserving. Ensure that
               these letters are signed by J-34 within 2 weeks
               following ENDEX.

A-21

EXERCISE PROGRAMMING

EXERCISE
MONTH   EVENT

E-33/41   Establish tentative dates, purpose, forces, and airlift
           funding data for the JCS 5-year Exercise Schedule.

E-21/29   Establish firm dates, purpose, forces, and airlift
           funding data for the JCS 5-year Exercise Schedule.

E-12   Prepare significant military exercise schedule input.

E-9   Update significant military exercise schedule data.

E-7/14   Refine airlift funding requirements.

E-6   Update significant military exercise schedule data.

E-3   Update significant military exercise schedule data.

E-3/8   Establish firm airlift funding requirements. Assign
           validating authority; i.e., Air Force for Air Force
           airlift requirements, Army for Army airlift
           requirements, etc.

E-3   Prepare significant military exercise brief and forward
           through DJS to OSD(ISA) for coordination and
           Presidential approval.

APPENDIX B

EXPLAN AND COSIN FORMATS

1. Tab A provides a sample table of contents for the EXPLAN.

2. Tab B provides a sample table of contents for the COSIN.

B-1

Appendix B

UNCLASSIFIED

TAB A TO APPENDIX B

CLASSIFICATION

JOINT CHIEFS OF STAFF
Washington, D.C. 20301-5000

<u>JCS EXPLAN 0099 (U)</u>
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UNCLASSIFIED

UNCLASSIFIED

CLASSIFICATION

CLASSIFICATION

B-A-2   Tab A to Appendix B

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UNCLASSIFIED

CLASSIFICATION

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CLASSIFICATION

UNCLASSIFIED

UNCLASSIFIED

CLASSIFICATION

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CLASSIFICATION

UNCLASSIFIED

CLASSIFICATION

The letters "I" and "O" will not be used as annex designations.

UNCLASSIFIED

TAB B TO APPENDIX B

CLASSIFICATION
CONTROL EYES ONLY

)

JOINT CHIEFS OF STAFF
Washington, D.C 20301-5000

DRAFT COSIN FOR JCS EXPLAN 0028 (U)
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CLASSIFICATION

UNCLASSIFIED

APPENDIX C
JOINT EXERCISE CONTROL GROUP (JECG) ORGANIZATION

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              ┌─────────────────────────┐
              │    CHIEF CONTROLLER      │
              │  ASSISTANT CONTROLLER    │
              │   JCS PROJECT OFFICER    │
              └────────────┬────────────┘
                           │
              ┌────────────┴────────────┐
              │      CHIEF, JECG         │
              │   DEPUTY CHIEF, JECG     │
              │    OPERATIONS NCO        │
              │      SECRETARY           │
              └────────────┬────────────┘
                           │
          ┌────────────────┴────────────────┐
   ┌──────┴────────┐              ┌──────────┴──────┐
   │ 24-HOUR A DAY │              │    ON-CALL      │
   │  CONTROLLERS  │              │  CONTROLLERS    │
   └───────────────┘              └─────────────────┘
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STATE   ALL WASHINGTON
OSD   LEVEL PARTICIPANTS
J-1
DIA
J-3
J-4
J-5
C3S

C-1
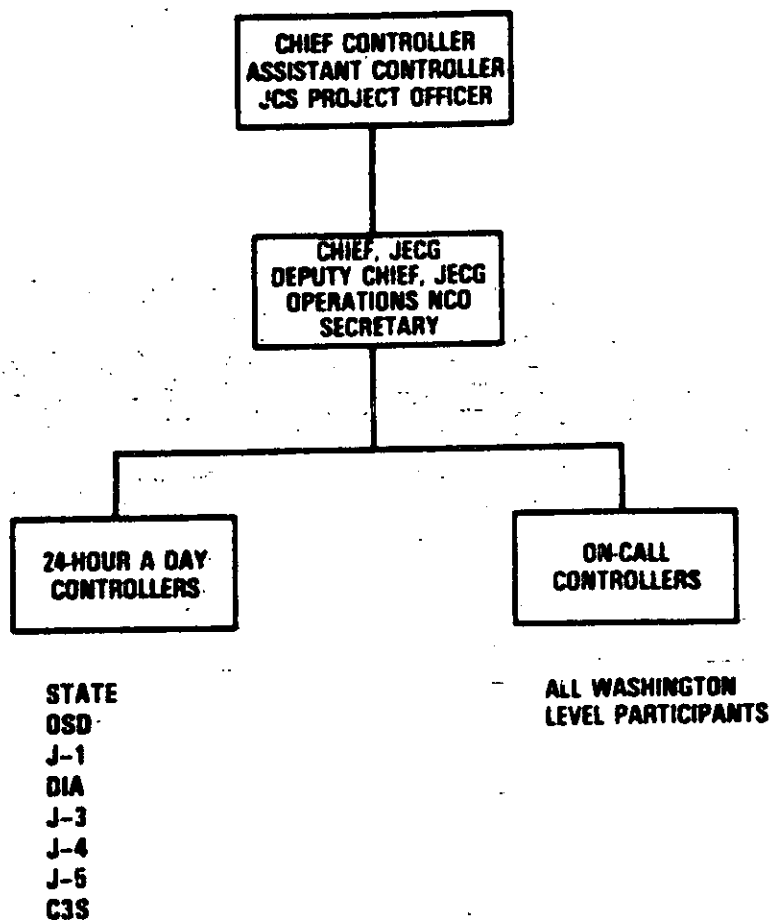
APPENDIX D

EXERCISE DESIGN GUIDE (U)

1. (U) Listed in the following paragraph are items that should be considered in designing and developing a JCS-sponsored exercise.

2. (U) <u>Design Check List</u>

   a. (U) <u>Command Center Facilities, Operations, and Procedures</u>. Alternate command centers should be included on the distribution of planning material.

   b. (U) <u>Communications and Electronics</u>

   (1) (U) Emphasis should be placed on proper design and use of AIGs.

   (2) (U) Realistic degradation/outage of C-E facilities should be planned.

   (3) (U) Project Officers should ensure that MSEL item messages have proper precedence and follow the guidance contained in Chapter 7.

   (4) (U) Exercise Telephone Directory should have a summary page at the beginning that addresses the "Most Frequently Called Numbers" of each participant; e.g., the Operations Team or Battle Staff Team Chiefs and JCS Project Officers. These should be secure and nonsecure numbers.

   (5) (U) In the instructions to participating message centers prior to an exercise, ensure emphasis is placed on the problems of avoiding excess message readdressals.

   (6) (U) Operations/intelligence MSEL items should be reviewed by the communications personnel at the planning conference to determine their impact on communications play.

   (7) (U) Telecommunications service request play should be included in JCS-sponsored exercises.

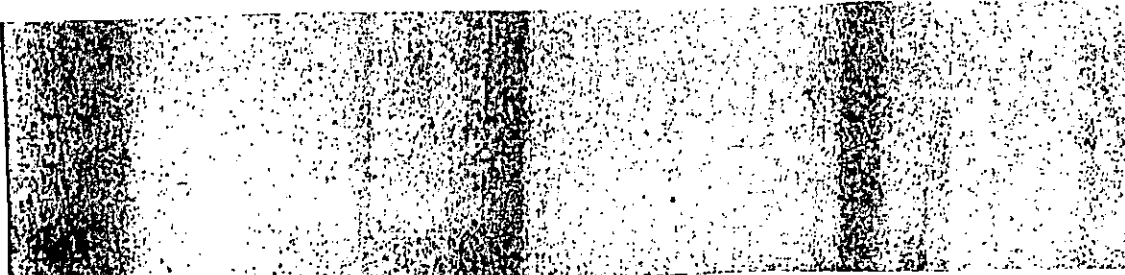CLASSIFIED BY DIRECTOR, J-3
DECLASSIFY ON OADR

D-1

(10) (U) Prior to an exercise, project officers should advise servicing communications centers of required internal distribution of incoming and outgoing exercise messages.

c. (U) Crisis Management

(1) (U) In crisis management exercises, emphasis should be placed on developing the nonmilitary aspects of the situation during pre-exercise and active play periods.

(2) (U) Regional contingency/crisis management CPXs should be designed to exercise the full cycle of procedures for a major military political situation.

(5) (U) Contingency/crisis management exercises should be designed to exercise the various levels of JCS crisis staffing procedures.

d. (U) Administrative

(1) (U) The Joint Secretariat should be operational at all times during exercise play after implementation of the emergency operating procedures (EOP). Papers should be processed in the normal channels, using exercise player representatives.

(2) (U) Administrative procedures for support of exercise response cells, CAT/OPG and Director/Chairman should be reviewed and administrative personnel should be augmented.
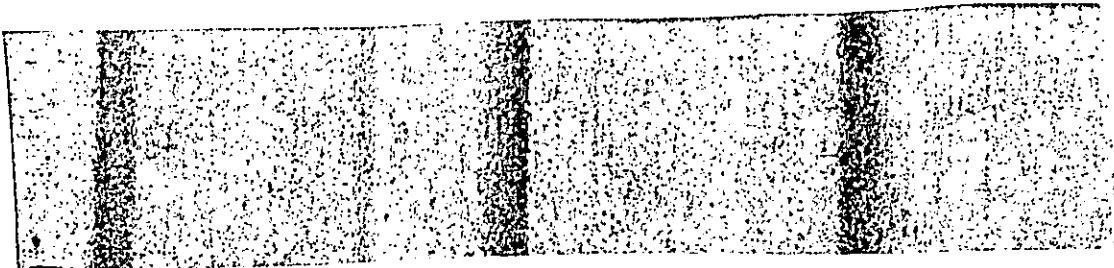
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Appendix D

[redacted]

e. (U) Intelligence

[redacted]
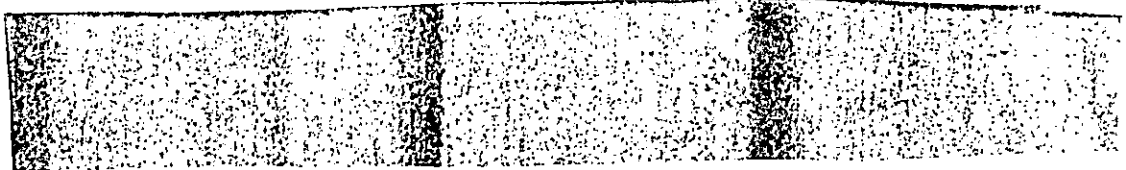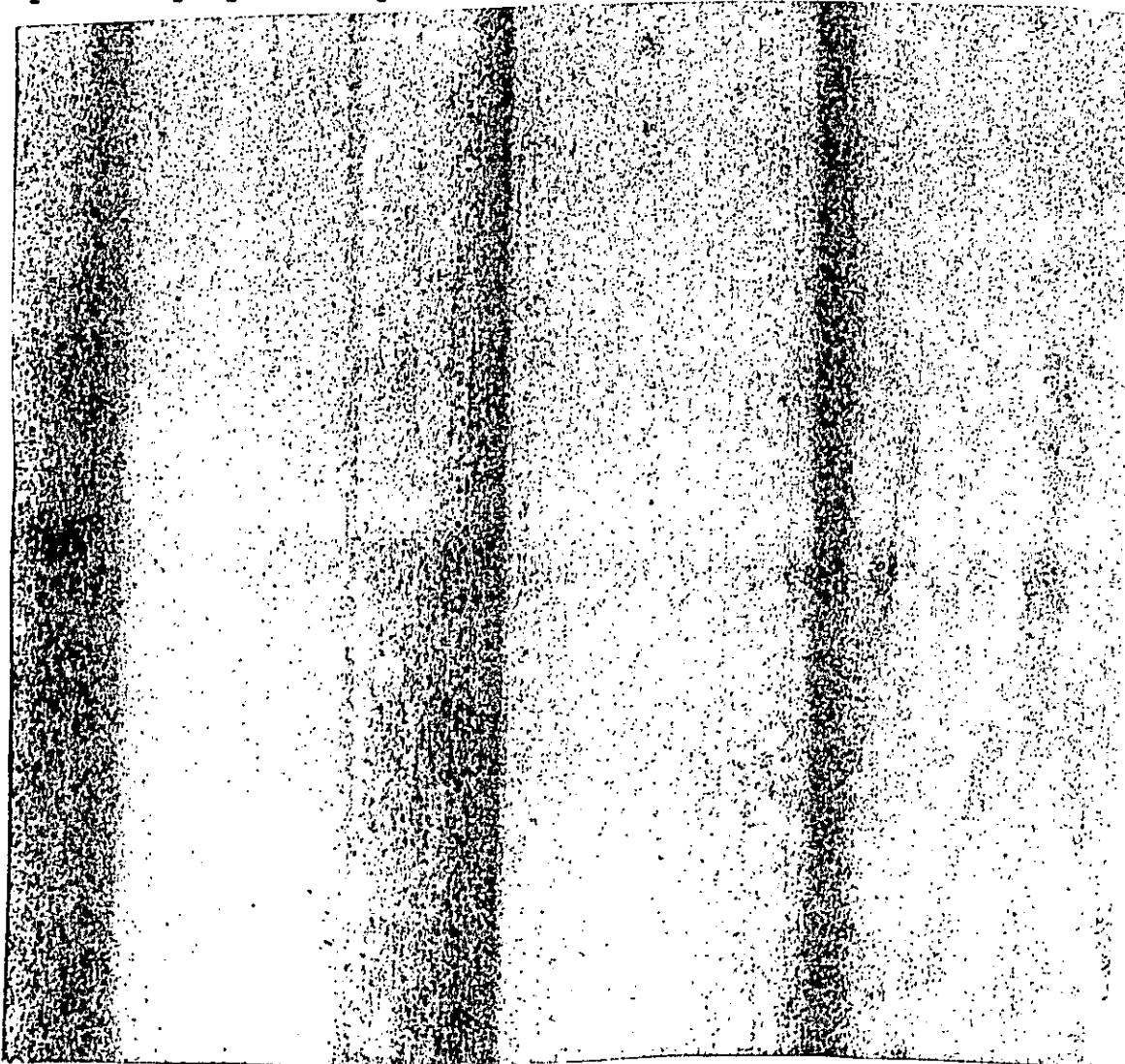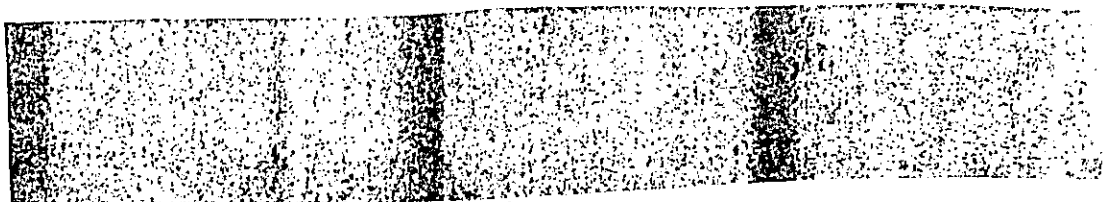
(13) (U) Controllers should be reminded that intelligence MSEL items are only skeletonized versions and that the implementers should be prepared in the detail necessary to provide players adequate information.

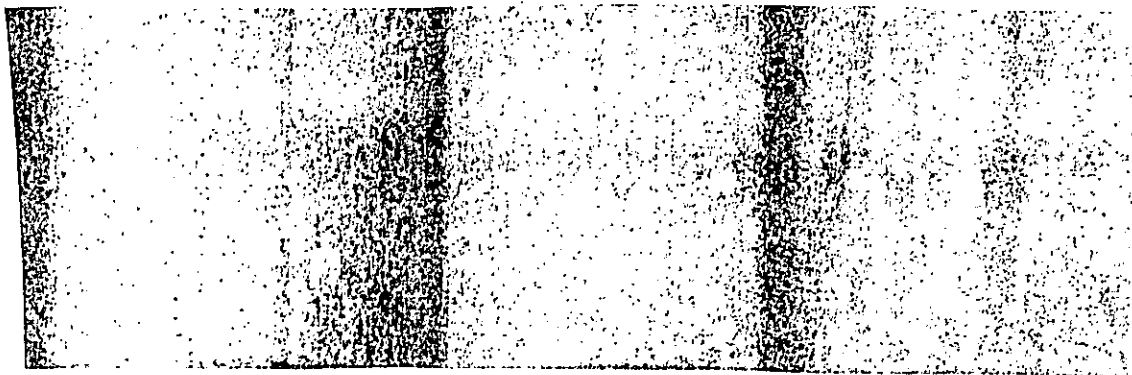Appendix D

f. (U) Joint Reporting Structure (JRS)

    (1) (U) An exercise should provide requirements to utilize UNITREP.

    (3) (U) Where possible, exercises should permit JOPS Reporting System (JOPSREP) play and a full cycle of planning, including the development of a complete transportation movement table.
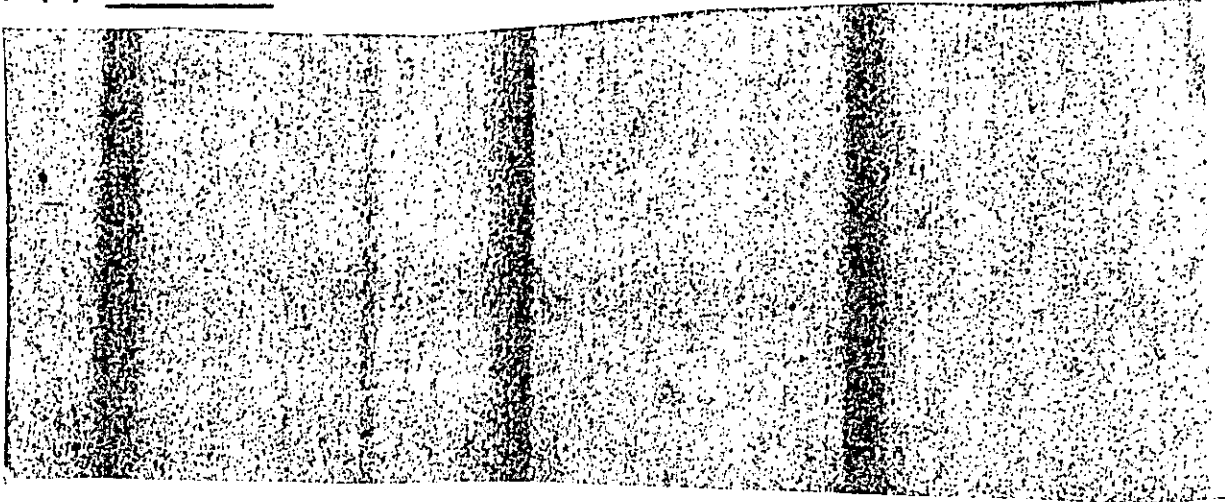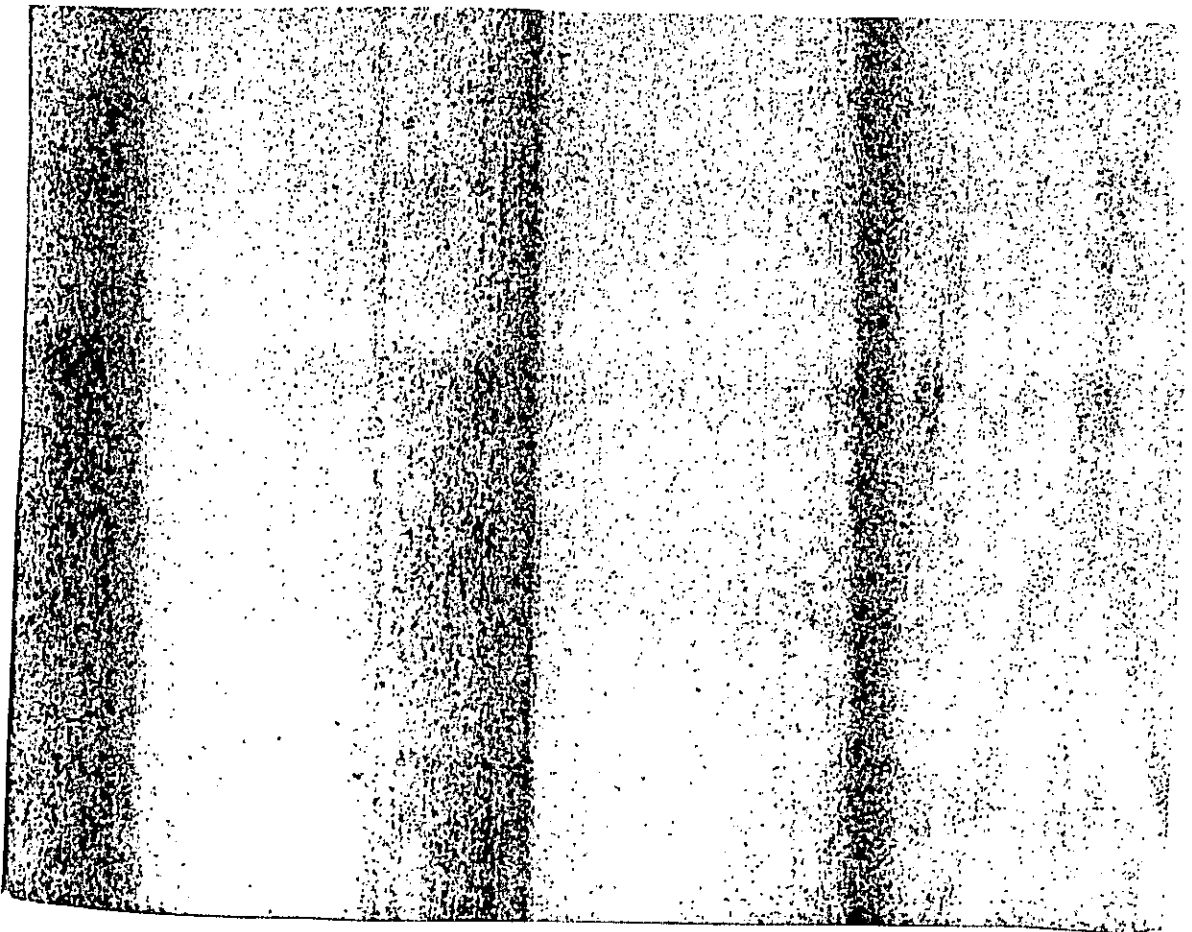
g. (U) Operations Security (OPSEC)

    (4) (U) Exercises should place emphasis on telephone security.
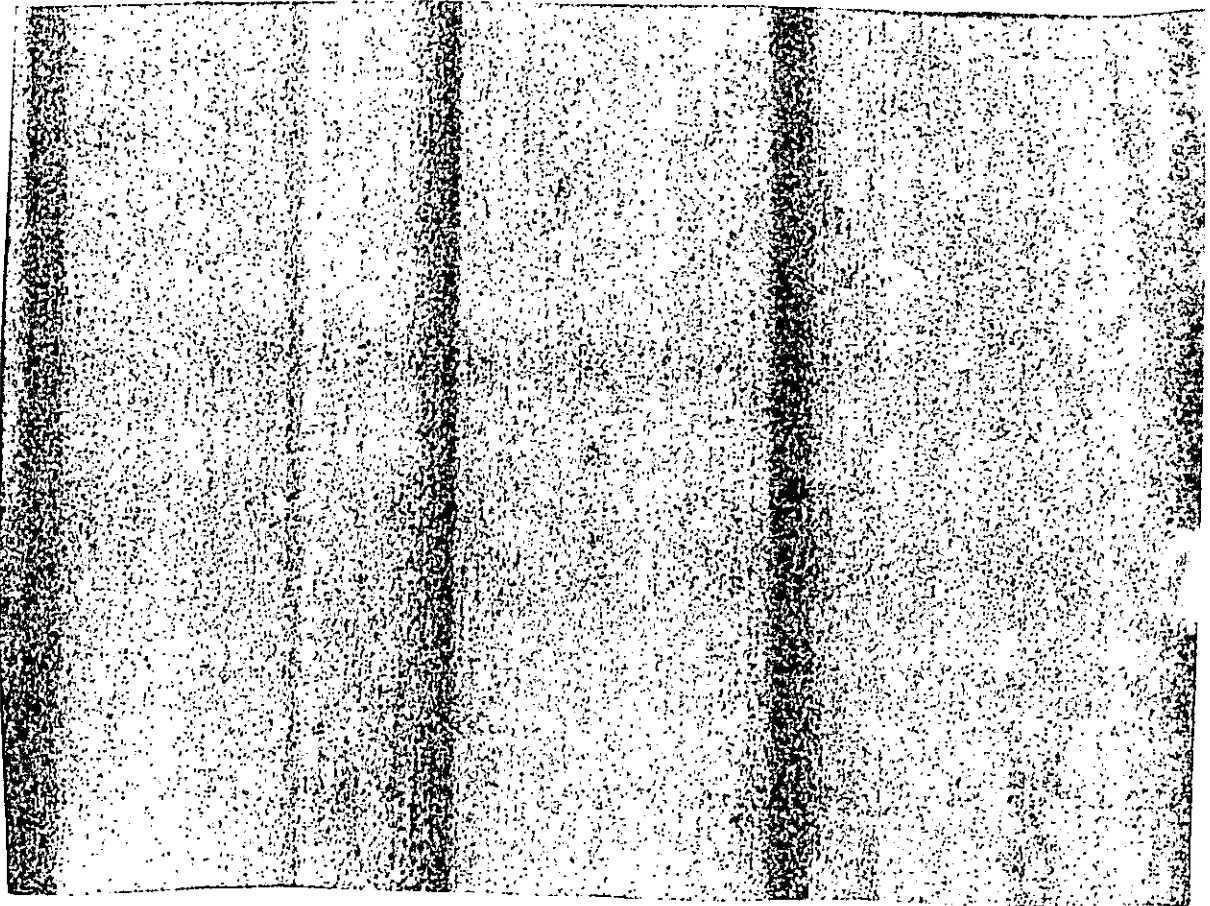
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             Appendix D

h. (U) <u>Personnel</u>

i. (U) <u>Logistics</u>

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Appendix D

(16) (U) The Staff participation paper should include a
Joint Materiel Priorities and Allocation Board (JMPAB) and
Joint Transportation Board (JTB), as applicable.

(17) (U) Supply pre-exercise assumptions should be included
in plans to permit realistic play of supply buildup.

(18) (U) Procurement (US and offshore) participation should
be planned for exercises when existing operational plans
have been adjusted to warrant sustainability actions.

(19) (U) JCS-sponsored general war exercises should include
participation by Defense Security Assistance Agency (DSAA).

(20) (U) Exercises should make provisions for input of
exercise generated requisitions using Project Code 359 and
input in MILSTRIP format via AUTODIN.

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Appendix D

(21) (U) Exercises, although localized, should include realistic logistic support requirements in the light of worldwide logistic support demands.

(22) (U) JCS-sponsored CPXs should be designed to fully use and exercise all involved logistics players.
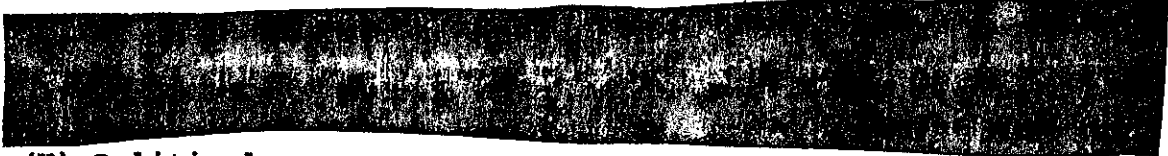
j. (U) Political

(1) (U) Large-scale JCS-sponsored exercises should encourage direct liaison between the highest levels of government.

(2) (U) Exercises should include diplomatic play.
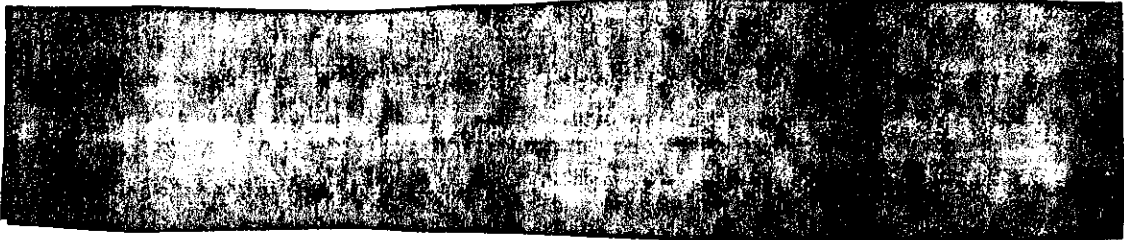
k. (U) Training

(1) (U) JOPS, JDS, and crisis management training should receive emphasis prior to JCS-sponsored exercises.
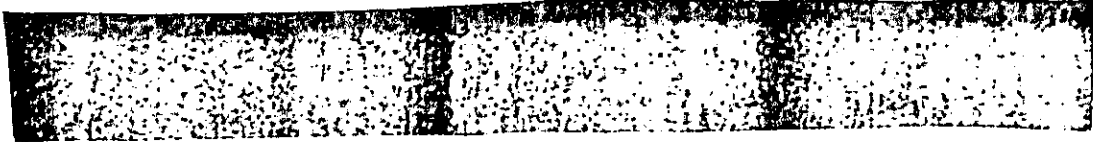
(2) (U) Training prior to an exercise should include instructions on the force list and how to use it.

(3) (U) JCS pre-exercise training should include basic instruction in the employment of Marine air-ground task forces.
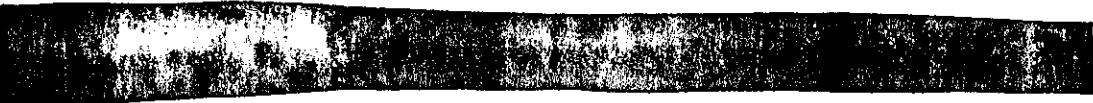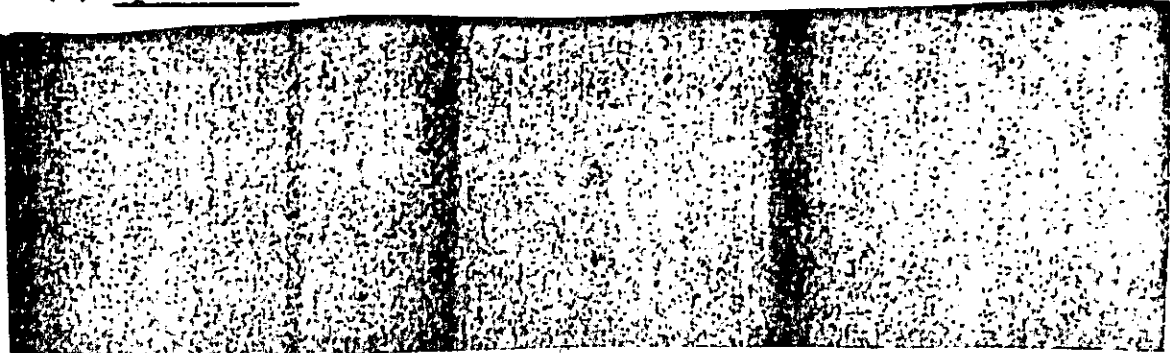
(5) (U) Pre-exercise training should include briefing on security assistance procedures.
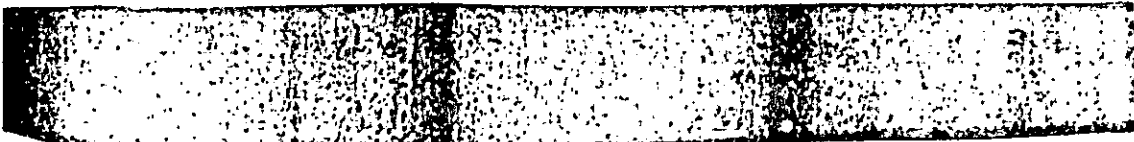
(7) (U) Educate players away from the tendency to "wargame."
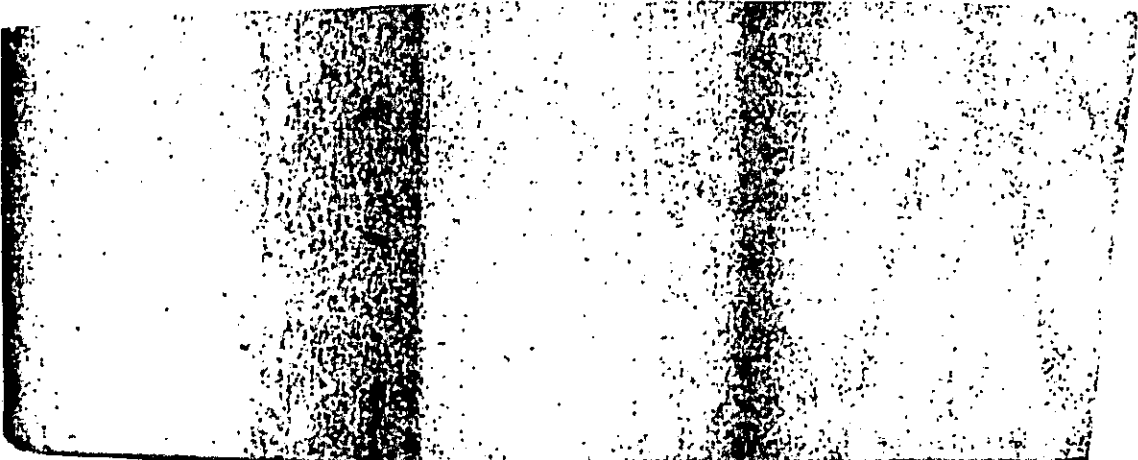
1. (U) <u>Operations</u>

(4) (U) Exercises should require realistic play of rules of engagement.

(7) (U) When emergency evacuation is designed into an exercise, State Department message traffic should present an action scenario giving required details concerning the evacuees.

(12) (U) Include use of general purpose forces in worldwide general war CPXs.
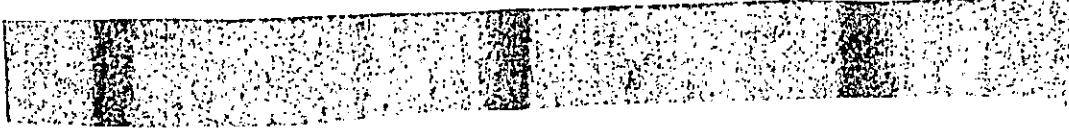
(14) (U) JCS-sponsored exercises, where possible, should provide for testing and play of the reception and onward movement of DOD noncombatant evacuees.
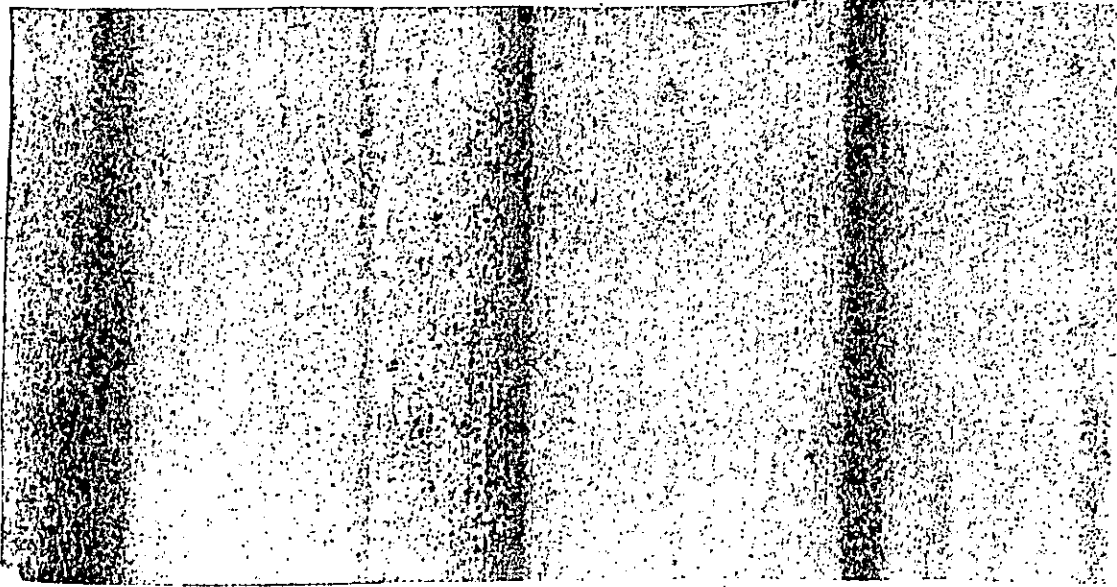
(21) (U) In JCS-sponsored general war CPXs, unified and specified commands should ensure that implementation of applicable OPLANs is included in pre-exercise assumptions.

(22) (U) Planning for a comprehensive C3CM strategy, to include identification of realistic Counter-C3 targets and examination of C3 protection capabilities, should be part of overall force-on-force scenario.

(23) (U) EW play should be fully integrated throughout the exercise in support of scenario force-on-force objectives.

m. (U) Participation

(1) (U) Civilian agencies who can contribute to the exercise should be invited to participate.

(2) (U) USCG should be invited to participate in exercises.

(3) (U) Secretary of Defense/Joint Chiefs of Staff should have representatives at FEMA Emergency Relocation Site whenever FEMA is playing at that site.
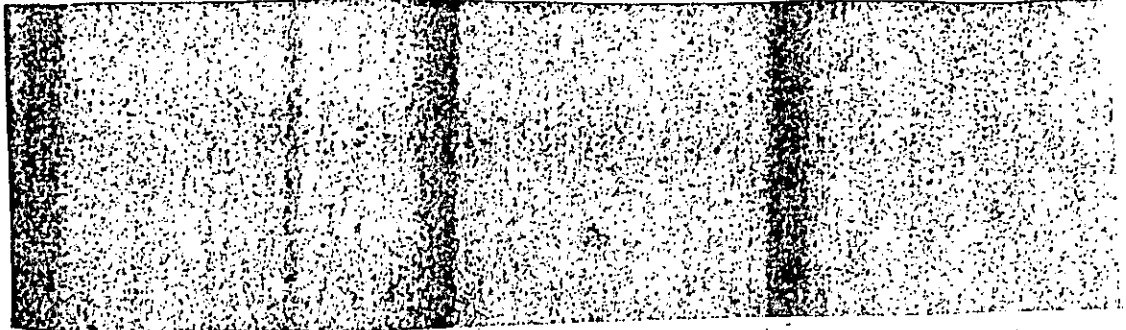
· n. (U) Emergency Operating Procedures

(1) (U) Implementation of the JCS EOP should be a player action during the execution phase, when possible.

(2) (U) JCS meetings should be on an "on-call" basis. When senior military and civilian decisionmakers are participating, prescheduling may be required.

o. (U) General
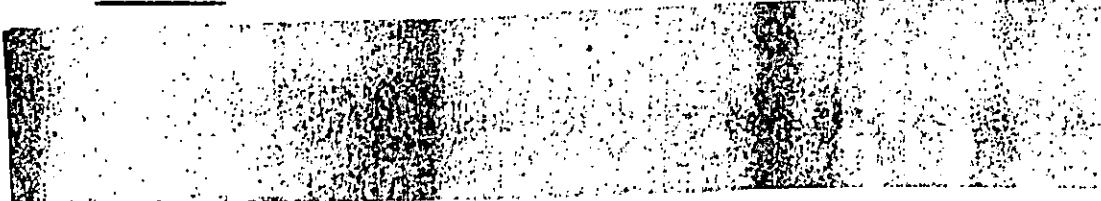
(2) (U) Consideration should be given to using the command and control channels to announce the beginning and end of active play by an emergency action message transmitted "flash" precedence.

(3) (U) Noncombatant evacuation should be exercised in such a way as to follow the embassy plan. Evacuation should be phased, ending with the assistance of the military to make it realistic.

(4) (U) Existing OPLANs/CONPLANs should be exercised to the extent that all exercise objectives are accomplished.

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(5) (U) Public affairs play should be explained in the exercise plan. "Public release" must not be confused with public affairs play.

(6) (U) Consider incorporating actions throughout the world outside the regional area where the crisis exists. Such things as embassy play, press releases, UN proceedings, etc., could influence the decisions made by the players.

(7) (U) Keep simulation and artificialities to a minimum.

(8) (U) Provide guidance concerning the play of sensitive subjects.

(9) (U) Press releases are often early indicators of the development of a crisis and should be included in the design of an exercise.

(10) (U) Require early assignment of exercise players to ensure players have the opportunity to attend JCS pre-exercise training and orientation.

(11) (U) An exercise should take into consideration real-world constraints.

(12) (U) Message center personnel should be included in developing and designing an exercise.

(13) (U) The Exercise Project Officer should ensure that procedures to be followed in dealing with simulated agencies are published for players' use prior to an exercise.
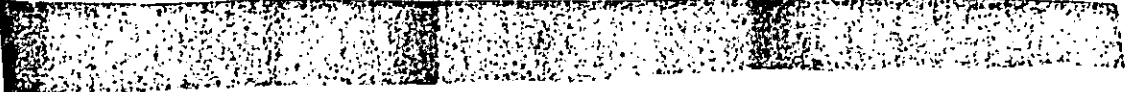
(14) (U) Controllers should be predesignated to provide intelligence input to the players once an operational force is deployed. If preactive play designation is not feasible, a control group at a given headquarters should be designated as soon as the players deploy the force.

(15) (U) Fictitious names should be used for personalities such as US Congressmen and reporters.
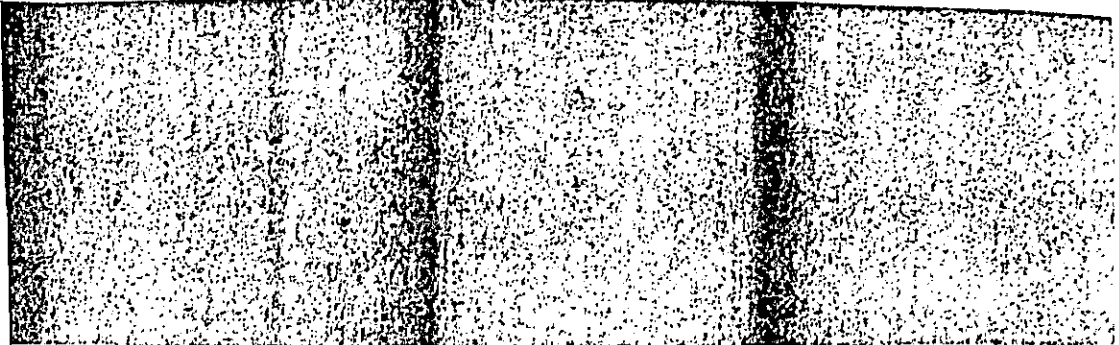
(16) (U) Common data bases should be used throughout the exercises.

Appendix D

(18) (U) Sequence numbers assigned to the MSEL items should be included in the message/memorandum that first introduces the event into exercise play.

(20) (U) Information relative to actions of the NCA, Congress, and other high-level elements should be made available to participants.

(24) (U) Exercise emergency action procedures (EAP) should emulate real-world procedures as closely as possible.

(25) (U) Exercise simulations should not be made to avoid a problem that would have occurred in a real-world situation.

(26) (U) Names for exercise TPFDDs should consist of the number of the real-world plan followed by the letter "X" (e.g., "5027X" for the exercise TPFDD supporting OPLAN 5027.) The JCS project officer will provide appropriate guidance where security or other restrictions preclude compliance with this naming convention.

APPENDIX E

REMEDIAL ACTION PROJECT (RAP) FORMAT

RAP Number: (Blank)   Last Update: (Blank)

1. TITLE: A descriptive title of the RAP. Does not have to be
the same title as on the critique item. All titles should be
unclassified, if possible.

2. OPR: Full office symbol; name, rank, and service of POC; and
AUTOVON and secure phone number.

3. KEYWORDS: A list of words or phrases that characterize the
problem.

4. SOURCES: Each source will be listed as a separate
subparagraph. Each source will include: the exercise; the
critique item number; and the office symbol, name, and phone
number of the submitter. When one RAP is folded into another,
the old RAP number will be shown in parentheses.

5. PROBLEMS: State the problem(s) as clearly and consisely as
possible. More than one problem should be stated in separate
subparagraphs. The importance of getting the correct statement
of the problem cannot be overemphasized. Solving the wrong
problem can be counterproductive. All initial problem statements
and changes to problem statements must be approved by the RAP
working group.

6. DISCUSSION: Necessary background information on the nature of
the problem.

7. SOLUTION: A statement of the solution the OPR intends to
pursue. The statement should identify documents requiring
revision and/or describe the capabilities of new systems to be
developed.

8. SCHEDULE:

MILESTONE NAME	BASELINE	FORECASE	ACTUAL

Each schedule milestone will consist of a descriptive name (not a
detailed description--use the SOLUTION or OPR COMMENTS for this);
a baseline date, which never changes; a forecast date, which is

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the POC's most recent best guess; and the actual date the milestone was completed. "Identify problem" and "Identify solution" milestones are required in the initial RAP writeup. Once the solution is identified, "Close RAP" and "Validate RAP" milestones are required.

9. FUNDING: Part of identifying the solution is identifying the funding requirements (not necessarily the source of funds) by year. Until the solution is known, the POC should make a best estimate of the total funds required. Before a RAP can be deactivated or closed, all funds must be in the budget/POM. At this point, a funding matrix of program element vs year is required.

10. OPR COMMENTS: This may include anything the OPR or POC wishes to add. There will be three subparagraphs labeled: a. permanent; b. temporary (deleted at the next update); and c. recommendation (such as close, deactivate, or transfer to another OPR).

A sample writeup is in Tab A to Appendix E.

RAP Number: 0149   Last Update: Jan 85

1. TITLE: Occupational Safety and Health (OSH) Act

2. OPR: OSD(MI&L), Mr. George Siebert, AV 225-0110.

3. KEYWORDS: Standby legislation, OSHA.

4. SOURCES:

   a. PS80 #145 (0189), USA.

   b. PS80 #152, USA.

   c. PS80 #361, OSD.

   d. PS80 #363, OSD.

   e. PS83 #106, HSC(HSLO-M), CAPT Jerrett, AV 471-6447.

   f. PS83 #155, AMC(AMCPP), Dan Cundiff, AV 287-8198.

   g. PS83 #156, AMC(AMCPP), Dan Cundiff, AV 287-8198.

   h. PS83 #189, OSD.

   i. PS83 #361, USN.

   j. PS85 #102, AMC, Mr. King, AV 284-9016.

5. PROBLEM: Enforcement ations under existing provisions of the
OSH Act and EO 12196 could impair DOD and DOD's contractors'
ability to respond to essential, short-term mobilization
requirements.

6. DISCUSSION: The OSH Act makes provision for the Secretary of
Labor to issue waivers, tolerance, and exemptions as necessary to
avoid impairment of national defense, but imposes limitations
that could result in delays.

7. SOLUTION: Establish procedures whereby (1) DOD would assume,
and DOL waive, inspection and enforcement authority for all DOD
and contractor operation on DOD installations and in government-
owned, contractor-operated plants; and (2) DOD would waive
sanctions and fixed abatement periods on a case-by-case basis in
contractor-owned plants operating under DO/DX production
priorities.

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8. SCHEDULE

MILESTONE NAME	BASELINE	FORECAST	ACTUAL
a. Identify problem	Nov 80	Nov 80	Nov 80
b. Identify solution	Nov 80	Nov 80	Nov 80
c. Publish final DODI 6055.1	Oct 84	Oct 84	Oct 84
d. Establish and fill MA positions	Apr 85	Apr 85	
e. Close RAP (PA86)	Apr 85	Apr 85	
f. Validate solution	Oct 86	Nov 86	

9. FUNDING: None required.

10. OPR COMMENTS:

a. Permanent: Final implementation of this remedial project depends upon DOL's action to amend its regulations. In the spring of 1983, the Assistant Secretary of Labor (OSHA) decided to hold further action in abeyance until resolution of other matters affecting Federal agency safety programs. Meanwhile, the Military Departments have been solicited for required billet structure, overall personnel requirements have been determined, and DOD planning will proceed in accordance with DODI 6055.1, which established guidance and instructions for all phases of DOD's occupational health and safety program.

b. Temporary:

c. Recommendation: Retain.

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APPENDIX F

SUBJECT AREA/PARTICIPANT CODES

1. This appendix provides the subject and participant codes needed to submit MSEL and critique items.

2. The major and minor subject area codes are provided in the following table. The major subject area codes can be used alone or combined with any appropriate minor subject area code. To combine a major and minor subject area to indicate a specific area, use the first letter of the major subject code and the two letters of the minor subject code.

Examples:

Subject	Code
Communications	COM
Communications, Communications Security	CCS
Operations, Command & Control	OCC
Personnel, Manpower	PMA
Logistics, Security Assistance	LSA
Personnel, Medical	PMD
Exercise Design, Operations	EPS

GENERAL SUBJECT AREA CODES

Major Subject Areas

Subject	Code
COMMUNICATIONS	COM – C
EXERCISE DESIGN	EXD – E
HOST-NATION ACTIVITIES	HST – H
INTELLIGENCE	INT – I
LOGISTICS	LOG – L
NONMILITARY	NON – N
OPERATIONS	OPS – O
PERSONNEL	PER – P
PLANS & POLICY	APP – A
RESOURCE MANAGEMENT	REM – R
SPACE	SPC – S

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Minor Subject Areas

Subject	Code
ALERT/WARNING SYSTEM	AW
AUTOMATIC DATA PROCESSING	AD
BASE DEVELOPMENT	BD
BUDGET	BU
CASUALTIES	CL
CIVIL COMM SYSTEMS	SC
CIVIL DEFENSE	CD
CIVIL DISTURBANCE	DC
COMM SECURITY	CS
COMMAND AND CONTROL	CC
COMMUNICATIONS	OM
CRISIS ACTION SYSTEM	CA
DEFENSE COMM SYSTEM	DS
DOMESTIC ECONOMICS	DE
ELECTRONIC WARFARE	EW
ENERGY	EG
ENGINEER	EN
EOP/EAP/...	EO
EXERCISE DESIGN	XD
FINANCE	FI
FOOD	FD
GOVERNMENT CONTINUITY	GC
GOVERNMENT EXPANSION	GE
HEALTH	HE
HOST-NATION ACTIVITIES	ST
HUMAN RESOURCES	HR
INDUSTRIAL BASE	IB
INDUSTRIAL PRODUCTION	IP
INTELLIGENCE	NT
INTERNATIONAL ECONOMICS	IE
JOINT REPORTING STRUCTURE	JR
JOPS/JDS/JOPES	JJ
LAND DEFENSE OF CONUS	LD
LAW AND SECURITY	LS
LEGAL STATUTES AND AUTHORITIES	LA
LOGISTICS	OG
MACA/MSCD	MA
MAINTENANCE	MN
MAPPING, CHARTING, AND GEODESY	MC
MEDICAL	MD
MEDICAL SUPPLY	MS
MEECN/ERCS/...	ME
MOBILITY	MT

Minor Subject Areas (cont'd)

Subject	Code
MOBILIZATION	MB
NATIONAL COMM SYSTEMS	NS
NAVAL CONTROL OF SHIPPING	NO
NAVAL OPERATIONS	NA
NAVIGATION	NV
NBC OPERATIONS	NB
NCA/NSC/WASG/...	NC
NONCOMBATANT EVACUATION	NE
NONMILITARY	ON
NO-NOTICE	NN
NUCLEAR (SIOP/NUWEP/SELREL/...)	NU
ORDER OF BATTLE	OB
OPERATIONS	PS
OPERATIONS SECURITY	OS
PERSONNEL	ER
POL & FUELS	PO
POLITICAL	PL
PLANS & POLICY	PP
POSTAL SERVICES	PT
PRE-EXERCISE PLAY	PX
PRISONERS OF WAR	PW
PROPERTY DISPOSAL	PD
PSYOP	PY
PUBLIC AFFAIRS	PA
RECONNAISSANCE OPS	RC
RESOURCE MANAGEMENT	EM
RULES OF ENGAGEMENT	RE
SECURITY ASSISTANCE	SA
SECURITY, GENERAL	SE
SOCIAL SERVICES AND HOUSING	SH
SPACE	PC
SPECIAL NETWORKS	SN
SUBSISTENCE	SU
SUPPLY	SP
SWITCHED SYSTEMS	SS
TACTICAL SYSTEMS	TS
TACTICAL WARNING AND THREAT ASSESSMENT	TW
TRAFFIC MANAGEMENT	TM
TRAINING	TN
TRANSPORTATION	TR
UNCONVENTIONAL WARFARE	UW

3. The major exercise participants are provided in the following table.

PARTICIPANT CODES

Services and Commands

Code	Participant	Abbreviation
A	US Army	USA
N	US Navy	USN
F	US Air Force	USAF
M	US Marine Corps	USMC
P	US Coast Guard	USCG
1	Joint Task Force, Alaska	JTFAK
2	Commander in Chief, US Atlantic Command	USCINCLANT
3	Commander in Chief, North American Air Defense Command	CINCNORAD
4	US Commander in Chief, Europe	USCINCEUR
5	Commander in Chief, US Pacific Command	USCINCPAC
6	Commander in Chief, US Southern Command	USCINCSO
7	Commander in Chief, US Readiness Command	USCINCRED
8	Commander in Chief, Strategic Air Command	CINCSAC
9	Commander in Chief, Aerospace Defense Command	CINCAD
10	Commander in Chief, United Nations Command	CINCUNC
K	Commander in Chief, Military Airlift Command	CINCMAC
CEN	Commander in Chief, US Central Command	USCINCCENT
SPA	Commander in Chief, US Space Command	USCINCSPACE
D	Secretary of Defense	OSD
DL	Defense Intelligence Agency	DIA
DOD	Department of Defense	DOD
DT	Defense Security Assistance Agency	DSAA
DB	Defense Mapping Agency	DMA
DH	Defense Nuclear Agency	DNA
DS	Defense Logistics Agency	DLA

Services and Commands (cont'd)

Code	Participant	Abbreviation
DG	National Security Agency/ Central Security Service	NSA/CSS
DK	Defense Communications Agency	DCA
DK1	Defense Communications Agency Alaska	DCAAL
DK2	Defense Communications Agency Europe	DCAEUR
DK3	Defense Communications Agency Pacific	DCAPAC
DK4	Defense Communications Agency Operations Center	DCAOC
DK5	Joint Data Systems Support Center	JDSSC
DK6	Alternate National Military Command Systems Support Center	ANMCSSC
DK7	White House Communications Agency	WHCA
WH	White House	WH
ASA	Secretary of the Army	SECARMY

Federal Agencies

Code	Participant	Abbreviation
AFB	Federal Bureau of Investigation	FBI
QNC	National Communications System	NCS
AGB	National Guard Bureau	NGB
GSA	General Services Administration	GSA
HHS	Department of Health and Human Services	DHHS
PHS	Public Health Service	PHS
NRC	Nuclear Regulatory Commission	NRC
CON	Congress	
QJ	Department of Justice	JUSTICE
QL	Office of Personnel Management	OPM
QNS	National Security Council (Staff)	NSC
QEX	Central Intelligence Agency	CIA
FE	Federal Emergency Management Agency	FEMA
FE1	FEMA Region 1	FEMA R1
FE2	FEMA Region 2	FEMA R2
FE3	FEMA Region 3	FEMA R3

Federal Agencies (cont')

Code	Participant	Abbreviation
FE4	FEMA Region 4	FEMA R4
FE5	FEMA Region 5	FEMA R5
FE6	FEMA Region 6	FEMA R6
FE7	FEMA Region 7	FEMA R7
FE8	FEMA Region 8	FEMA R8
FE9	FEMA Region 9	FEMA R9
FE0	FEMA Region 10	FEMA R10
YAL	Alabama State Area Command	STARC AL
YAK	Alaska State Area Command	STARC AK
YAR	Arkansas State Area Command	STARC AR
YAZ	Arizona State Area Command	STARC AZ
YCA	California State Area Command	STARC CA
YCO	Colorado State Area Command	STARC CO
YCT	Connecticut State Area Command	STARC CT
YDE	Delaware State Area Command	STARC DE
YFL	Florida State Area Command	STARC FL
YGA	Georgia State Area Command	STARC GA
YHI	Hawaii State Area Command	STARC HI
YIA	Iowa State Area Command	STARC IA
YID	Idaho State Area Commmand	STARC ID
YIL	Illinois State Area Command	STARC IL
YIN	Indiana State Area Command	STARC IN
YKS	Kansas State Area Command	STARC KS
YKY	Kentucky State Area Command	STARC KY
YLA	Lousiana State Area Command	STARC LA
YMA	Massachusetts State Area Command	STARC MA
YMD	Maryland State Area Command	STARC MD
YME	Maine State Area Command	STARC ME
YMI	Michigan State Area Command	STARC MI
YMN	Minnesota State Area Command	STARC MN
YMO	Missouri State Area Command	STARC MO
YMS	Mississippi State Area Command	STARC MS
YMT	Montana State Area Command	STARC MT
YNE	Nebraska State Area Command	STARC NE
YNC	North Carolina State Area Command	STARC NC
YND	North Dakota State Area Command	STARC ND
YNH	New Hampshire State Area Command	STARC NH
YNJ	New Jersey State Area Command	STARC NJ
YNM	New Mexico State Area Command	STARC NM

Federal Agencies (cont'd)

Code	Participant	Abbreviation
YNV	Nevada State Area Command	STARC NV
YNY	New York State Area Command	STARC NY
YOH	Ohio State Area Command	STARC OH
YOK	Oklahoma State Area Command	STARC OK
YOR	Oregon State Area Command	STARC OR
YPA	Pennsylvania State Area Command	STARC PA
YRI	Rhode Island State Area Command	STARC RI
YSC	South Carolina State Area Command	STARC SC
YSD	South Dakota State Area Command	STARC SD
YTN	Tennessee State Area Command	STARC TN
YTX	Texas State Area Command	STARC TX
YUT	Utah State Area Command	STARC UT
YVA	Virginia State Area Command	STARC VA
YVT	Vermont State Area Command	STARC VT
YWA	Washington State Area Command	STARC WA
YWI	Wisconsin State Area Command	STARC WI
YWV	West Virginia State Area Command	STARC WV
YWY	Wyoming State Area Command	STARC WY
ZAL	Alabama Office of Emergency Services	OES AL
ZAK	Alaska Office of Emergency Services	OES AK
ZAR	Arkansas Office of Emergency Services	OES AR
ZAZ	Arizona Office of Emergency Services	OES AZ
ZCA	California Office of Emergency Services	OES CA
ZCO	Colorado Office of Emergency Services	OES CO
ZCT	Connecticut Office of Emergency Services	OES CT
ZDE	Delaware Office of Emergency Services	OES DE
ZFL	Florida Office of Emergency Services	OES FL
ZGA	Georgia Office of Emergency Services	OES GA
ZHI	Hawaii Office of Emergency Services	OES HI
ZIA	Iowa Office of Emergency Services	OES IA

Federal Agencies (cont'd)

Code	Participant	Abbreviation
ZID	Idaho Office of Emergency Services	OES ID
ZIL	Illinois Office of Emergency Services	OES IL
ZIN	Indiana Office of Emergency Services	OES IN
ZKS	Kansas Office of Emergency Services	OES KS
ZKY	Kentucky Office of Emergency Services	OES KY
ZLA	Louisiana Office of Emergency Services	OES LA
ZMA	Massachusetts Office of Emergency Services	OES MA
ZMD	Maryland Office of Emergency Services	OES MD
ZME	Maine Office of Emergency Services	OES ME
ZMI	Michigan Office of Emergency Services	OES MI
ZMN	Minnesota Office of Emergency Services	OES MN
ZMO	Missouri Office of Emergency Services	OES MO
ZMS	Mississippi Office of Emergency Services	OES MS
ZMT	Montana Office of Emergency Services	OES MT
ZNE	Nebraska Office of Emergency Services	OES NE
ZNC	North Carolina Office of Emergency Services	OES NC
ZND	North Dakota Office of Emergency Services	OES ND
ZNH	New Hampshire Office of Emergency Services	OES NH
ZNJ	New Jersey Office of Emergency Services	OES NJ
ZNM	New Mexico Office of Emergency Services	OES NM
ZNV	Nevada Office of Emergency Services	OES NV
ZNY	New York Office of Emergency Services	OES NY

Federal Agencies (cont'd)

Code	Participant	Abbreviation
ZOH	Ohio Office of Emergency Services	OES OH
ZOK	Oklahoma Office of Emergency Services	OES OK
ZOR	Oregon Office of Emergency Services	OES OR
ZPA	Pennsylvania Office of Emergency Services	OES PA
ZRI	Rhode Island Office of Emergency Services	OES RI
ZSC	South Carolina Office of Emergency Services	OES SC
ZSD	South Dakota Office of Emergency Services	OES SD
ZTN	Tennessee Office of Emergency Services	OES TN
ZTX	Texas Office of Emergency Services	OES TX
ZUT	Utah Office of Emergency Services	OES UT
ZVA	Virginia Office of Emergency Services	OES VA
ZVT	Vermont Office of Emergency Services	OES VT
ZWA	Washington Office of Emergency Services	OES WA
ZWI	Wisconsin Office of Emergency Services	OES WI
ZWV	West Virginia Office of Emergency Services	OES WV
ZWY	Wyoming Office of Emergency Services	OES WY
QDE	Federal Aviation Administration	FAA
QUL	United States Information Agency	USIA
QC	Department of Commerce	DOC
QCM	Maritime Administration	MARAD
QCA	National Oceanic and Atmospheric Administration	NOAA
S	Department of State	STATE
QG	Department of Transportation	DOT
QTD	Energy Research and Development Administration	ERDA

Organization of the Joint Chiefs of Staff

Code	Participant	Abbreviation
J	Joint Chiefs of Staff	JCS
J1	Director for Manpower and Personnel	J-1
J01	Director, Joint Staff	DJS
J3	Director for Operations	J-3
X	National Military Command Center	NMCC
XAC	Alternate National Military Command Center	ANMCC
CAT	Crisis Action Team	CAT
XAB	National Emergency Airborne Command Post	NEACP
J33	Deputy Director for Operations (Current Operations)	J-33
J34	Deputy Director for Operations (Operational Plans & Capabilities)	J-34
J36	Deputy Director for Operations (NMCS)	J-36
J4	Director for Logistics	J-4
J5	Director for Plans and Policy	J-5
C3S	Director for Command, Control and Communications Systems	C3S
J02	Secretary, Joint Chiefs of Staff	SJCS
J04	Director for Joint Analysis	JAD
J07	Director for Information and Resource Management	DIRM
JC	Chairman, Joint Chiefs of Staff	CJCS
JCC	Joint Coordination Center	JCC
JDA	Joint Deployment Agency	JDA
JEC	Joint Exercise Control Group	JECG
J80	Joint Nuclear Planning Element	JNPE
TOA	Transportation Operating Agencies	TOAs

Other Organizations

Code	Participant	Abbreviation
H	Military Traffic Management Command	MTMC
I	Military Sealift Command	MSC

Other Organizations (cont'd)

Code	Participant	Abbreviation
JLC	Joint Logistics Commanders	JLC
MPS	Military Postal Service Agency	MPSA
NPG	Operational Nuclear Planning Group	ONPG
OPG	Operations Planners Group	OPG
QL	Office of Personnel Management	OPM
RCT	Residual Capability Assessment Team	RCT
ROK	Republic of Korea	ROK
SAG	Strategic Analysis Guidance and Estimate Cell	SAGE
JTB	Joint Transportation Board	JTB
A01	United States Army	USA
A02	United States Army	USA
A03	United States Army	USA
A04	United States Army	USA
A05	United States Army	USA
A06	United States Army	USA
A07	United States Army	USA
A08	United States Army	USA
A09	United States Army	USA
A10	United States Army	USA
AAA	United States Army	CAA
AAB	United States Army	DAAS
AAG	United States Army Adjutant General	HQDA (DAAG)
AAP	United States Army Military Personnel Center	HQDA (DAPC)
AAR	United States Army Chief of Army Reserve	HQDA (DAAR)
AAS	United States Army	HQ ASA
AAU	United States Army Auditor General	HQDA (DAAA)
ACA	United States Army Comptroller of the Army	HQDA (DACA)
ACB	United States Army Criminal Investigation Command	HQ CIDC
ACC	United States Army	HQ ACC
ACE	United States Army Chief of Engineers	HQDA (DAEN)
ACH	United States Army Chief of Chaplains	HQDA (DACH)

Other Organizations (cont'd)

Code	Participant	Abbreviation
ACM	United States Army	USACSC
ACS		HQDA (DASC)
AC1	First Continental United States Army	CONUSA 1
AC2	Second Continental United States Army	CONUSA 2
AC3	Third Continental United States Army	CONUSA 3
AC4	Fourth Continental United States Army	CONUSA 4
AC5	Fifth Continental United States Army	CONUSA 5
AC6	Sixth Continental United States Army	CONUSA 6
7A	Commander in Chief, Army Readiness Command	ARRED
AZR	Army Corps of Engineers, Civil Works	A COE
AZN	North Pacific Division Engineer	NPDE
AZS	South Pacific Division Engineer	SPDE
AZW	Southwestern Division Engineer	SWDE
AZM	Missouri River Division Engineer	MRDE
AZV	Lower Mississippi Valley Division Engineer	LMVDE
AZC	North Central Division Engineer	NCDE
AZA	South Atlantic Division Engineer	SADE
AZO	Ohio River Division Engineer	ORDE
AZL	North Atlantic Division Engineer	NADE
AZE	New England Division Engineer	NEDE
ADC	Analysis and Data Collection Element	
AQV	Fort Devens, Massachusetts	FT DV MA
AQX	Fort Dix, New Jersey	FT DX NJ
AQG	Fort Stewart, Georgia	FT ST GA
AQO	Fort Sill, Oklahoma	FT SL OK
AQL	Fort Leavenworth, Kansas	FT LV KS
NQD	Navy Base San Diego California	NVBS SD CA
NQW	Navy Base Seattle Washington	NVBS S WA
NQC	Navy Base Corpus Christi Texas	NVBS CC TX

Other Organizations (cont'd)

Code	Participant	Abbreviation
NQN	Navy Base Norfolk Virginia	NVBS N VA
NQL	Navy Base New Orleans Louisiana	NVBS NO LA
NQS	Navy Base Charleston, South Carolina	NVBS C SC
NQA	Navy Base Alameda California	NVBS A CA
NQJ	Navy Base Jacksonville Florida	NVBS J FL
ADM		ADMINCEN
AEM		NATO/SHAPE
AEP		MEPCOM
AFA		USAFAC
AFC		HQ FORSCOM
AHR	Director of Human Resources Dev.	DAPE-HR
AHS		HQ HSC
AIC		INSCOM
AIG	Inspector General	HQDA (DAIG)
AIN	ACS for Intelligence	HQDA (DAMI)
AJA	Judge Advocate General	HQDA (DAJA)
AEN		HQ USACE
ALO	DCS for Logistics	HQDA (DALO)
AMA	DCS for Research Development and Acquisition	HQDA (DAMA)
AMB	Director of Manpower, Programs and Budget	DAPE-MB
AMD	Surgeon General	HQDA (DASG)
AMI	Army Materiel Command	HQ AMC
AMO	DCS for Operational Plans	HQDA (DAMO)
AMW		HQ MDW
AP3		HQ USAPJ
AP8		HQ EUSA
APA		HQ (SAPA)
APE		HQDA (DAPE)
ATC	DCS for Personnel	HQ TRADOC
4A		USAREUR
4F	United States Air Forces in Europe	USAFE
4N		USNAVEUR
4M		FMFEUR
5A		WESTCOM
5F	Pacific Air Forces	PACAF
5N		PACFLT

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Other Organizations (cont'd)

Code	Participant	Abbreviation
ARE		USAREC
ARC		USARCPAC
AWC		USAWC
FA	Alaskan Air Command	AAC
FC	Air Force Communications Command	AFCC
FFG	Air National Guard	ANG
FP	Tactical Air Command	TAC
FFB	Tenth United States Air Force	10AF
FFE	Fourteenth United States Air Force	14AF
FFR	Air Force Reserve	AFRES
FF1	First United States Air Force	1AF
FF4	Fourth United States Air Force	4AF
FL	Air Force Logistics Command	AFLC
FS	Air Force Systems Command	AFSC
FT	Air Training Command	ATC
FU	Air University	AU
FZ	Electronic Security Command	ESC
F01	Air Force Accounting and Finance Center	AFAFC
F02	Air Force Audit Agency	AFAA
F03	Air Foce Commissary Service	AFCOMS
F04	Air Force Engineering and Services Center	AFESC
F05	Air Force Inspection and Safety Center	AFISC
F06	Air Force Legal Services Center	AFLSC
F07	Air Force Military Personnel Center	AFMPC
F08	Air Force Medical Services Center	AFMSC
F09	Air Force Office of Special Investigations	AFOSI
F10	Air Force Office of Security Police	AFOSP
F11	Air Force Service Information and News Center	AFSINC
F12	Air Force Technical Applications Center	AFTAC
F13	Air Force Operational Test and Evaluation Center	AFOTEC
F14	Air Force Space Command	SPACECMD

Other Organizations (cont'd)

Code	Participant	Abbreviation
F15	Air Reserve Personnel Center	ARPC
F16	Air Force Intelligence Service	AFIS
F17	Air Force Acquisition Logistics Center	AFALC
F18	United States Air Force Academy	USAFA
F19	Air Force Historical Research Center	AFHRC
2N	Commander in Chief, Atlantic Fleet	LANTFLT
7F	Commander in Chief, Air Force Readiness Command	AFRED
FQM	Billy Mitchell Field, Wisconsin	BM FLD WI
FQB	Brooks Air Force Base, Texas	BR AFB TX
FQL	Luke Air Force Base, Arizona	LK AFB AZ

APPENDIX G

ADMINISTRATIVE ARRANGEMENTS (U)

1. (U) Purpose. To advise addressees on the transportation, security arrangements, and uniform requirements applicable to JCS-sponsored exercises; and to establish the administrative and support requirements necessary for the efficient conduct of JCS-sponsored exercises.

2. (U) Concept of Relocation Operations
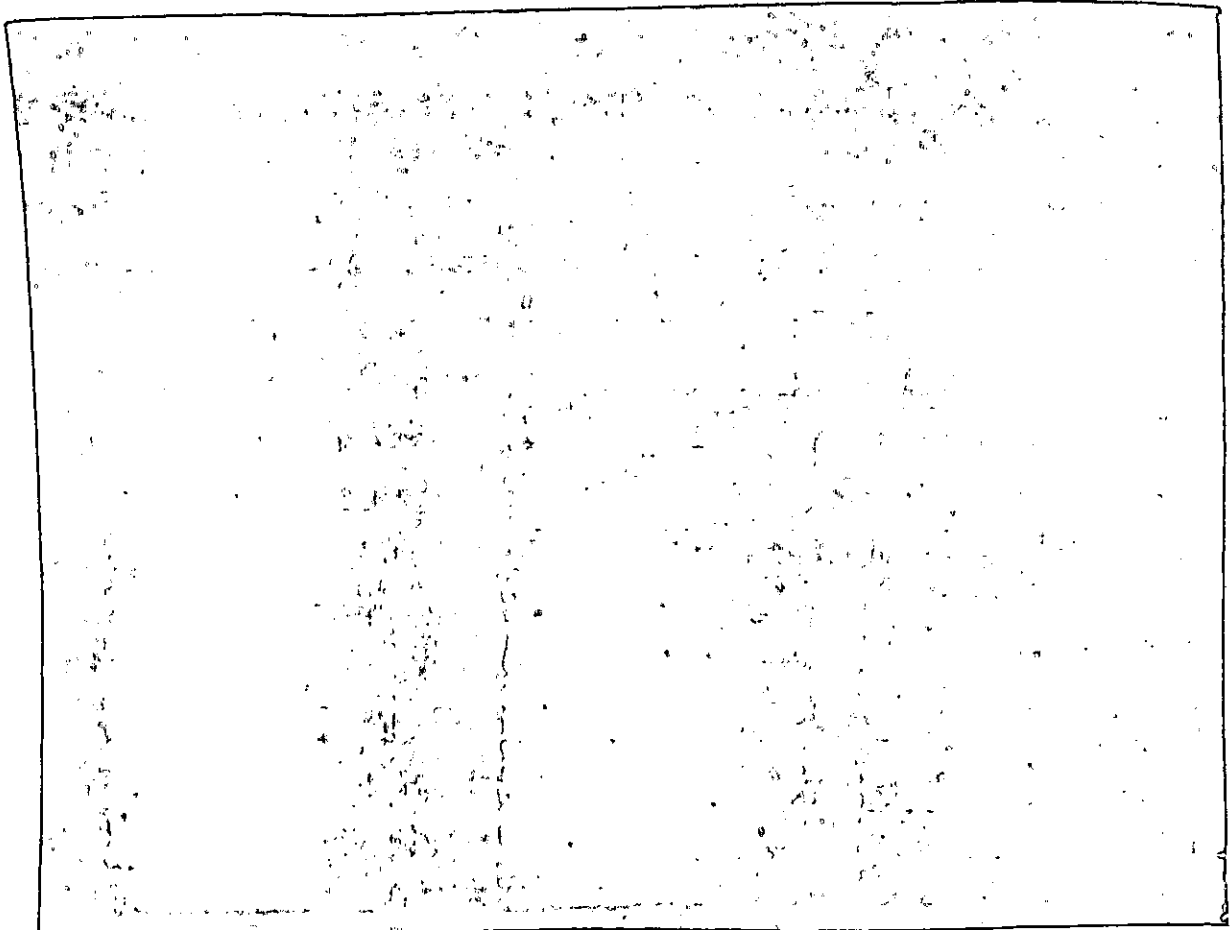
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DECLASSIFY ON OADR

G-1   Appendix G

3. (U) Administrative Responsibilities

   a. (U) Directorates/Agencies. Directorates/agencies of OJCS, during JCS-sponsored exercises, will provide administrative support on a 24-hour basis for their respective exercise organization. This includes clerical support, action and suspense assignment, correspondence distribution, and control and maintenance of records and files for the duration of the exercise.

   b. (U) Director for Information and Resource Management (DIRM). During JCS-sponsored exercises, DIRM will provide administrative services to the OJCS at the Pentagon and Site R, as applicable. This includes:

      (1) (U) Providing supplies and service support (at the ANMCC, DIRM coordinates this support with the permanently assigned Army Element that is tasked for supply and service support at that location).
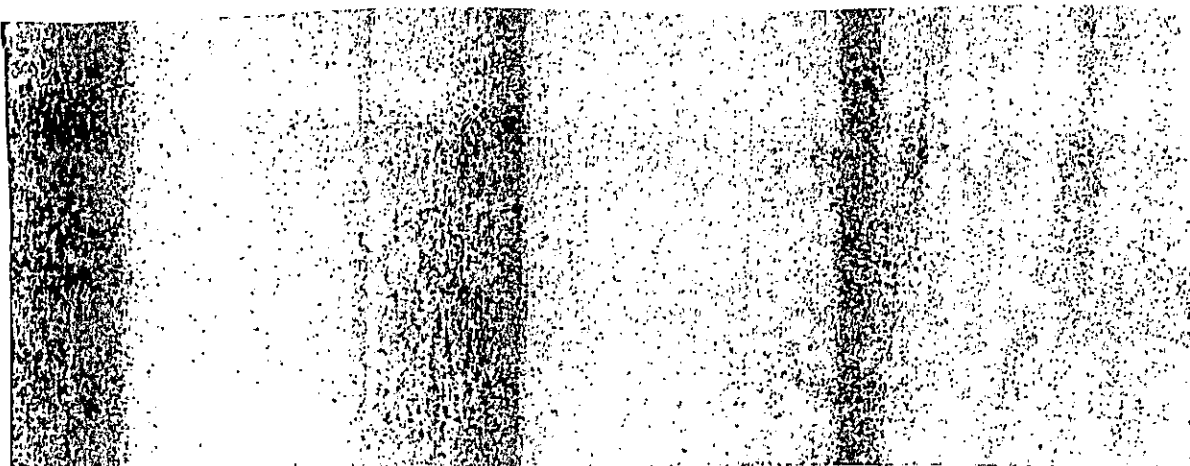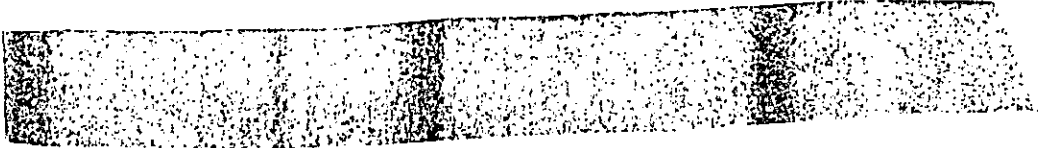
      (4) (U) Reproduction and distribution of documents to include the status of actions report prepared by the NMCC OT, CAT, or OPG.

      (5) (U) Operation of the JCS Message Center in the Pentagon and the Joint Staff Communications Office at Site R.
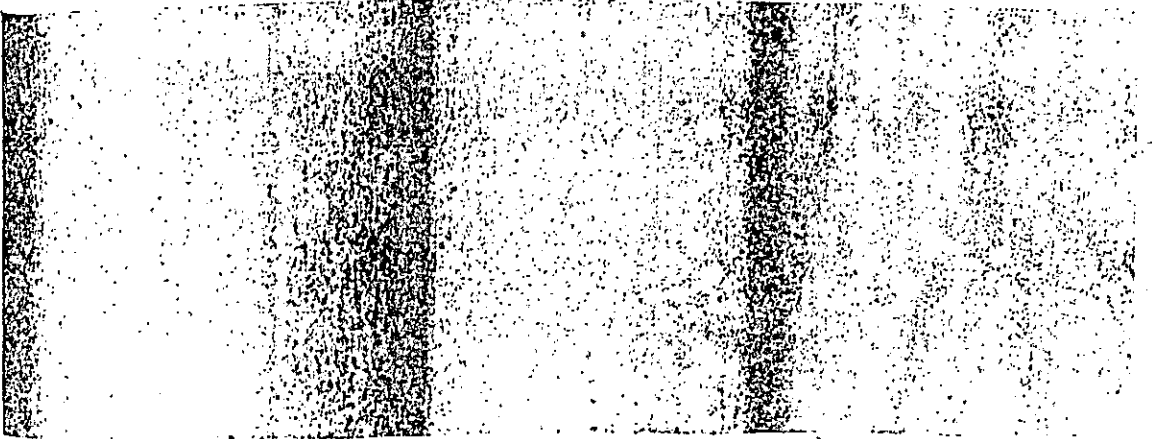
(7) (U) Operating a courier delivery system for the receipt and distribution of incoming and outgoing material within the Pentagon, the Metropolitan Washington area, and NMCS Command Centers.

(9) (U) Coordinating air transportation requirements.

(10). (U) Coordinating and/or arranging for OJCS office and billeting space.

4. (U) Transportation/TDY Order Requests. The following instructions apply to the OJCS activities, JECG personnel, exercise Joint Chiefs of Staff, exercise OPG and liaison offices, exercise ONPG, exercise RECAT, data collectors, and exercise OPSDEPS and DEPOPSDEPS. Other participants will make arrangements individually for the transportation of their personnel participating in JCS-sponsored exercises.
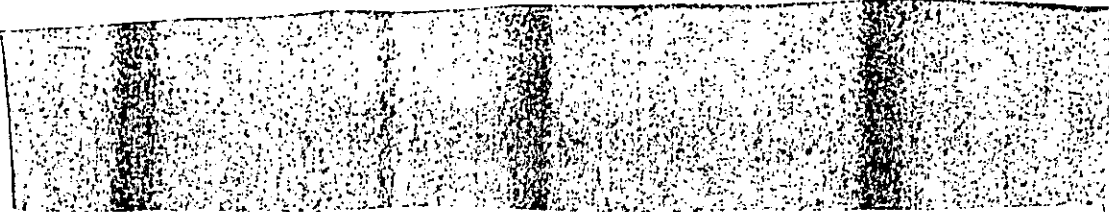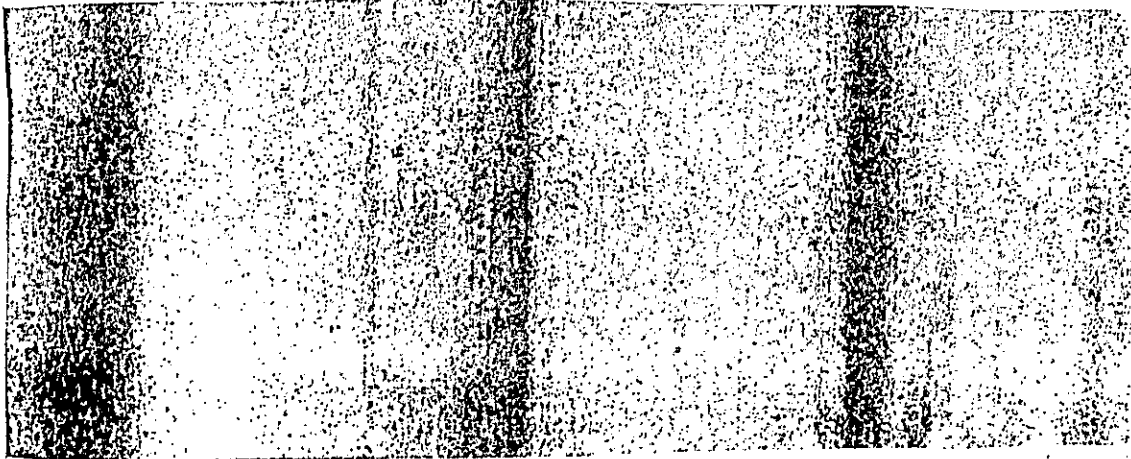
(3) (U) All personnel relocating with the JECG.

(4) (U) All visitors to the Joint Staff as approved by the Director, Joint Staff (DJS).

b. (U) Administrative Procedures. Tentative transportation requirements will be submitted to the DIRM 60 days prior to the exercise by the staff/agency exercise project officer. Requirements will include the estimated number of persons requiring transportation by air and by ground. Tentative requirements will be updated 30 days prior to the exercise and will include the names of persons requiring air transportation. Final requirements will be submitted no later than 15 days prior to the date transportation is required. Transportation requirements must provide for movement of classified materials and other items associated with the mission requirement.
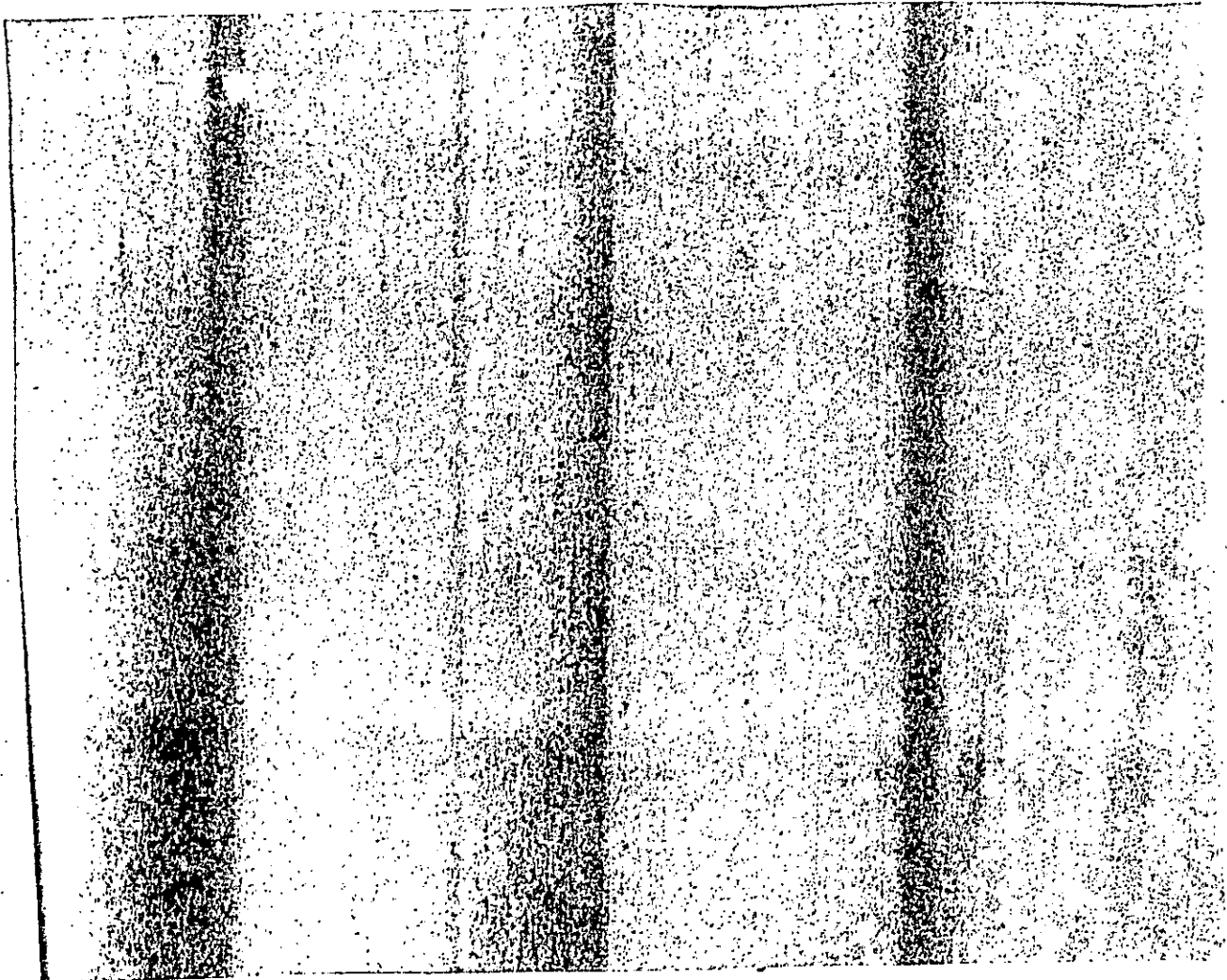
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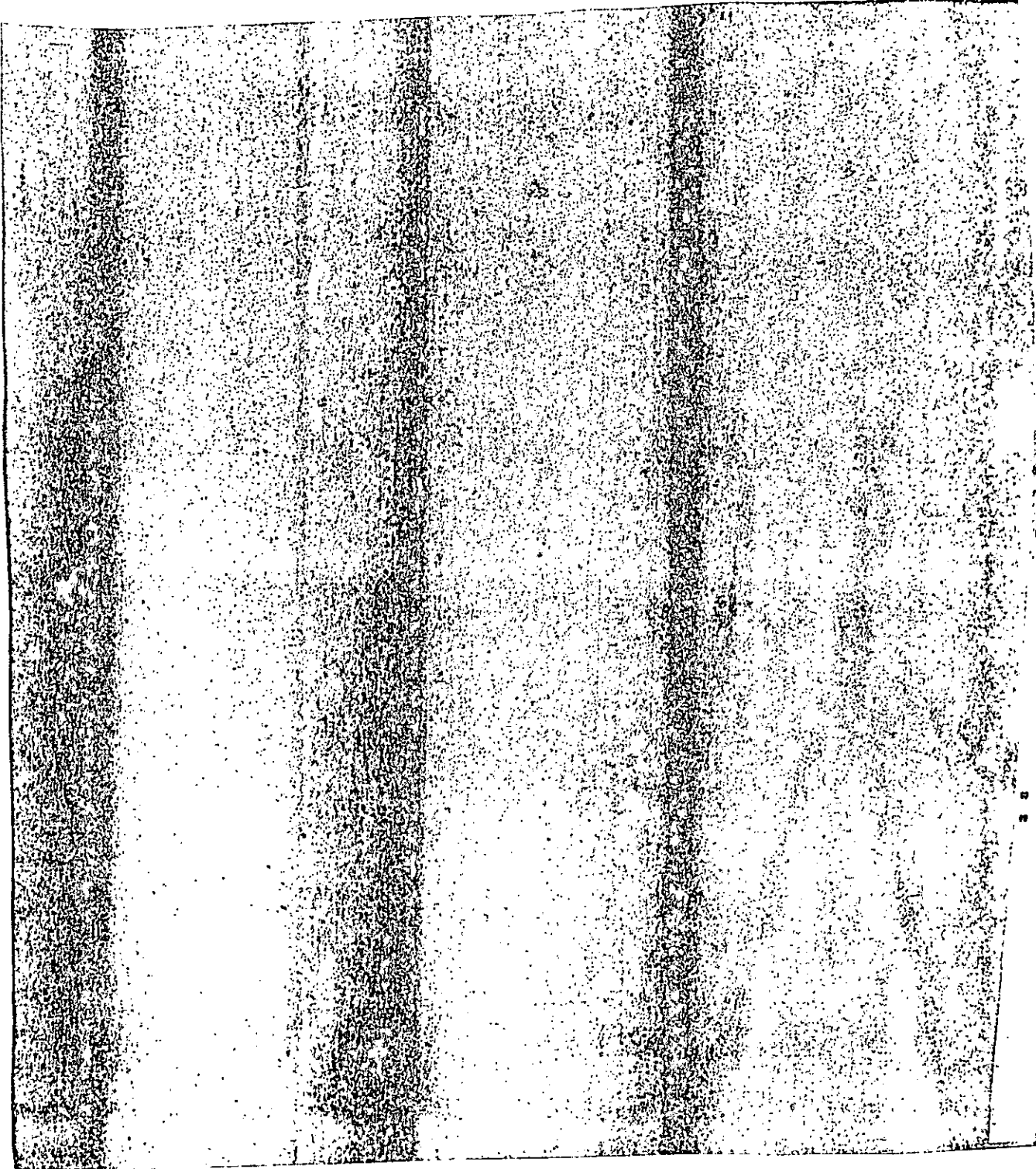
7. (U) OJCS Exercise Participation Roster will reflect data pertaining to OJCS participants and other individuals designated to perform roles in the OJCS Staff Participation Paper to include the Exercise Joint Chiefs of Staff, OPSDEPS, members of the liaison offices and OPG, and personnel in the JECG. Rosters will be submitted at least 45 days prior to the exercise to:

    a. (U) OJCS, DIRM, ATTN: Security Division, Physical Security Branch, Washington, D.C. 20301-5000, in 4 copies.

    b. (U) Commander, Fort Ritchie, ATTN: CCNJ-R, Fort Ritchie, Maryland 21719, in 3 copies.

8. (U) Message Preparation and Procedures

a. (U) For proper message preparation, exercise players must follow the guidelines established in reference a.

b. (U) For correct message addressing, exercise players must use the plain language addresses listed in reference b and any supplemental instructions issued by the JCS Message Center (JCSMC), which will cover temporary addressees created for the exercise. If the addressee is not listed in reference b, the correct plain language address may be ascertained by calling JCSMC or by composing one as outlined in paragraph 6, reference b.

REFERENCES:

a. Message Management and Preparation Handbook, 1 July 1983.

b. JCS Message Center Message Address Directory, 15 May 1983.

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OJCS EXERCISE PARTICIPATION ROSTER

	FROM			TO	DATE

PARTICIPANT'S NAME	GRADE	SVC	SSAN	EXERCISE DUTY ASSIGNMENT	SECURITY CLEARANCE				DUTY AT								HAS PERMANENT PASSES			
					TS	TS	TK	SIOP-ESI (CAT)	PENTAGON OJCS	NMCC	OTHER	SITE R OJCS	ANMCC	OTHER	PENT	OJCS	NMCC	SITE R

SECURITY CLEARANCE: TS, IS, TK, SIOP-ESI (CAT)

DUTY AT — PENTAGON: OJCS, NMCC, OTHER — SITE R: OJCS, ANMCC, OTHER

HAS PERMANENT PASSES: PENT, OJCS, NMCC, SITE R

FOR OFFICIAL USE ONLY
(WHEN FILLED IN)

I CERTIFY THAT THE SECURITY INFORMATION REFLECTED ABOVE IS CORRECT

_____
(SIGNATURE OF SECURITY OFFICER)

PREPARED BY (NAME, GRADE, TEL NR OF EXERCISE PROJECT OFFICER)

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